LIVESTOCK DEVELOPMENT CORPORATION

# STRATEGIC PLAN

## 2025-2030

**A ROADMAP FOR THE PNG LIVESTOCK INDUSTRY THAT PROMOTES FOOD SECURITY AND CONTRIBUTES TO NATION-BUILDING**

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**STANDARDS:**
ISO/UNDP 53002 - PDCA Concept | ISO 9001:2015



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*"Every agriculture commodity board such as LDC must engage with relevant stakeholders including the small holder farmers in PNG to advance the livestock industry."*

Hon. James Marape, MP,
Prime Minister of Papua New Guinea

INDEPENDENT STATE OF PAPUA NEW GUINEA
DEPARTMENT OF NATIONAL PLANNING AND MONITORING

# STATEMENT OF APPROVAL

I Koney Samuel by virtue of the powers vested on me as the Secretary for the Department of National Planning and Monitoring, and pursuant to Section of 8 (1) and (3)(a) of the *Papua New Guinea Planning and Monitoring Responsibility Act 2016*, hereby confirm that the **Livestock Development Corporation Limited (LDC) Strategic Plan 2025-2030** is in consistent with and meets the requirements of national planning, service delivery, budget, monitoring and evaluation frameworks.

I hereby approve LDC Strategic Plan 2025-2030 for implementation.

…………………………
**Koney Samuel (Mr)**
SECRETARY
Department of National Planning and Monitoring

31st December 2025

# VISION

*A progressive livestock industry in Papua New Guinea.*

# MISSION

*Engage with livestock stakeholders including small holder farmers to advance the livestock industry.*

# CORE VALUES

1. **Integrity**
   Upholding honesty, transparency, and accountability in all interactions and obligations of the services and products we provide.

2. **Innovation**
   Embracing innovative ideas, technologies, and approaches to improve and revitalize livestock industry.

3. **Sustainability**
   Promoting environmentally friendly, socially responsible, and economically viable farming practices.

4. **Collaboration and Teamwork**
   Building strong partnerships with farmers, government, private sectors, and development partners.

5. Wealth Creation
   Capacity building, job creation, healthy and wealthy organisation and value-added.

6. **Community Empowerment**
   Valuing diversity, inclusivity, and the well-being of farmers, communities, stakeholders and partners.

# FOREWORD BY THE MINISTER FOR LIVESTOCK

I am honoured to announce the inaugural Livestock Development Corporation Limited (LDC) Strategic Plan 2025-2030, which is a milestone achievement for both LDC and Ministry of Livestock (MOL).

The current Marape-Roso Government under its Five-Year Medium Term Development Plan IV (MTDP) 2023-2027 aims to raise the economy to K200 billion and create 1 million jobs by 2030. The plan was developed to contribute to delivering the government's policy directives stipulated in MTDP IV and the National Agriculture Sector Plan (NASP) 2024-2033. As such this strategic plan is aligned with the National Government's strategies and policies including - National Livestock Policy, NASP 2024-2033, MTDP IV 2023-2027, PNG Vision 2050 and other policy directive related to growing the livestock industry.

The livestock industry has been a sleeping giant for over 30 years. No successive governments have taken the bold decision to revitalize the livestock sub-sector mainly due to absence of adequate legislations and policy directives.

To revive livestock industry the current Marape–Roso Government created the new Ministry of Livestock. I support this initiative I called for urgent development and approval of legislative framework and policy guidelines to establish Livestock Industry Authority (LIA) to regulate the livestock sub-sector.

The key intervention policy directives stipulated in the MTDP IV and further documented in this strategic plan as the strategic priority areas include:

(a) Rehabilitate and modernize state-owned ranches and abattoirs.
(b) Restock national cattle herds to rebuild production capacity.
(c) Support smallholder farmers through targeted programs and market access.
(d) Foster partnerships with provincial governments, District Development Authorities, local communities, and international partners.

Successful implementation of this strategic plan will contribute to achieving these policy directives by 2030. This is the turning point and created a new pathway to revive the livestock sub-sector and improve the livestock industry in PNG by working in collaborations with our key partners and stakeholders both in PNG and abroad.

Special gratitude to the current LDC Board of Directors and the Management for successfully coordinating this strategic plan.

I urge the management and staff to diligently participate and deliver the expected outcomes stipulated in this strategic plan.
I further challenge all of us think different and deliver with innovation so that the people of PNG can see tangible results.

This strategic plan outlines the work that the LDC will do to support the Government's agendas as articulated in the MTDP IV 2023-2027 and NASP 2024-2033.

I endorse this Strategic Plan 2025-2030 for successful implementation.

May God bless our collective efforts.

……………………………………
**Hon. Sekie Agisa, MP**
MINISTER FOR LIVESTOCK

# STATEMENT BY CHAIRMAN

The Livestock Development Corporation (LDC) was first established through a National Executive Council Decision No.75/82 in 1982, and it was 100% owned by the Independent State of Papua New Guinea. LDC operated under Department of Agriculture, Livestock and Fisheries (DASF) and later into Department of Agriculture and Livestock (DAL). The mandate was to operate as a self-funding state-owned commercial entity that will have the capability and capacity to own, operate and manage livestock stations, abattoirs and other related facilities throughout the country.

However, it did not meet its intended purpose and was stagnant for more than 30 years due to the absence of adequate legislation, policy directions and strategies. Combination of failure in these critical areas resulted in no breeding programs, research and development, high cost of production, lack of extension and training. In addition, the illegal settlers took over the land assets and industry collapsed and created a pathway to bring in cheap protein imports from overseas.

As a result, the commercial production of livestock including beef and dairy cattle, piggery and poultry in the country is largely done by the private sector to meet domestic demand but still not sufficient. Therefore, huge tons of cattle, piggery, and poultry meat were imported into the country.

I support the call by the Minister for Livestock to strengthen legislative framework and policy guidelines within livestock industry and improve institutional governance within LDC.

The current LDC Board and the management in collaboration with office of the Ministry of Livestock initiated this Strategic Plan 2025-2030 to deliver the policy directives stipulated in Section 1.1.8 of MTDP IV 2023-2027 by the Marape-Roso Government.

This is a roadmap to revitalize the livestock industry with the new vision –

“*A progressive livestock industry in Papua New Guinea*”.

This revised vision together with the mission statement and values will add value and guide LDC achieve its desired outcomes and will support the establishment of Livestock Industry Authority and work with the office of the Ministry for Livestock.

The Board will provide the required strategic direction and support to the LDC management to deliver they strategic priority areas, key result areas and key performance indicators stipulated in this strategic plan.

This plan is also about strengthening LDC as an institution to drive realistic policy reforms, bring clarity in government policy stance, elevating PNG citizen participation and local content, and promote investor confidence by creating conducive environment for livestock industry growth by working in partnership with our stakeholders.

On behalf of my fellow LDC Board members, I am pleased to endorse this Strategic Plan 2025-2030.

…………………………….

**Martin Ginyaru, LLB**
CHAIRMAN
Board of Directors

# ACKNOWLEDGEMENT BY MANAGING DIRECTOR

I would like to acknowledge the Honourable Prime Minister James Marape, MP and the PANGU lead Government for having confidence in the livestock sub-sector and creating a new Ministry of Livestock. In the last 40 years livestock sub-sector had the potential to grow the economy, however other sectors and sub-sectors did, creating a new Ministry of Livestock is a wake-up call and turning point to revitalize the livestock industry in PNG.

I also thank Hon. Sekie Agisa, MP PNG's first Minister for Livestock, for his insight, courage and confidence in the current LDC Board and Management for reviewing the past performance and establishing a new destiny for LDC.

This Strategic Plan 2025-2030 is a milestone achievement for both Ministry of Livestock and LDC. It is a roadmap to implement government policies and strategic priority areas stipulated in the MTDP IV, NASP and other policies.
It is not only a guide for aligning the Ministry and LDC's efforts with the national priorities set out in MTDP IV and NASP, but it is also a framework for achieving tangible targets aspired by the government such as increasing meat production to meet domestic demand and reducing imports by 30 to 50% by 2030.

Special gratitude expressed to the LDC Management Team and staff, Office of the Ministry of Livestock and consultants towards successful completion of this plan. The performance will be measured using balanced scorecard, key performance indicators (KPIs) and monitoring and evaluation framework.

The LDC's senior management team will provide the necessary leadership and management oversight to ensure performance within all Divisions and at all levels. The management will focus its efforts on achieving the following outcomes:

(a) Enhance Governance and legislative framework.
(b) Revitalize the Livestock Industry in PNG.
(c) Sustainable Development of Livestock Industry in PNG.
(d) Establish Livestock Industry Authority.
(e) Strengthening Stakeholder Partnerships.

There are 5 strategic objectives, 25 Key Results Areas (KRAs), and 119 KPIs to be delivered between 2025 to 2030. These will be delivered in collaboration with relevant stakeholder partnerships in PNG and abroad.

We have the duty of care and obligation to implement the actions stipulated in this plan. Our overall performance depends on our actions and mindset. Thus, I would like to challenge all our staff to adhere to core values, change our mindset and objectively participate in delivery of these KPIs and together we will achieve our vision.

I would like to acknowledge our partners and stakeholders both in PNG and abroad for your support and contributions towards improving the livestock industry between 2020 and 2025 and together we will continue to implement this plan from 2026 to 2030.

Thank you and may God bless the successful implementation of this plan.

……………………
**Steven Yangis (Mr)**
MANAGING DIRECTOR
Livestock Development Corporation

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| | |
|---|---|
| **AITS** | Animal Health Identification and Traceability System |
| **APA** | Agriculture Priority Area |
| **ART** | Animal Research Technology |
| **BSC** | Balanced Scorecard |
| **CCDA** | Climate Change Development Authority |
| **Customs** | PNG Customs Services |
| **DAL** | Department of Agriculture and Livestock |
| **DOA** | Department of Agriculture |
| **DICT** | Department of Information Communication & Technology |
| **DIP** | Deliberate Intervention Program |
| **DLPP** | Department of Lands and Physical Planning |
| **DPM** | Department of Personnel Management |
| **DSIP** | District Services Improvement Program |
| **E-Extension** | Electronic Extension |
| **E-Government** | Electronic Government |
| **GDP** | Gross Domestic Product |
| **GL** | General Ledger |
| **GM** | General Manager |
| **GoPNG** | Government of Papua New Guinea |
| **HR** | Human Resource |
| **ICT** | Information Communication and Technology |
| **IFMS** | Integrated Financial Management System |
| **IGIS** | Integrated Government Information System |
| **IHRPS** | Integrated Human Resource Payroll System |
| **IKP** | Indigenous Knowledge Practices |
| **KPI** | Key Performance Indicator |
| **KRA** | Key Result Area |
| **LDCL** | Livestock Development Corporation Limited |
| **LDCSP** | LDC Strategic Plan 2025-2030 |
| **LIA** | Livestock Industry Authority |
| **LISL** | Livestock Industry Savings and Loans |
| **LMIS** | Livestock Management Information System |
| **M&E** | Monitoring and Evaluation |
| **MD** | Managing Director |
| **MDG** | Millennium Development Goals |
| **MOL** | Ministry of Livestock |
| **MoU** | Memorandum of Understanding |
| **MTDP IV 23-27** | Medium Term Development Strategy IV 2023-2027 |
| **NAQIA** | National Agricultural Quarantine Inspection Authority |
| **NARI** | National Agriculture Research Institute |
| **NASP** | National Agriculture Sector Plan 2024-2033 |
| **NEC** | National Executive Council |
| **NLEIMS** | National Livestock Epidemiology and Information Management System |
| **NLP 23** | National Livestock Policy 2023 |
| **OBB** | Output Based Budget |
| **PE** | Personnel Emolument |
| **PEA** | Participatory Extension Approaches |
| **PEQ** | Post Entry Quarantine |
| **PESTEL** | Political, Economic, Social, Technological, Environment and Legal |
| **PNGDSP** | PNG Development Strategic Plan 2010-2030 |
| **PSIP** | Provincial Services Improvement Program |
| **PPP** | Public-Private Partnership |
| **R&D** | Research and Development |
| **RBM** | Results Based Management |
| **RRS** | Regional Research Station |
| **SCMC** | Salaries and Conditions Monitoring Committee |
| **SDG** | Sustainable Development Goals |
| **SMART** | Specific, Measurable, Achievable, Realistic and Time-bound |
| **SME** | Small to Medium Enterprise |
| **SMEC** | Small to Medium Enterprise Corporation |
| **SPA** | Strategic Priority Area |
| **StaRS** | National Strategy for Responsible Sustainable Development |
| **SWOT** | Strengths, Weaknesses, Opportunities, Threats |
| **TAD** | Transbounday Animal Disease |

# EXECUTIVE SUMMARY

The Livestock Development Corporation was first approved by the National Executive Council Decision No. 75/82 on the 15th of December 1982 by the Somare Government and was registered as Livestock Development Corporation Pty Ltd on the 31st of March 1983. LDC was mandated to provide specific leadership in commercializing the beef cattle industry in PNG. LDC operated under the Department of Agriculture, Livestock and Fisheries (DASF) and later into Department of Agriculture and Livestock (DAL). The mandate was to operate as a self-funding state-owned commercial entity that will have the capability and capacity to own, operate, operate livestock stations, abattoirs and contribute to self-sufficiency of livestock industry throughout the country.

However, it did not meet its intended purpose and had been stagnant in the last 40 years with no real growth largely due to the absence of adequate legislation, policy directions and strategies from successive Governments. Failure in these critical areas resulted in no research and development programs, lack of breeding programs, high cost of production, lack of extension services and staff training and development. This resulted in crease of beef meat, dairy products, poultry meat and egg and pork meat imports. This further created an avenue for private sectors to do commercial production of beef cattle, dairy cattle, piggery and apiculture to meet the domestic demand. However, it is still insufficient to meet the increasing domestic demand. In 2022 the Marape-Government made a bold decision not to revitalize livestock industry through Medium Term Development Plan 2023-2027. Under Part B Section 1.1.8 stipulates national livestock development program; rehabilitating and building new abattoirs; and establishment of commercial animal feed farm.

According to NASP 2024-2033 PNG produces 16 000 tons of meat and imports 67,307 tons of meat per annum valued at K392 million. To increase livestock production and manage the reduction of imports the Marape-Roso Government created a new Ministry of Livestock in 2022, recommended to develop the National Livestock Policy and establish the Livestock Industry Authority. The National Government's aspirations through the Medium-Term Development Plan IV 2023- 2027 (MTDP IV) are to have large-scale commercial cattle breeding and farming, poultry, piggery and other ruminants, produce 60 000 tonnes of meat by 2027 to meet the domestic demand, support establishment of commercial feed farms and slaughtering abattoir and improve value-adding.

The LDC Strategic Plan 2025-2030 is aligned with National Government's policies and strategies and will contribute to achieve and deliver the targets indicated in Section 1.1.8 of MTDPIV and the NASP.

This plan is a light to the pathway of LDC's new vision "*A progressive livestock industry in Papua New Guinea*" and will guide Ministry of Livestock, National Livestock Authority and LDC to revitalize the livestock industry in PNG in collaboration with stakeholders and partners in PNG and abroad.

This strategic plan has five Strategic Priority Areas (SPAs) which include Enhance Institutional Capacity and Governance, Facilitate Growth of Livestock Industry in Papua New Guinea, Sustainable High Quality Livestock Production, Establish Livestock Industry Authority and Partnership and Stakeholder Collaborations. These SPAs comprised of 23 Key Result Areas (KRAs) indicated in Section 1.8 and 118 Key Performance Indicators (KPIs). The details of SPAs, KRAs and KPIs are documented in Chapter 5.

The National Government through MTDP IV and NASP allocated K340 million for period of five years from 2023 to 2027, however additional funding is required to successfully implement this plan to revitalize the livestock industry in PNG. The estimated budget for implementation of this plan is **K423.26 million**, details indicated in Section 6.5.

# CHAPTER 1

# INTRODUCTION

## 1.1 An overview of Livestock Industry in PNG

The livestock industry in PNG plays a significant role in food security and economic prosperity. Most livestock production comes from smallholder farmers and contributes to rural livelihoods. Many farmers use traditional production methods, with potential for improvement. However, there is an increasing demand for meat and animal products due to population growth and urbanization expansion. Some challenges and opportunities stipulated in the NASP 2024-2033 include:

Challenges:

(a) Poor infrastructure and logistics hinder access to markets.
(b) Disease outbreaks and limited veterinary services affect productivity.
(c) Limited availability and high cost of quality feed.
(d) Climate variability and change impact livestock production.

Opportunities:

(a) Import substitution by increasing domestic production to reduce reliance on imports.
(b) Export opportunities which is potential for exporting livestock products to neighbouring countries.
(c) Value chain development for improving value chains to increase farmers' incomes.
(d) Sustainable practices by promoting sustainable and climate-resilient livestock production.

As such LDC will play a significant role by promoting sustainable livestock production for growth and development, contribute to food security, poverty reduction, and economic growth.

## 1.2 History of Livestock Development Corporation

Livestock Development Corporation Pty Ltd was first established through a National Executive Council Decision National Gazette No. 75/82 of 15th December 1982 and was formally registered with Investment Promotion Authority as a company on 31 March 1983 and operated under the Department of Agriculture, Livestock and Fisheries (DASF) and later into Department of Agriculture and Livestock (DAL). LDC has been operating under DAL without any strategic plans, guidelines, policies and systems. In 2022 the Marape-Roso Government created three Ministries including Ministry of Agriculture, Ministry of Oil Palm and Ministry of Livestock as per Gazette Notice No. G1690 indicated in Section 3.1.1.

Over the decades, various global, national, and sectoral plans shaped the livestock sub-sector programmes and activities, including:

(a) 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.

(b) National Plans:
- The PNG Vision 2050 (2010-2050)
- National Strategy for Responsible Sustainable Development (StaRS).
- PNG Development Strategic Plan (DSP 2010-2030).
- Medium-Term Development Plans (MTDPs): MTDP 2 2011-2015, MTDP III (2018-2022) and MTDP IV (2023-2027).
- Alotau Accord (2012).

(c) Sectorial Plans:

- National Agriculture Development Policy (NADP) 2002-2015.
- National Agriculture Sector Plan (NASP) 2024-2033.
- National Agriculture Sector Implementation Plan 2024-2033.

These plans and policies played significant role in shaping local livestock sub-sector programmes over the years. The phases of transformation and milestone achievements are indicated in Section 7.1 and below are significant event timelines:

(a) 1980-1990
Establishment and early success of LDC was established 1982 to commercialize the livestock division of the Department of Primary Industry, taking over operations of various ranches, abattoirs, and piggeries. Initially, LDC was successful financially, but over time, mismanagement and neglect led to its decline.

(b) 1990-2013
By 1992, most LDC operations had closed due to mismanagement and political interference. The corporation's assets were abandoned, and land was overtaken by settlers all over the country.

(c) 2014-2020
Revitalization efforts commenced during this period. The Marape-Roso Government initiated a revitalization program, appointing a new Board of Directors and Management Team in 2020. Since then, LDC has made considerable progress in the following areas:

(1) Reclaiming Assets: Over 30,000 hectares of state lease land have been reclaimed, including Zuguru cattle Ranch, Baiyer Cattle Ranch, Wariman Livestock Station, Launakalana cattle ranch and other cattle ranches.

(2) Infrastructure Development: LDC has invested in infrastructure, including perimeter fencing, water systems, staff housing, and yards, often using solar-powered equipment in ranches indicated in (1).

(3) Capacity Building: The corporation has focused on staff capacity building, with 28 officers completing a public service induction program in June 2025.

(4) Partnerships: LDC has signed MOUs with international partners, including Australian cattle exporters, and is working with provinces, districts, and the private sector to promote livestock development.

(d) 2022- 2025
(1) Creation of new Ministry of Livestock
(2) Appointment of new Minister of Livestock Hon. Sekie Agisa, MP
(3) Developed Livestock Policy.
(4) Establishment of Livestock Industry Authority.
(5) Strategic Plan 2025-2030.
(6) *Livestock Industry Bill* and *Livestock Authority Bill.*

(e) Current focus of the Ministry of Livestock and LDC is working towards establishing a National Livestock Authority to standardize quality, provide extension services, and generate reliable data. The LDC aims to make PNG self-sufficient in meat production and reduce reliance on imports.

## 1.3 Statutory Mandate

The operational framework for LDC is outlined in Section 1.1.8 of MTDP IV and NASP 2024-2033 and NASP Implementation Plan 2024-2033 Section 2.15. The mandate and framework for Ministry of Livestock are governed by Ministerial Determination through National Gazette No. G690 indicated in Section 4.1.1 and Appendix 1. This interim arrangement is in place as the *Livestock Industry (Development) Bill* awaits approval and the *Livestock Authority Bill* awaits enactment from the National Parliament.

The Agriculture Sector Policy and Legislative Framework provide overarching guidance for both MFL and LDC operations. Within the MTDP IV 2023-2027 and NASP 2024-2033, the livestock sub-sector 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.

## 1.4 Rationale

The challenge for the agriculture and livestock sub-sector as stipulated in the PNG Vision 2050 is to have the following by the year 2050:

(a) 10 million local farmers.
(b) 100,000 SMEs.
(c) 100 millionaires.
(d) 10 billionaires.

The GoPNG specified strategies and resource framework to revive the livestock subsector are articulated in the National Livestock Policy 2023, MTDP IV 2023-2027 and the NASP 2024-2033. The LDC Strategic Plan 2025-2030 is a pioneer medium-term plan that is aligned to these overarching plans and will assist in implementing these GoPNG's aspirations.

This strategic plan provides guidance to the Ministry for Livestock and LDC to implement government priority programmes and activities for the livestock sub-sector captured under NASP 2024-2033, National Livestock Policy 2023 and MTDP IV 2023-2027.

## 1.5 LDC Operations in PNG

The Head Office is located at Section 62, Allotment 3, Level 3, YFIG Ruma 1, 7 Mile, Kennedy Estate, National Capital District. LDC is operating in four (4) regions and ten (10) District Extension Offices across Papua New Guinea.

Veterinary and livestock extension camps further extend support at the district level. The company has the capacity to operate in all 23 provinces and 96 districts, subject to adequate resources. Figure 1 below current locations.


Figure 1: Map of PNG showing LDC operational locations in the country

## 1.6 Strategic Objectives

### 1.6.1 Long-Term Objectives

(a) Improve livestock productivity through enhanced breeding, feeding, and health management practices to increase livestock productivity and quality.

(b) Increase access to markets by supporting farmers in accessing local and international markets, improving their incomes and livelihoods.

(c) Promote sustainable practices by encouraging environmentally friendly and socially responsible livestock production practices

(d) Build capacity by improving the skills and knowledge of farmers, extension workers, and other stakeholders to support a thriving livestock industry.

(e) Foster partnerships by collaborating with government, private sector, and development partners to leverage resources, expertise, and funding.

(f) To promote consistent production and supply of high-quality livestock products that meets the international quality standard.

(g) To ensure that LDC is one of the top performing State Own Entities (SOEs) in the country with establishment of prudent financial management systems, sustainable programs; increase internal revenue and staff are skilled and competent to perform their roles.

(h) Successful implementation of Livestock Industry Authority.

### 1.6.2 Objectives to Achieve Strategic Priority Areas

Successful implementation of Strategic Priority Areas (SPAs) will assist in achieving these five objectives between 2025 and 2030:

(1) To enhance institutional capacity through the introduction of relevant governance policies, legislative review, safety standards and quality assurance.

(1) To facilitate and revive the growth of livestock industry through capacity building, demand-driven research and development, extension and advisory services, improve infrastructure, farm equipment and resources.

(2) To promote sustainable growth and profitability of livestock industry by improving access to financial incentives for farmers, quality and quantity of beef cattle, dairy cattle, poultry, piggery, honey productions, effective management of biosecurity, information and data, and improve marketing and value-chain.

(3) To establish Livestock Industry Authority to effectively regulate livestock industry, enforce and maintain standards in Papua New Guinea.

(4) To strengthen relationships with key stakeholders and partners both in PNG and overseas to improve and maintain the sustainable growth of livestock industry.

## 1.7 Strategic Priority Areas (SPA) and Key Result Areas (KRA)

The details of SPAs and KRAs are indicated in Chapter 5 of this plan.

1. SPA 1: Enhance Institutional Capacity and Governance

    (1) KRA 1: Review Organisational Structure
    (2) KRA 2: Develop Policies and Legislative Framework
    (3) KRA 3: Review LDC Constitution
    (4) KRA 4: Establish Board Sub- Committees
    (5) KRA 5: Establish Safety Standards and Quality Assurance
    (6) KRA 6: Valuation of Livestock Development Corporation

2. SPA 2: Revitalize the Livestock Industry in Papua New Guinea

    (1) KRA 7: Skills Training and Development
    (2) KRA 8: Demand-Driven Research and Development
    (3) KRA 9: Strengthen Extension Services
    (4) KRA 10: Improve Infrastructure
    (5) KRA 11: Improve Farm Equipment and Resources.

3. SPA 3: Sustainable Development of Livestock Industry in PNG

    (1) KRA 12: Support Farmer Savings and Loan Societies
    (2) KRA 13: Improve Beef Cattle Production
    (3) KRA 14: Improve Dairy Cattle Production
    (4) KRA 15: Improve Poultry Production
    (5) KRA 16: Improve Piggery Production

(6) KRA 17: Improve Apiculture Production
(7) KRA 18: Biosecurity – Animal Health and Welfare
(8) KRA 19: Livestock Management Information System
(9) KRA 20 Improve Marketing and Livestock Products
(10) KRA 21: Enhance livestock value-chain

4. SPA 4: Establish National Livestock Authority

(1) KRA 22: Establish National Livestock Authority
(2) KRA 23: Migrate Payroll Data to AIRH System

5. SPA 5: Stakeholder Partnerships

(1) KRA 24: Engagement with International Partners
(2) KRA 25: Engagement with PNG Stakeholders

## 1.8 Key Measures of Success

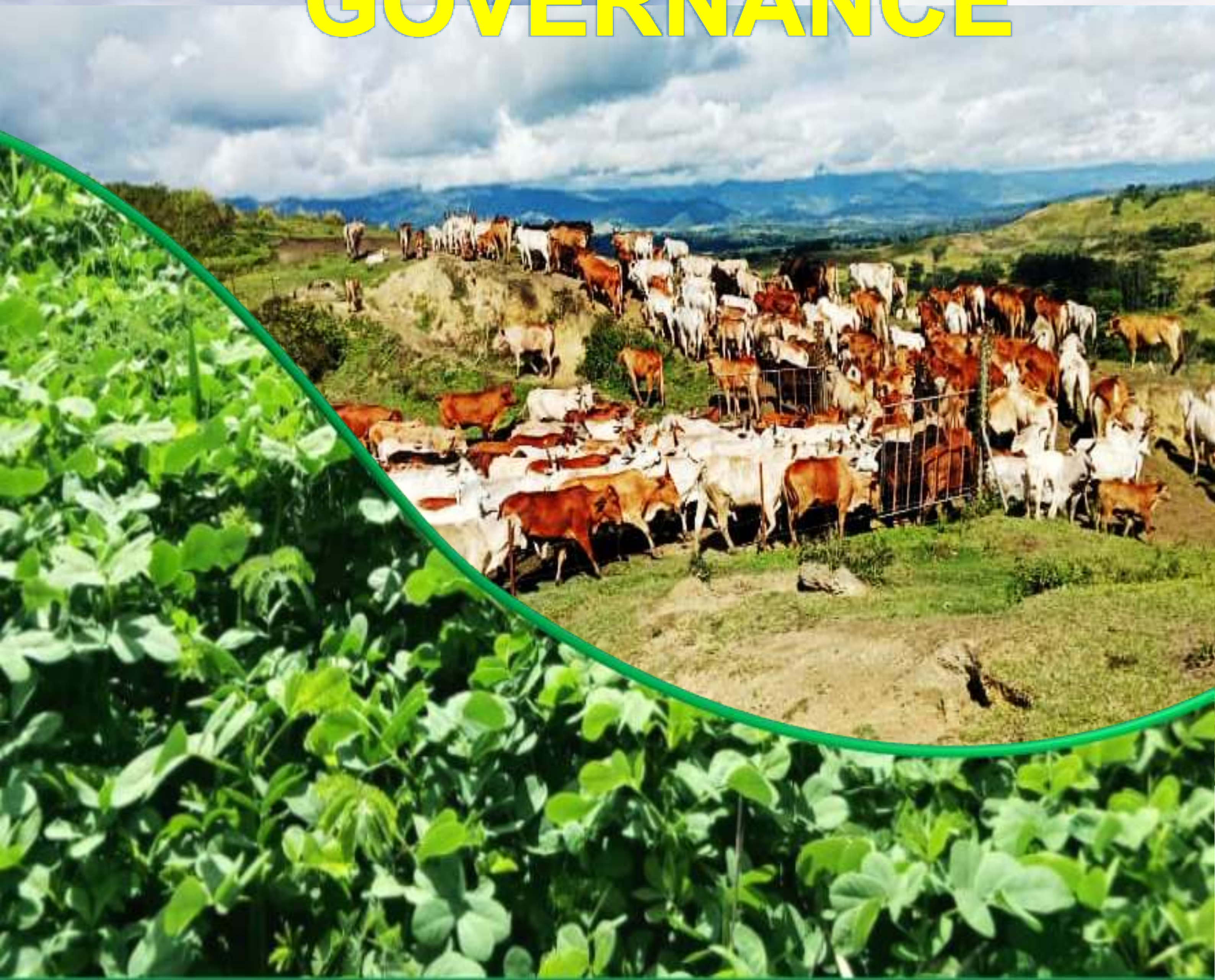
(a) Effective and efficient government management systems established.
(b) Constitution approved and board committees established.
(c) Demand-driven research conducted and resulted achieved.
(d) Abattoirs rehabilitated and operational.
(e) All land and assets currently occupied by illegal settlers reclaimed.
(f) National cattle breeding farms were rehabilitated and established.
(g) Old cattle ranches reclaimed, rehabilitated and restocked.
(h) Small Livestock Provincial breeding and distribution centres restored.

Figure 2: LDC Senior Management at Launakalana Cattle Ranch in Rigo

***From Left to Right:*** *Managing Director Mr Steven Yangis, Mrs Lillian Asi Executive Admin Officer to MD, Mr Otto Wangillen Finance Manager, ALEC Chairman Mr David Galvin, Roselyn Conway IFMS System Administrator and Mr Terry Koim LDC former Managing Director.*

# CHAPTER 2

# GOVERNANCE



## 2.1 Shareholder

LDC is one hundred percent owned by the Independent State of Papua New Guinea and the shares are owned by the Minister for Livestock on behalf of the State.

## 2.2 Board of Director

The Board of Director is appointed in accordance with *Companies Act 1997* (as amended) and the LDC Constitution. As part of the revitalization efforts the Marape-Roso Government appointed new Board and Managing Director in 2020 (Appendix 2).

### 2.2.1 Role of the Board

The Board of Directors provides strategic leadership, governance, and oversight for the LDC. It ensures compliance with the *Companies Act 1997*, the *Public Finance Management Act 1995* and other enabling legislation as well as the LDC Constitution, and national policy frameworks such as PNG Vision 2050, MTDP IV and NASP.

### 2.2.2 Key Responsibilities

(a) Ensure implementation of the LDC Strategic Plan 2025–2030.
(b) Maintain financial accountability and transparency.
(c) Promote partnerships with other stakeholders including key government agencies.
(d) Mitigate risk assessment and compliance systems.
(e) Guide policy formulation and alignment with Livestock Industry Authority legislation.

### 2.2.3 Governance Oversight

To strengthen governance, the Board operates through specialized sub-committees consisting of the following:

(a) Finance and Audit
(b) Risk and Compliance
(c) Human Resource
(d) Housing

### 2.2.4 Board Composition

The Board is appointed periodically by the portfolio minister for livestock as the trustee shareholder of Livestock Development Corporation as stipulated under the LDC Constitution, and the *Companies Act 1997 (as amended)*. The Prime Minister appoints the trustee through Ministerial Determination.

The Board Composition:

(a) Chairman.
(b) Managing Director.
(c) Representatives from:
  (1) Department of Agriculture.
  (2) Department of National Planning and Monitoring (DNPM).
  (3) Department of Treasury.
  (4) Department of Justice and Attorney General.

(5) Department of Provincial and Local Level Government Affairs (DPLGA).
(6) National Agriculture Quarantine and Inspection Authority (NAQIA).
(7) Industry specialists.

### 2.2.5 Governance Principles

(a) Transparency and accountability.

(b) Strategic alignment with national development priorities.

(c) Regular quarterly meetings and reporting to stakeholders.

## 2.3 Divisions and Accountabilities

The core divisions and accountabilities are indicated in Table 1 below. LDC has a network of four (4) Regional and 10 District Extension Offices spread across the country. Within the Districts, LDC has a network of veterinary and livestock extension camps.

Table 1: Key Divisions and Accountabilities

| Division | Accountabilities |
|---|---|
| Executive Leadership Team | Provides high level administrative, leadership and project support led by the Managing Director. They are accountable to the LDC Board. |
| Operational and Production | Responsible for livestock stations, ranches, farms, abattoirs and apiculture. Revitalization of livestock industry, reclaim land, sales and marketing etc. |
| Corporate Services | Responsible for corporate support services in the areas of Finance, Budgeting, HR, Assets Administration and ICT. |
| Policy and Technical Services | Policy & regulations, market development, sales and extension services. |

## 2.4 Corporate Governance Structure

LDC is governed by the Corporate Governance Structure indicated in Figure 3 below. Each of these functions have specific roles and responsibilities to ensure that LDC achieves its vision, mission, core values, strategic priority areas, key result areas and key performance indicators.

Figure 3: Cattle at Launakalana ranch

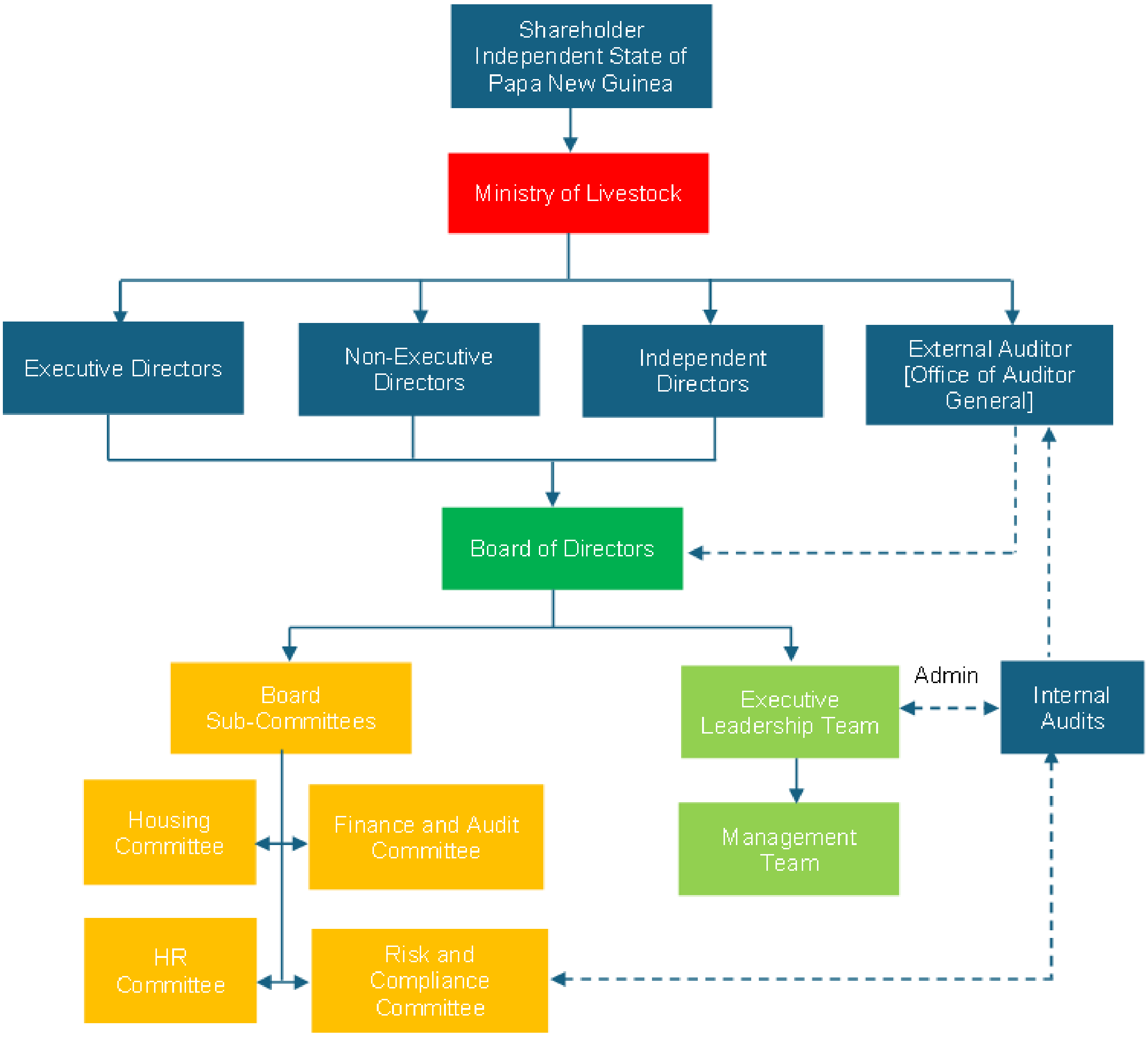



Figure 4: Corporate Governance Structure


Figure 5: First ever public service induction for LDC staff in June 2025

## 2.5 Organisational Structure

Figure 5 shows the organisational structure including the Board, Executive Leadership Team and Management Team. Each department has its own operational management structure.

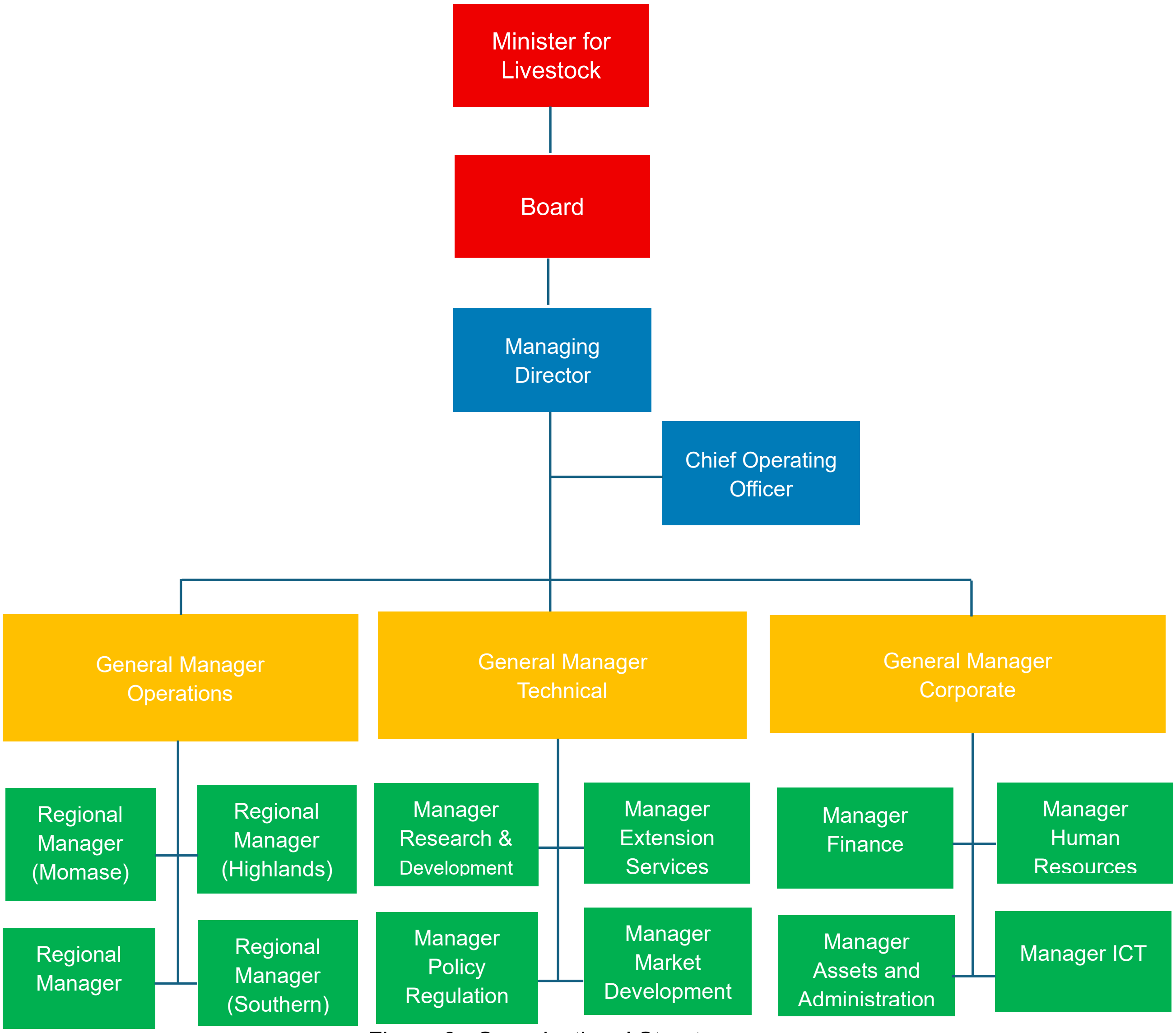



Figure 6: Organisational Structure

Figure 7: Staff Accommodation under construction at Tiaba, 12-mile NCD, 2025

## 2.6 The Constitution of LDC

The constitution of LDC was developed pursuant to Section V of the *Companies Act 1997* (as amended). The constitution serves as a foundational document, providing clarity and direction to LDC's activities, decision-making and operations.

## 2.7 Functions of Livestock Development Corporation

The core functions of LDC encompass the following key areas:

(a) Extension and Advisory Services
(b) Animal Health, Welfare and Identification
(c) Market Development and Sales
(d) Livestock Policy and Regulations
(e) Livestock Production including cattle, poultry and piggery
(f) Livestock Research and Development
(g) Veterinary Services
(h) Apiculture (Beekeeping and Honey Production)
(i) Other small livestock production and management including goats, sheep etc.

## 2.8 Key Stakeholders and Partners

LDC collaborates with the Department of Agriculture, other Agencies and Commodity Boards within the Agriculture Sector, Ministries, Government Departments, Development Partners, Universities, NGOs, Research Institutions and international partners from Australia, New Zealand, China, USA and other countries.

The relationships and roles and responsibilities of key partners and stakeholders both in PNG and overseas are documented in Section 5.5 of this plan.

Figure 8: Pasture improvement program at Sagalau, in Madang

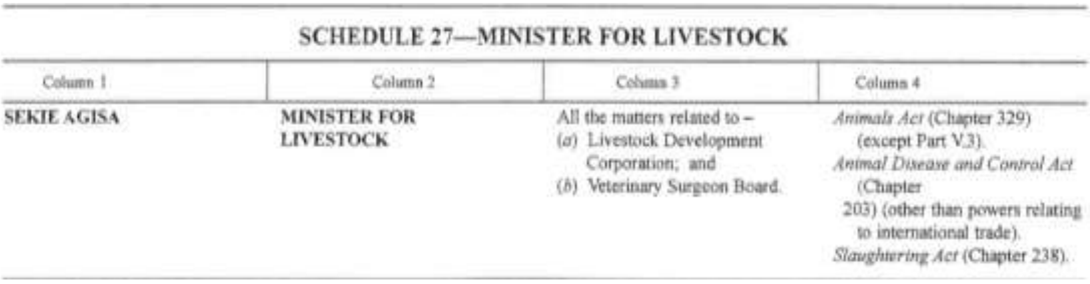
# CHAPTER 3

## ALIGNMENT WITH NATIONAL GOVERNMENT POLICIES

## 3.1 Comply with Regulatory Requirements

### 3.1.1 National Gazette No. G690

The *National Gazette No.690 "Determination of Titles and Responsibilities of Ministers*" dated 31st August 2022 by Honourable James Marape, MP Prime Minister of Papua New Guinea declared in Schedule 26 Minister for Agriculture, Schedule 27 Minister for Livestock (Figure 9), Schedule 28 Minister for Oil Palm and Schedule 29 Minister for Coffee. In column 3 the demarcated responsibilities of each ministry and departments. The details provided in Appendix 2.



SCHEDULE 27—MINISTER FOR LIVESTOCK

| Column 1 | Column 2 | Column 3 | Column 4 |
|---|---|---|---|
| SEKIE AGISA | MINISTER FOR LIVESTOCK | All the matters related to – (*a*) Livestock Development Corporation; and (*b*) Veterinary Surgeon Board. | *Animals Act* (Chapter 329) (except Part V.3). *Animal Disease and Control Act* (Chapter 203) (other than powers relating to international trade). *Slaughtering Act* (Chapter 238). |

Figure 9: National Gazette No.690 Schedule 27 Minister for Livestock

### 3.1.2 Applicable Acts

The following Acts support establishment and operations of LDC:

(a) *Companies Act 1997*, Constitution of LDC was developed based on this Act.
(b) *Animals Act 1980 (Chapter 239*).
(c) *Animal Disease and Control Act 1976* (Chapter 206).
(d) *Slaughtering Act 1964* (Chapter 238).

## 3.2 Alignment with PNG Government Strategies and Policies

### 3.2.1 Alignment to National Government Development Expectations

Figure 10 shows how LDC Strategic Plan is aligned with the National Government expectations from Strategic Plan to PNG Vision 2050.

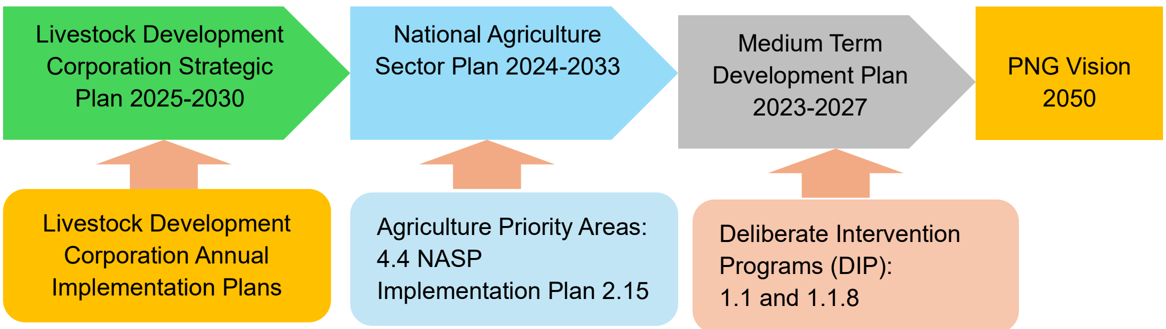



Figure 10: Alignment to National Government Expectations

### 3.2.2 The PNG Vision 2050

In 2007, the National Executive Council (NEC) on advice from the National Planning Committee (NPC) to develop a framework for a long-term strategy "The Papua New Guinea Vision 2050" a roadmap for future direction for PNG. This plan is underpinned by seven Strategic Focus Areas, and the following are applicable to NSAP and LDC:

1. Human Capital Development, Gender, Youth and People Empowerment.
2. Wealth Creation.
3. Institutional Development and Service Delivery.
4. Environmental Sustainability and Climate Change.

In chapter 1 Section 3 the development strategy focused on key economic growth sectors, including plantation agriculture, forestry and Livestock Development.

### 3.2.3 PNG Development Strategic Plan 2010-2030

The following sections are applicable to this strategic plan:

(a) Section 2.6 a model for economic corridors was developed to assist and increase livestock production and provide access to market. There were 6 areas considered in their order of importance in Livestock indicated as top priority in Area 1.

(b) Section 4.7 Recommended for priority research and development must be done on introduction of more productive strain on livestock in PNG.

(c) Section 5.1 Agriculture and Livestock as sectorial economical strategies and key strategic area table indicated as priority item and key performance indicators (KPI) states meat production including organic must be 107,000 tons per annum as baseline and 4 million tonnes per annum by 2030.

### 3.2.4 Medium Term Development Plan 2023-2027

The following sections are applicable to this strategic plan:

**(a) Part B: SPA 1 Strategic Economic Investment Section 1.1.8**

Inadequate and inconsistent data collection and compilation complicate the determination of livestock production and import statistics. Although the country has large areas that are suitable for large-scale cattle, poultry and other livestock farming, there has been little support in the past to develop the sector. In addition, beef cattle numbers have gradually declined over the past 20 years due to mismanagement of stock, lack of pasture and feeding arrangements, and lack of management and skills in all aspects of animal husbandry. Under the new Ministry of Livestock, Government will invest in a national livestock development program, including large-scale cattle breeding and farming, poultry and other livestock. Under MTDP IV, domestic livestock production is projected to increase from the current baseline of about 16,000 tonnes to reach 60,000 tonnes in 2030.

The specific investment Programs under this sub-sector include:

(1) National Livestock Development Program.
(2) Rehabilitating and building new Abattoirs; and
(3) Establishment of Commercial Animal Feed Farm.

Table 2 shows the investment requirements, KRAs, strategies and targets to develop the livestock sector.

Table 2: Investments, KRAs and Strategies for Livestock Sector

**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) | | | | | | |

**Source**: Section1.1.8 MTDPIV 2023-2027 and Section 4.5.4 NASP 2024-2033

(b) **Part A: Chapter 3 National Government to build the Economy to K200 billion by 2030.**

Section 3.1 Table 3.3 stipulated that the National Government had budgeted K340 million and created 7 000 jobs in poultry projects in East Sepik, Highlands and Port Moresby.

(c) **Part B: SPA 1 DIP 1.1 Commercial Agriculture & Livestock Development**

Investments will focus on large-scale commercial projects that go beyond primary production to include processing and value-adding along the whole supply chain. Smallholder involvement will be further strengthened to generate income earning opportunities in nearby rural areas. In the medium term, a new National Agriculture Sector Plan and overarching legislation will be developed to ensure strong governance and coordination of the sector.

Agriculture accounts for 14% of the total GDP. This continues to be the primary economic activity that provides livelihoods for over 80% of the rural population, many of whom rely on subsistence farming for their basic needs and have limited contact with the formal economy.

The Government's goal for the agriculture sector is to increase agricultural export values by 58% and volumes by 56%. It will increase the sector's GDP contribution to 31.7% by 2027.

The value of all agricultural export commodities has been stagnant for most of the MTDP III period compared to the two years of MTDP II. This has primarily been due to internal factors such as extreme weather conditions, lower yields from ageing trees, pests and diseases, lack of financial incentives for farmers and poor market access. However, relatively better market prices, and Government interventions (price stabilisation and freight subsidy) boosted commodity values on average by 121.5% in 2021.

(d) **Part B: Section 1.11 (ii) Downstream Processing of livestock products including: poultry, cattle and pork.**

### 3.2.5 Other National Policies, Strategies and Regulatory Requirements

The other key national policies, strategies and regulatory requirements that support the implementation of this plan include:

(a) The *Connect PNG Act 2021*.
(b) The Connect PNG Policy.
(c) Economic Corridor Policy.
(d) Special Agricultural Lease (SAPL) Policy.
(e) Other applicable National Policies and Strategies to livestock sub-sector.

## 3.3 National Agricultural Sector Plan 2024-2033

### 3.3.1 Performance of Livestock Sub-Sector

Section 2.4 Performance of Livestock Sub-sector stagnated despite the country having a massive land mass, which has great potential to do large-scale cattle, poultry and other livestock farming; and minimal support overtime given by the past governments to livestock support sector has resulted in the following outcomes:

(a) PNG produces estimated value of 16,000 tons of meat per year and consumed in PNG and this cannot meet the local demand.

(b) To meet this demand PNG imports 67,307 tons of meat annually at a cost of K392 million.

(c) Beef cattle numbers have been static for the last 20 years and have gradually declined due to mismanagement of stock, lack of pasture and feeding arrangements, and lack of management and skills in all aspects of animal husbandry.

(d) The meat production has at a rate of 5% per annual at 20,000 tonnes.

Section 2.2.1 Ministry of Livestock and Section 2.4 anticipates increasing investments in the livestock development in PNG with the following:

(a) Large-scale commercial cattle breeding and farming, poultry, piggery and other ruminants.

(b) Plan to produce 60 000 tonnes of meat by 2027 to meet the domestic demand.

(c) Support establishment of commercial feed farms and slaughtering abattoirs and value chain facilities.

(d) MTDP IV and NSAP projected K4 billion for Targeted Investment Programmes and allocation for livestock investment is K1.34 billion.

### 3.3.2 Agriculture Priority Areas (APAs)

Section 4.4 identified 13 APAs and all of these are applicable to LDC and are embedded into this strategic plan. Successful implementation of this plan will achieve the results of these 13 APAs. The SPAs, objectives, KRAs and KPIs are derived from these 13 APAs, and these are explained in detail in Chapter 5 of this plan.

### 3.3.3 PNG to Become Middle-Income Earner by 2030

Section 4.5.3 states that Goal for Agriculture and Livestock 2030 shall become the middle-income earner country. The Government expects the agriculture sector to:

(a) Increase agricultural cash crops and livestock production to 40% from current baseline. This will contribute to creating an additional 267,400 jobs and K7.2 billion in national income as well as increasing downstream processing to 40% by 2030.

(b) How much will LDC contribute to this requirement?

### 3.3.4 Increase Scale of Production and Market Competitiveness

Section 5.1 requires enhanced productivity, increased scale of production and market:

(a) The government recognizes the role that private sector plays in transforming PNG agriculture from subsistence-based to competitive and market-led farming. The change will be driven by investments of private actors ranging from small-holder farmers, cooperatives and to larger investors.

(b) Investment from smallholder farmers is primarily limited by access to finance, whereas attracting larger investors requires promotion, partnerships, and incentives.

(c) For PNG to achieve its target in the medium term, production must be increased by making available three important production facilities for farmers, agribusiness enterprises, markets, credit, and inputs. Production will be at two levels: Large-scale and small-scale.

(d) Large scale farming will be through:
   (1) Commercial farming.
   (2) Downstream processing.
   (3) Value adding and establishment of value chains.
   (4) Rehabilitation and revival of large-scale run-down farms.
   (5) Developing of Special Economic Zones (SEZs) for livestock.

### 3.3.5 Private Sector Participation and Investment

Section 5.5 ensures the national government to provide Policy and Legal Environment for Enabling Strategic Private Sector Participation and Investments. This partnership is limited to primary production, processing, marketing, insurance and financing. The objective is to promote private livestock sector participation in the management and development of livestock.

### 3.3.6 Comprehensive Research and Development

Section 5.6 aligns with the SPA 6 of MTDP IV in support of learning, research and development in innovations and technology to cater for industry needs.  To meet this requirement LDC will partner with reputable research organisation and participate in **Demand-Driven Research** with innovative technologies that meets the needs of the communities and national government.

### 3.3.7 Targeted Priority Investments

Section 6.6 stipulates the key target priority investments for livestock under the MTDP IV 2023-2027 Section 1.1.8 indicated in Table 3.

Table 3: Target Priority Investments

| No | DIP Link | Investment Strategies | Total Est.Cost (K millions) | Funding Source |
|---|---|---|---|---|
| 39 | DIP 1.1 | National Livestock Development Program | K230 million | GOPNG/PPP |
| 40 | DIP 1.9 | Rehabilitating and building new abattoirs | K60 million | GOPNG/PPP |
| 41 | DIP 1.1 | Establishment of Commercial Feed Farm | K50 million | GOPNG/PPP |
| | | | **K 340 million** | |

**Source**: MTDP IV 2023-2027 Section 1.1.18and NASP 2024-2033

### 3.3.8 Part 2 Strategies and Implementation Plan

(a) Chapter 1 Agriculture Priority Areas and Strategies Objective 6.4 Livestock Research strategies:

(1) Establish breeding and distribution centres.
(2) Support R&D programs for animal diseases, and pest control.
(3) Conduct research on increasing nutritious value of fodder.
(4) Promote research on diversified animal products.
(5) In partnership with private sector, conduct research on animal feed formulation

(b) Annex 2 Livestock, Aquaculture and Apiculture Budgets Requirements are indicated in Table 14 Section 6.2.1 and Table 14 Section 6.5.

### 3.3.9 Section 2.15 NASP Implementation Plan

Between 2015 and 2022 PNG imported 317,000 tons of meat including beef, lamb flaps, pork and poultry worth K450 million per annum and in ten years from 2015 to 2025 it would be K4.5billion. Domestic production of meat is about 20,000 tons per annum. Bulk of these are poultry meats produced by NGTBs and Zeng. Ramu Agri Industries Ltd is the major commercial producer and supplier of beef in PNG with herd capacity of 24,500 heads of cattle and 1000 breeding cows per annum. Rumion and Pelgens are major pork producers.

Commercial development of livestock by local farmers and entrepreneurs remain at MSME level. NASP 2024-2033 supports MTDP IV 2023-2027 and the Government's priority on large scale commercial development and downstream processing in the livestock industry. The focus livestock in the NASP are - cattle (Beef, Diary), Poultry (Meat, Egg), Piggery and Apiculture and seeks to up-scale and out-scale their production and domestic downstream processing of these livestock. This will in turn increase the subsector revenue and significantly impact the rural communities and improved nutrition. The GDP contribution to the economy will also increase. Employment opportunities will also be created for graduates, school leavers and youths in the subsector.

LDC is also accountable for development of the following areas with specific outcomes and targets to be delivered between 2025 and 2033: Beef cattle, Dairy cattle, Poultry (egg and meat), Piggery (Swine) and Apiculture (Honey)

Figure 11: First shipment of cattle from Sialum to Launakalana in Rigo

## 3.4 ISO and UNDP Standards and Goals

### 3.4.1 Plan-Do-Check-Act (PDCA) Concept

This plan was developed using the concept of Plan-Do-Check-Act (PDSA) and is a requirement of ISO/UNDP 53002 standards. It is an iterative process used to achieve continual improvement. It can be applied to any organization to support the development of a mindset of continual improvement and to each of its individual elements, as follows:

(a) **Plan:** Determine and assess risks and opportunities, establish goals, objectives and processes necessary to deliver results in accordance with government policies and strategies including NASP 2024-2033, MTDP IV 2023-2027 and ambitions and meet the UN/ISO standards.

(b) **Do:** Implement the strategies, processes and procedures as planned.

(c) **Check:** Monitor and measure activities and processes about the national strategies and policies including NASP 2024-2033, MTDP IV 2023-2027 policies and objectives and meet the UN/ISO Standards and report the results.

(d) **Act**: Take action to continually improve performance to achieve the intended results and report the performances to key stakeholders.

### 3.4.2 ISO Standards

The basic ISO Standards used in this document:

(a) ISO 9004 Management of Success of an Organisation – Quality Management Approach.
(b) ISO 9001:2015 Document Control/Quality Management
(c) ISO 10018 Quality Management Systems – Guidelines for people involvement and competencies.
(d) ISO/UNDP 53002 17 Sustainable Development Goals.

### 3.4.3 UNDP Sustainable Development Goals

In collaboration with the International Organisation for Standards (ISO) and the United Nations Development Program (UNDP) in 2024 developed a new ISO/UNDP Standards called the ISO/UNDP 53002. It is a guideline that contributes to implementation of 17 UN Sustainable Development Goals (UNSDG) agreed by United Nations General Assembly in 2015 and shall be achieved by 2030.

It provides guidance for any organization to manage and optimize its contributions to achieving the United Nations Sustainable Development Goals (SDGs) and to:

(a) identify, prioritize and manage its impact on interested parties.

(b) embed sustainable development into its strategy, operations and decision-making, in all its activities, in a systematic and holistic way; and

(c) enhance and demonstrate its work and performance towards achievement of the SDGs, notably by maximizing its beneficial impacts and minimizing adverse impacts on interested parties, especially under-recognized and vulnerable groups.

Section 4.5.1 of National Agriculture Policy (NAP) requires the targets to achieve the Sustainable Development Goals (SDGs) related to agriculture in PNG. Successful implementation of this plan will contribute the achievement of these SDGs:

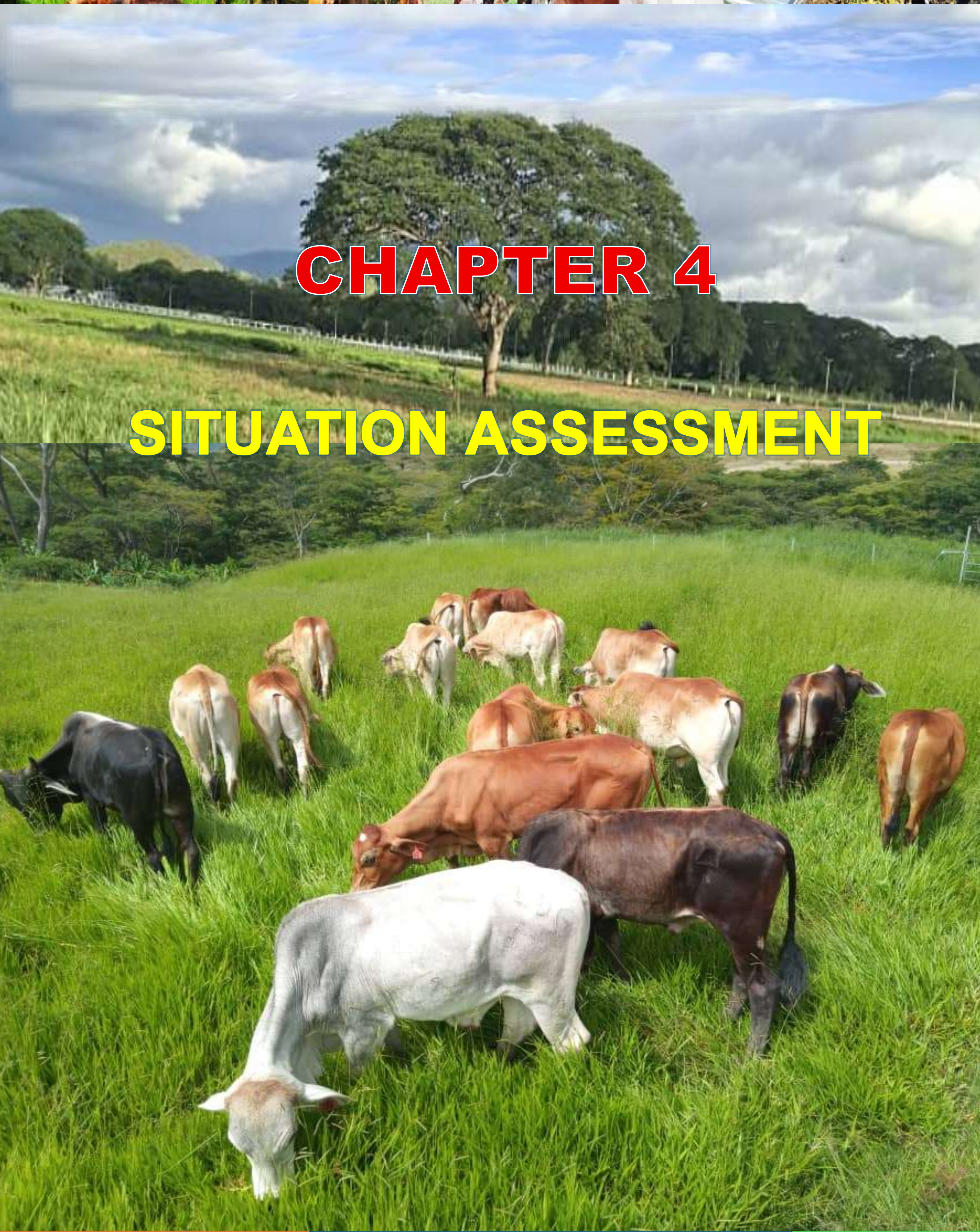
(a) SDG 1: End poverty in all its forms everywhere.
(b) SDG 2: End hunger, achieve food security and improved nutrition and promote sustainable agriculture.
(c) SDG 8: Promote sustained, inclusive and sustainable economic growth, full and productive employment decent work for all.
(d) SDG 12: Ensure sustainable consumption and production patterns.
(e) SDG 13 Take urgent action to combat climate change and its impacts.
(f) SDG 15 Terrestrial Ecosystems, Forests and Land

## 3.5 Industry Best Practices – AS/NZ Standards

Partnership with Australia and New Zealand Governments, livestock organisations and companies would require meeting Australia and New Zealand standards. Details of partnerships agreements in Sections 5.2.3 and 5.5.3 of this Strategic Plan 2025-2035.

Figure 12: Bihute restocking program in EHP

Figure 13: Cattle at Sagalau Ranch



# CHAPTER 4

# SITUATION ASSESSMENT

## 4.1 SWOT Analysis

The SWOT Analysis was conducted to identify the strengths and weaknesses which are basically the Internal (environment) Factors and Opportunities and Threats these are External (environment) Factors.

The purpose of SWOT analysis is to:

(a) Identify key internal and external factors affecting the organization.
(b) Develop strategies to leverage strengths and opportunities.
(c) Address weaknesses and mitigate threats.
(d) Inform decision-making and strategic planning.

The benefits of SWOT Analysis regarding LDC operations:

(a) Assist LDC develop strategic planning to address key issues.
(b) Enhanced decision-making by considering internal and external factors for LDC Board and Management to make better decisions.
(c) Increased competitiveness by identifying strengths and opportunities can help LDC gain competitive advantage.
(d) Identify current and potential risks mainly the threats and weaknesses to develop mitigation strategies.

### 4.1.1 Strengths

Table 4: Strengths and optimization measures

| No | Strengthens | 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 HR personnel | 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 HR development. |
| 4 | Availability of basic ITC 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 supports implementing programmes. | Continuously engage leadership and management for support. |
| 7 | LDC's presence in Papua New Guinea provides a strategic geographical location access to a growing market and potential for export in the Western Pacific regions | Develop business and marketing strategy, this plan will be responsible for revenue generation and sustainability and supply beef and dairy products in the region. |
| 8 | The current Marape – Government created Ministry of Livestock which will support as government-backed corporation which will receive funding, resources and policy support. | Ensure that LDC is more than 50% shared by LDC and or 100%. |
| 9 | LDC as large vast of land available for future development of livestock including commercialisation of large scale and mechanized farming | Development of business and marketing strategies will increase production of livestock and maximize land to increase production. |
| 10 | LDC has experienced staff who possess valuable knowledge and expertise in livestock development. | Develop human resources policy.<br>Staff retention policy. |

### 4.1.2 Weaknesses

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 carry out 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 management programme at HQ, Provincial, District and Farm levels. |
| 7 | Weak links with institutions of higher learning and other stakeholders. | 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. |
| 10 | Inadequate infrastructure (roads, storage, abattoirs) hinders efficient livestock production and marketing. | The current government's Connect PNG program might leverage transport issues. LDC's current land reclamation program will support reclaim land abattoir and other facilities establishment in PNG. |
| 11 | LDC may face funding limitations, impacting its ability to invest in development programs. | Develop plan to generate internal revenue for LDC |
| 12 | Limited technical and managerial capacity within LDC and among smallholder farmers may hinder program implementation. | Review and developed human resources and related policies for staff retention programs within LDC. |
| 13 | Reliance on government funding may create uncertainty and vulnerability. | Develop plan to generate internal revenue for LDC using available and future resources within LDC. |

### 4.1.3 Opportunities

Table 6: Opportunities and Optimization Measures

| No | Opportunities | Optimization Measures |
|---|---|---|
| 1 | Growing Demand of livestock products the country. | Increasing demand for meat and livestock products in PNG and neighbouring countries |
| 2 | Export Potential to overseas markets | Opportunities for exporting livestock products to countries like Australia and Asia |
| 3 | Value Chain Development in PNG | Potential for LDC to support smallholder farmers and improve value chains. |
| 4 | Sustainable Livestock Practices and programs | Growing interest in sustainable and environmentally friendly livestock production practices. |
| 5 | Supportive stakeholders in programme implementation. | Develop and implement a stakeholder engagement and management plan. |
| 6 | Advancements in ICT. | Leverage on existing ICT platforms for dissemination of information. |
| 7 | Availability of training institutions for capacity building. | Engage available training institutions for implementation of the capacity building programme. |

### 4.1.4 Threats

Table 7: Treats and mitigation measures

| No | Threats | Mitigation Measures |
|---|---|---|
| 1 | Biosecurity threats increase the risk of transmission of diseases and pests despite existing systems | Develop a robust inspection mechanism.<br>Enhance collaboration with relevant stakeholders. |
| 2 | Climate Change threats both apiculture and livestock development. | Implement apiculture and livestock programmes in line with CCDA requirements |
| 3 | Risk of disease outbreaks affecting livestock populations and trade within the country. | The management of biosecurity measures are indicated in Section 5.3.15 |
| 4 | Market fluctuations in global market prices and demand impacting livestock prices. | Monitor and do systemic business analysis on risk and threat assessment. |
| 6 | Climate variability and change impacting livestock production and productivity. | Monitor and do systemic business analysis on risk and threat assessment. |
| 7 | Increasing competition from imported livestock products and other regional suppliers. | Develop comprehensive business and marketing strategic |

## 4.2 PESTEL Analysis

### 4.2.1 Political Landscape

PNG operates as a democracy with elections every five years. However, political instability has been recurring, 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 fueled government and parliament 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 Changes**
PNG's 2022 National Election followed a turbulent political period which Hon. 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 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 million jobs by 2030.

**Livestock Development Corporation's Strategic Interventions**
To capitalize on Government initiatives, the Livestock Development Corporation (LDC) plans to:

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

### 4.2.2 Socio-economic Factors

Papua New Guinea's economy is expected to grow by 4.2% in 2025, driven by the resource sector, particularly the mining industry. The country's GDP growth is anticipated to moderate to 3.8% in 2026 due to development challenges and rising geoeconomic risks. The inflation rate is expected to rise to 3.8% in 2025 and 4.3% in 2026, driven by elevated prices for food, clothing, and footwear.

Key Economic Indicators:

(a) GDP Growth: 4.3% in 2024, 4.2% in 2025, and 3.8% in 2026
(b) Inflation Rate: 0.7% in 2024, 3.8% in 2025, and 4.3% in 2026
(c) Foreign Exchange: Tight foreign exchange market, with depreciation expected until 2025

Challenges:

(a) Delays in major resource projects, such as the Papua LNG and Porgera mine
(b) Foreign exchange shortages and regulatory uncertainty
(c) Power blackouts, security challenges, and high cost of doing business
(d) Law and order issues

Opportunities:

(a) Increased investment in the resource sector, particularly in mining and LNG
(b) Government initiatives to improve infrastructure and promote economic growth
(c) Potential for increased trade and investment with neighboring countries

As the largest Pacific Island nation with land mass of 462,840 square kilometers 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.

### 4.2.3 Social Analysis

Papua New Guinea's social sector is facing significant challenges, with high levels of poverty, malnutrition, and limited access to quality healthcare and education. Figure 13 shows PNG population growth 1966 to 2024. PNG has total population of **10,185,363** people in 2024.

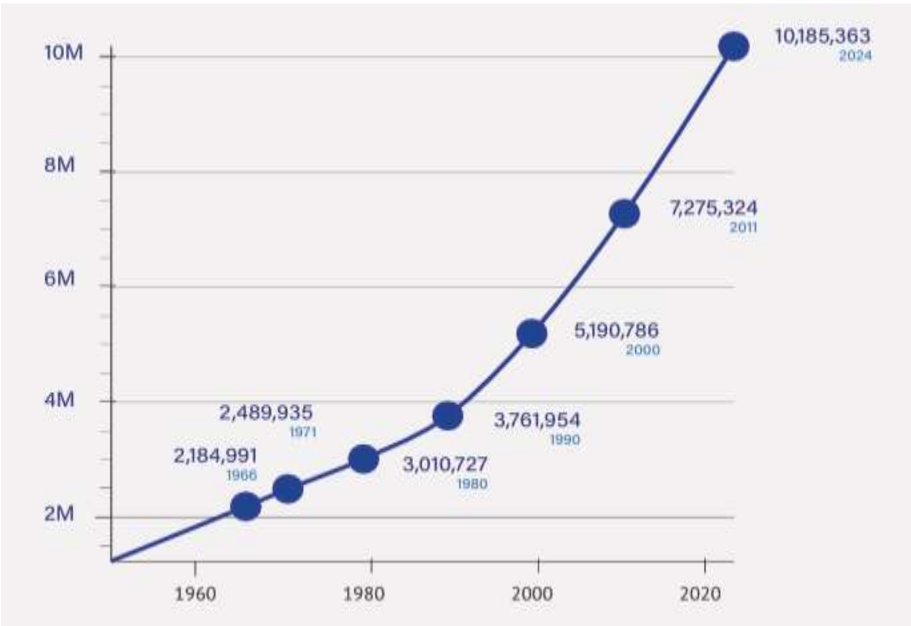



Figure 14: PNG's population growth trend from 1966 to 2024

*Source: 2024 National Population Censes, National Statistical Office*

According National Statistical 2024 Population Census Final report since 2011 PNG has had annual growth rate of 2.6% per year.

Key Social Indicators:

(a) PNG has 57% of the population is multidimensionally poor, with 25% vulnerable to poverty.
(b) Malnutrition: 37% of children under 5 are stunted, and 9.6% are wasted
(c) Healthcare: High rates of malaria, tuberculosis, and HIV/AIDS, with limited access to healthcare services.
(d) Education: Low literacy rate of 61.6%, with significant disparities between urban and rural areas.

Social Sector Challenges:

(a) Limited access to quality education and healthcare, particularly in rural areas
(b) High rates of gender-based violence and inequality and tribal flights.

(c) Inadequate infrastructure, including roads, water, and sanitation
(d) Limited economic opportunities and high unemployment rates
(e) In livestock industry law and order and illegal settlers taking over state land allocated for LDC to do livestock investment and development.

Government Initiatives:

(a) Medium-Term Development Plan (MTDP 2023-2027) focuses on education, health, agriculture, livestock and infrastructure development
(b) National Education Policy 2020-2029 and Higher and Technical Education Strategy Implementation Plan 2017-2038
(c) National Agriculture Sector Plan 2024-2033.
(d) Partnerships with development partners, such as ADB and World Bank, to support social sector development.

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, slaughter, and other uses, combined with inadequate transportation, housing, and nutrition, has significantly affected animal health and well-being.

### 4.2.4 Technological Advancement

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.

### 4.2.5 Environmental Factors

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 natural resources differs across the four regions, with each region being favoured with abundant rain, 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 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 industry.

### 4.2.6 Law and Order Issues

Land grabbing by customary landowners and illegal settlers is common and is the greatest challenge LDC is currently dealing with by forcefully evicting them since 2023 in all locations and its ongoing.

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.

To optimize the current legal vacuum, the Ministry of Livestock and LDC will undertake the following interventions:

(a) Develop the National Livestock Development Act to serve as the principal Act for the livestock subsector.
(b) Develop the apiculture and livestock regulations.
(c) Collaborate with the Ministry and the Department responsible for Health to implement the food safety legislation.
(d) Implement apiculture and livestock development programmes in line with local authority by-laws.
(e) Enhance the local supply and export of bee and livestock products in line with national and international trade legislations where applicable.

### 4.2.7 Stakeholder Partnerships

As part of the stakeholder and client analysis the Minister of Livestock and LDC has identified the names of the clients and the stakeholders and what is lacking and requires collaboration effort to address issues faced by both clients and stakeholders.

**Group 1: LDC clients and their immediate needs which require urgent action by Ministry of Livestock and LDC in Table 6.**

Table 8: Clients and their immediate needs

| No. | Name of Clients | What is lacking and requires immediate attention for MOL, LDC and Stakeholders |
|---|---|---|
| 1. | Livestock Farmers | 1. Livestock advisory and extension services.<br>2. Livestock input supplies, agribusiness, market linkages and trade facilitation.<br>3. Financial management services.<br>4. Livestock public infrastructure.<br>5. Specialised livestock services.<br>6. Facilitation of PPPs.<br>7. Facilitation of environmental impact assessments.<br>8. Information on policy and legislative guidelines.<br>9. Animal Health and veterinary services.<br>10. Sanitary and Phytosanitary services.<br>11. Food safety information and services.<br>12. Animal Identification and Traceability services.<br>13. Up-to-date technology development. |
| 2. | Bee-Keepers | 1. Certification and registration services.<br>2. Advisory and extension services.<br>3. Market support and value addition services.<br>4. Bee - keeping equipment and accessories.<br>5. Sanitary and Phytosanitary services.<br>6. Laboratory Testing services.<br>7. Eco system management. |

| | | |
|---|---|---|
| 3. | Traders and Processors | 1. Financial support.<br>2. Apiculture Livestock and support services.<br>3. Sanitary and Phytosanitary services.<br>4. Certification services.<br>5. Up-to-date Policy framework.<br>6. Apiculture and livestock information.<br>7. Commodity marketing infrastructure.<br>8. Traceability services.<br>9. Product testing services.<br>10. Market Linkages and credit facilities for cooperation.<br>11. PPP guidelines. |
| 4. | Cooperatives, Farmers and Beekeepers, Associations, Clubs and Groups. | 1. Apiculture and livestock advisory and extension services.<br>2. Apiculture registration of co-operatives.<br>3. Apiculture and livestock input and implementation.<br>4. Financial support.<br>5. Apiculture and livestock public infrastructure.<br>6. Apiculture and livestock specialized services.<br>7. Apiculture and livestock information.<br>8. Facilitation of PPPs.<br>9. Facilitation of access to financial services.<br>10. Sanitary and Phytosanitary services.<br>11. Market linkages.<br>12. Up to date technology development. |
| 5. | Pasture and forage seed companies. | 1. Up to date Policy and Legislative framework.<br>2. Facilitation of seed testing, variety protection and certification services.<br>3. Training and information on pasture production.<br>4. Facilitation of Phytosanitary certificates, import and export permits.<br>5. Specialized pasture extension services.<br>6. Export facilitation to regional markets. |

**Group 2: LDC stakeholders and partners and their interests and concerns which require urgent action by Ministry of Livestock and LDC in Table 7.**

Table 9: LDC Stakeholders and parters interest and concerns

| No. | Stakeholders | Interests and Concerns |
|---|---|---|
| 1. | Ministries, Provinces, Districts and Spending Agencies. | 1. Effective and efficient implementation of programmes related to Apiculture and Livestock.<br>2. Apiculture and Livestock information.<br>3. Collaborative support.<br>4. Technical Assistance. |
| 2. | Higher Learning Institutions | 1. Collaboration and support in research and development.<br>2. Appropriate Innovations.<br>3. 3. Apiculture and Livestock Information. |
| 3. | Cooperating Partners (Donors) | 1. Adherence to international agreements and national plans.<br>2. Efficient financial management.<br>3. Apiculture and Livestock information.<br>4. Good governance systems.<br>5. Women and Youth representation.<br>6. Mainstream Environmental sustainability. |
| 4. | Non-Governmental Organizations (NGOs) | 1. Adherence to international agreements and national plans.<br>2. Efficient and effective financial management.<br>3. Apiculture and Livestock information.<br>4. Good governance systems.<br>5. Women and Youth representation<br>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.<br>2. Retention of research staff.<br>3. Demand-Driven Research. |

| | | |
|---|---|---|
| 6. | Professional Bodies. | 1. Adherence to standards.<br>2. Apiculture and Livestock information.<br>3. Expansion of their membership.<br>4. Facilitate licensing.<br>5. Accreditation of members. |
| 7. | International Livestock Organizations | 1. Adherence to international standards for products, trade, procedures and regulations.<br>2. Apiculture and Livestock information. |
| 8. | International Standard Setting Bodies | 3. Adhere to international standards.<br>4. Participation in international standards-setting.<br>5. 3. Fisheries and Livestock information. |
| 9. | Importers/Exporters | 1. Sanitary and phytosanitary services<br>2. Policy and Regulatory guidelines.<br>3. Traceability Services.<br>4. Laboratory Services.<br>5. Market Support Services.<br>6. Food Safety Certification Services. |

## 4.3 Internal LDC Analysis

### 4.3.1 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 of Livestock (MOL) was established 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.

### 4.3.2 Institutional Capability Assessment

An Institutional Capability Assessment was carried out to analyze in 2023 on LDC's internal condition, identify existing gaps, and propose suitable interventions. The assessment revealed that LDC faced challenges in six key areas:

(a) Staffing requirements.
(b) Organizational structure.
(c) The imminent challenge.
(d) Shared core values.
(e) Technical and financial capacity constraints.

**AREA 1: STAFFING**
The tables below illustrate the status staff numbers in the 4 regions of PNG in the following Operations and Production Division, Policy and Technical Services Division and Corporate Services Division.

Table 10: Current staffing for Operations and Production Division

| Positions | Key Roles | No. | Position distribution | MOMASE | NGI | HIGHLANDS | SOUTHERN |
|---|---|---|---|---|---|---|---|
| 312 | General Manager | 1 | | 110 | 24 | 112 | 59 |
| | Regional Mangers | 4 | | | | | |

Table 11: Current staffing for Corporate Services Division

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

Table 12: Current Staff for Policy and Technical Services

| Positions | Key Roles | No. of Staff |
|---|---|---|
| 42 | General Manager | 1 |
| | Managers | 4 |
| | Scientists | 8 |
| | Veterinary officers | 4 |
| | District extension officers | 10 |
| | Policy & Compliance | 6 |
| | Sales & marketing | 6 |
| | Economist | 1 |

**AREA 2: ORGANIZATIONAL STRUCTURE**
To support the development and growth of the livestock subsector, LDC operates under the following functional and reporting framework:

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

(b) Reporting directly to the Managing Director are three Divisional General Managers.

(c) Several staff members, including the Legal Officer, Internal Auditor, Media & Publications Officer, and Chief Operating Officer, report directly to the Managing Director.

(d) 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.

The current organisational structure is indicated in Section 2.6 of this plan.

**AREA 3: 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 sub-sector 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.

**AREA 4: SHARED VALUES**
LDC currently lacks a formal code of ethics and business conduct to guide staff behaviour 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 2025–2030 Strategic Plan and Balanced Scorecard. New staff members will undergo an induction into these core values before assuming their roles.

**AREA 5: CAPACITY CONSTRAINTS (TECHNICAL AND FINANCIAL)**
**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:

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

### 4.3.3 Governance and Strategies

Over the years LDC has not developed any strategies and has been operating on an ad hoc basis and has not improved its operations dependent on funding from the National Government since its establishment. This was due to various contributing factors caused by various governments and management particularly absence of adequate legislation and policy directions. Failure in these critical areas resulted in no 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 and staff training and development.

### 4.3.4 Infrastructure and Facilities

Almost 100% of the facilities, abattoir and farm equipment were total destroyed due to poor management and lack of maintenance programs. Some of these facilities were used by DoA and LDC staff for personal use (Figure 8). Going forward all infrastructure and farm equipment and facilities will be improved. The recent changes and achievements by LDC between 2020 and 2025 are indicated in Appendices 4 and 5.

### 4.3.5 Current Assets and Potential Investments

LDC has huge land available for livestock production and development of beef cattle, dairy cattle, piggery, poultry and honey.

### 4.3.6 Industry Support Services

The current National Government Connect PNG Program and Economic Corridor Policy will support livestock program in PNG.

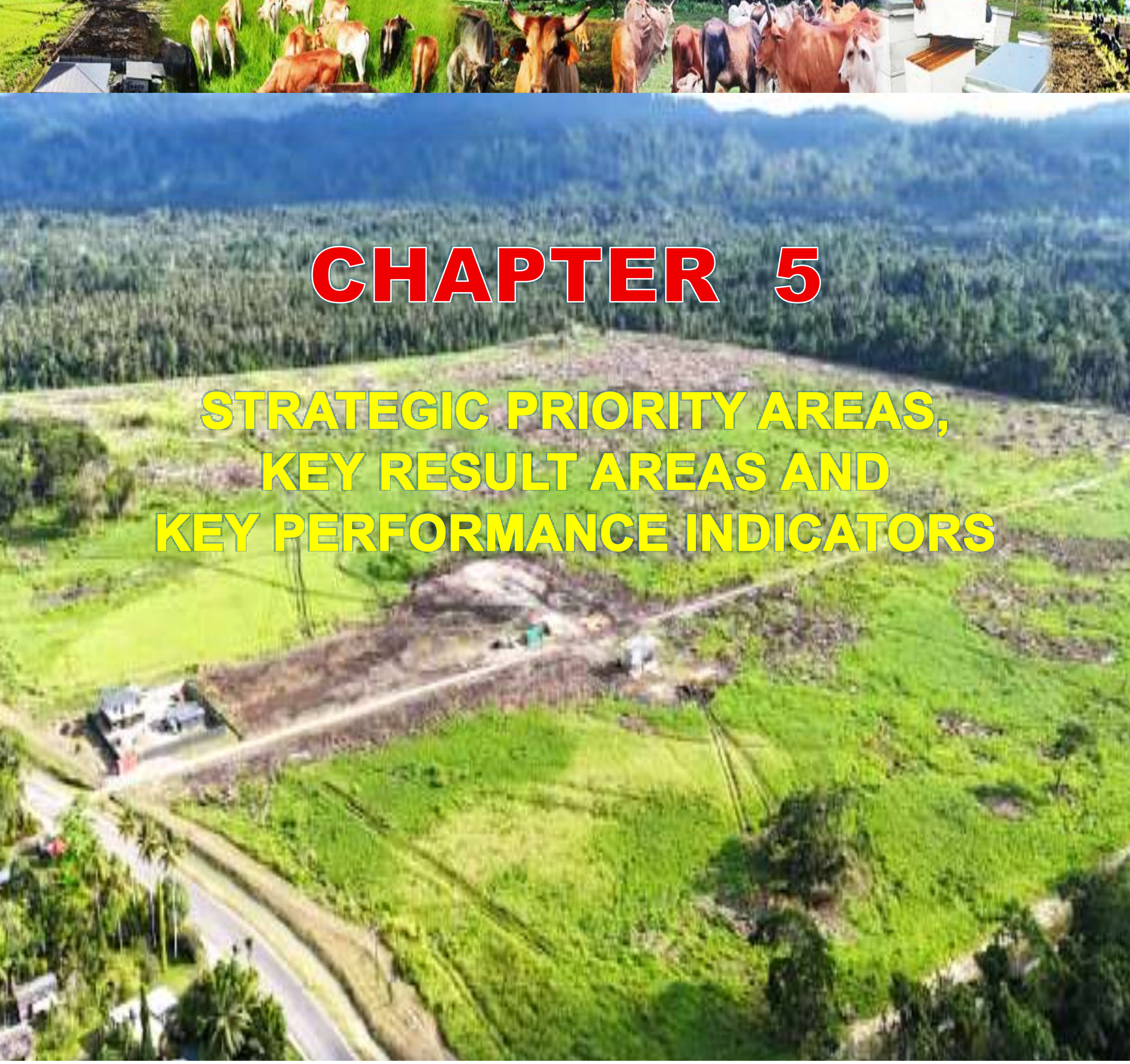
## 4.4 Safety Standards

LDC is working within the organisation in collaboration with other development partners to establish Occupational Health and Safety and Environmental management policies and procedures. The KRAs and KPIs for safety and quality management are in Section 5.1.7 and the common risk and management strategies are indicated in Appendix 5.

## 4.5 Quality Assurance

The KRA and KPIs for quality assurance policies and procedures in Section 5.1.7.

Figure 15: Excavator working to improve drainage at Wariman Station, ESP



# CHAPTER 5

## STRATEGIC PRIORITY AREAS, KEY RESULT AREAS AND KEY PERFORMANCE INDICATORS

## 5.1 SPA 1: ENHANCE GOVERNANCE AND LEGISLATIVE FRAMEWORKS

### 5.1.1 Objective

To enhance capacity of LDC through the introduction of relevant governance policies, legislative review and establish safety standards and quality assurance.

### 5.1.2 Policy Alignment

MTDP IV 2023-2027 and NASP 2024-2033 require the revitalization of all government institutions to improve their governance and administration systems. At LDC there was an absence of robust management systems and mechanisms. The company constitution needed to be amended to reflect the creation of new Ministry of Livestock, a significant policy shift by the government that required necessary alignments at LDC in relation to its Board and Management functions in the implementation of the NASP Agriculture Priority Areas (APA).

### 5.1.3 Key Result Area: Review Organisational Structure

Review the organisational structure to ensure it can deliver outcomes of this strategic plan, the MTDP IV 2023-2027 and the NASP 2024-2033.

#### 5.1.3.1 Strategies, Results, Measures and Planned Targets

| Strategy | Intended Results | Measure (KPI) | Planned Target |
|---|---|---|---|
| Review the current Organisational Structure indicated Section 2.6 | Revised organisational structure fully implemented and funded | Percentage increase of PE allocation and the number of positions filled. | • 70% of PE allocated by 2026 |
| | | | • 242 staff by 2026 |
| | | | • 80% of PE Budget allocated by 2027 |
| | | | • 302 staff by 2028 |
| | | | • 90% of PE Budget allocated by 2029 |
| | | | • 352 staff by 2029 |
| | | | • 391 staff by 2030 |
| **Accountable Personnel** | | Human Resources Manager<br>General Manager Corporate Service | |

### 5.1.4 Key Result Area: Develop Relevant Policies and Legislative Framework

Ensure that the management systems, procedures and the LDC constitution are reviewed consistently with government directives aligned to the overall policy expectations of the MTDP IV 2023-2027 and the NASP 2024-2033.

#### 5.1.4.1 Strategies, Results, Measures and Planned Targets

| Strategy | Intended Results | Measure (KPI) | Planned Target |
|---|---|---|---|
| Regulate livestock industry to ensure it operates within government sanction policy framework. | Improved policy framework for Livestock Industry | Beef Policy | 1x Beet Policy Developed |
| | | Dairy Policy | 1x Dairy Policy Developed |
| | | Piggery Policy | 1x Piggery policy |
| | | Poultry Policy | 1x Poultry Policy Developed |
| | | Sheep and Goats | 1x Sheep and Goats policy |
| | | Apiculture Policy | 1x Apiculture developed |

| | | | |
|---|---|---|---|
| Corporate governance and operational policies | Operational policy framework for livestock regulator/LDC | HR Policy | 1x HR Policy Developed |
| | | ICT Policy | 1x ICT Policy Developed |
| | | Accounting Policy | 1x Accounting Policy |
| | | Import and Export Policy | 1x Import and Export Policy |
| | | Housing Policy | 1x Housing Policy Developed |
| | | Partnership Policy | 1x Partnership Policy Developed |
| | | Insurance Policy | 1x Insurance Policy |
| | | R&D Policy | 1x R&D Policy Developed |
| | | Asset Management Policy | 1x Asset Management Policy |
| Development, review and harmonization of livestock legislative and regulatory framework. | Livestock legislative and regulatory framework improved. | Livestock Development Corporation Bill developed | Livestock Development Corporation Bill passed into Law. |
| | | Number of livestock regulations developed. | Livestock Regulations approved |
| | | Number of animal health regulations developed. | Animal Health Regulations approved |
| | | Number of Animal Health Identification and Traceability System (AITS) developed. | Animal Identification and Traceability policy implemented. |
| Review Shareholding Structure | 51%/49% structure | Shareholding structure directed by Prime Minister in 2019 | Shareholding structure implemented |
| **Accountable Personnel** | | General Manager Corporate Service<br>HR Manager, ICT Manager, Finance Manager | |

### 5.1.5 Key Result Area: Review LDC Constitution

Since the establishment of LDC in 1982 it operated within the legal framework provided for in the company constitution. A few reviews were done on the constitution in keeping with the policy directions of the government. The recent creation of the Ministry of Livestock prompted the LDC Board to propose relevant amendments to be made to the constitution to reflect this shift in government policy directive.

#### 5.1.5.1 Strategies, Results, Measures and Planned Targets

| Strategy | Intended Results | Measure (KPI) | Planned Target |
|---|---|---|---|
| Review LDC Constitution | Improved governance and systems | Constitution approved and functional | Constitution reviewed and approved |
| **Accountable Personnel** | | Minister, Board and Management | |

### 5.1.6 Key Result Area: Establish Board Sub-Committees

Establish Board Sub-Committees for effective management and coordination of governance, delivery the policy directives and aspirations of the National Government indicated in MTDP IV and NASP.

#### 5.1.6.1 Strategies, Results, Measures and Planned Targets

| Strategy | Intended Results | Measure (KPI) | Planned Target |
|---|---|---|---|
| Establishment of Board Sub-committees | Robust governance framework | Board Sub-committees established. The chair must be a Board member | • Finance and Audit<br>• Human Resource<br>• Risk and Compliance<br>• Housing |
| **Accountable Personnel** | | Board of Directors | |

### 5.1.7 Key Result Area: Establish Safety Standards and Quality Assurance

LDC has limited occupational health, safety, environment and quality management systems in place. As part of the transformation process and continuous improvement these systems are vital and must be established to meet international standards such as AS/NZ standards, industry best practices, and PNG statutory requirements.

#### 5.1.7.1 Strategies, Results, Measures and Planned Targets

| Strategy | Intended Results | Measure (KPI) | Planned Target |
|---|---|---|---|
| Establish Occupational Health, Safety and Environment Management Systems | Improved OHSE management system within LDC | Workplace Safety Policy | Workplace Safety policy developed |
| | | OHSE SOP Manual | OHS Manual developed |
| | | Waste Management Policy and SOPs | Waste management policy and SOPs developed |
| | | Environment Policy and SOPs | Environment policy and SOPs developed |
| Establish Quality Control and Management Systems | Set up system that meets ISO standards | Quality Assurance Policy and SOPs | Quality assurance policy and SOPs developed |
| Establish Security Management Systems | Effective control of security threats always | Security Policy and SOPs | Security policy and SOPs developed |
| **Accountable Personnel** | | General Manager Corporate Service<br>HR Manager, OHSE Manager | |

### 5.1.8 Key Result Area: Valuation of Livestock Development Corporation

LDC will engage a valuer from reputable organisations to revalue the organisation.

#### 5.1.8.1 Strategies, Results, Measures and Planned Targets

| Strategy | Intended Results | Measure (KPI) | Planned Target |
|---|---|---|---|
| Engage valuer to revalue LDC | Increased value | Report from Valuer | 1x value audit conducted and report produced |
| **Accountable Personnel** | | Managing Director<br>Finance Manager | |

Figure 16: Tiaba Abattoir at 12 mile, NCD.

## 5.2 SPA 2: REVITALIZE THE LIVESTOCK INDUSTRY IN PNG

### 5.2.1 Objective

To revitalize the livestock industry by building capacities in research and development, extension services, infrastructure development, mechanized farming equipment, and harnessing locally available energy resources.

### 5.2.2 Policy Alignment

Section 1.18 of the MTDP IV requires run down facilities such as abattoirs to be rehabilitated. It also highlights limited research and development being conducted in the livestock industry in PNG and recommends demand-driven research to be conducted in collaboration with other key stakeholders and partners in both PNG and overseas. This alignment is consistent with Section 2.15 of the NASP Implementation Plan 2023-2027 which also requires increase in livestock production. It was the lack of adequate funding together with the absence of these factors which resulted in the breakdown of LDC facilities in all the four regions.

### 5.2.3 Key Result Area: Building Capacity in Skills Training

Training in skills development contributes to the effective implementation of all programs stipulated in this strategic plan. LDC will facilitate and conduct training for its staff as well as farmers by engaging with relevant state agencies and other stakeholders and development partners.

#### 5.2.3.1 Strategies, Results, Measures and Planned Targets

| Strategy | Intended Results | Measure (KPI) | Planned Target |
|---|---|---|---|
| Sign MOU between LDC and other State agencies for farmers training. | Farmers equipped with new skills to improve livestock management | No. of Farmers | 1000 x farmers trained |
| | | No. of MOUs signed | 1x MOU signed with SMEC |
| | | No. of MOUs signed | 3x MOUs signed |
| Sign MOU with Institutions for Graduate Training Scheme | Graduates are recruited from tertiary institutions | No. of graduates recruited in various fields | 50 students recruited under GDS by 2030 in beef cattle, poultry, piggery etc. |
| Establish CQU on field training opportunities for livestock officers. | Skills and abilities of LDC employees strengthened | No. of staff sent to Queensland, Australia | 15 x staff access this program |
| Training and Development Policy | Policy developed and improve training program | No. of policies developed<br>No. of staff trained | 1x Training policy developed |
| **Accountable Personnel** | | General Manager Corporate Service<br>HR Manager, Training Officer | |

### 5.2.4 Key Result Area: Demand-Driven Research and Development

Working in partnership with NARI, other state agencies and reputable livestock research organizations overseas will conduct demand-driven research to revitalize the livestock industry in Papua New Guinea.

### 5.2.4.1 Strategies, Results, Measures and Planned Targets

| Strategy | Intended Results | Measure (KPI) | Planned Target |
|---|---|---|---|
| Sign MOU with NARI and International Research Institutions and Organisations. | Improved livestock industry | MOU with NARI | 1x MOU signed between NARI and LDC |
| | | MOU with International Research Institutions and Organisations | 3x MOUs signed between LDC and INOs |
| Support animal pest and disease control research | Improved and increased rate of bio security | Increasing rate of biosecurity support | 20% increase in biosecurity in beef cattle, dairy cattle, piggery and poultry. |
| Promote livestock genetic resource preservations | Enhanced preservation of indigenous breeds | Increasing rate of indigenous breeds | 40% conservation of indigenous breeds |
| Increase and promote adaptive research and development | Increase in adoption of ATRs | Increasing percentage of farmers using ART | 20% increase in adoption by 2030 on ART |
| **Accountable Personnel** | | Human Resources Manager, Finance Manager, Research & Development Manager and Managing Director | |

### 5.2.5 Key Result Area: Strengthen Extension and Advisory Services

LDC will improve and strengthen extension services by working with the relevant stakeholders such as provincial governments, District Development Authorities, Department of Agriculture and other government agencies.

### 5.2.5.1 Strategies, Results, Measures and Planed Targets

| Strategy | Intended Results | Measure (KPI) | Plan Target and Dateline |
|---|---|---|---|
| Strengthening technology to increase production | Improved and increased in production levels | Improved yield by small scale farmers | 40% increase in livestock yields by 2027 and more than 50% by 2030 |
| Coordination among stakeholders in extension and advisory services strengthened. | Improved coordination in extension service delivery | The number of meetings with stakeholders in Section 5.5 in accordance with MOUs. | 20 public private extension service delivery platforms established, and meetings held by 2030 |
| Participatory Extension Approaches (PEA) strengthened | PEA strengthened with partners and stakeholders | Number of approaches | PEA strengthen by the end of 2030 |
| Boost farmer registration and Categorisation. | Livestock and bee farmers registered and categorised | Number of farmers registered and categorised | 500 farmers registered and categorised by the end of 2030. |
| Conduct farmer research and extensions | Improved farmer – research and extension linkages platforms | Number of platforms | 1 research – extension platforms created by 2030 |
| Enhance ICT in agricultural extension and advisory services | e-extension established | Number of ICT platforms identified and established. | e-extension established by 2030 |
| **Accountable Personnel** | | Human Resources Manager, Finance Manager, Research & Development Manager and Managing Director | |

### 5.2.6 Key Result Area: Infrastructure Development

Existing infrastructure, including abattoirs in the country operated by LDC have been abandoned in the late 1990s due to various reasons. LDC will redevelop these facilities as part of the revitalization program.

### 5.2.6.1 Strategies, Results, Measures and Planned Targets

| Strategy | Intended Results | Measure (KPI) | Planned Target |
|---|---|---|---|
| LDC will work with Department of Lands and Physical Planning (DLPP) to ensure that land is made available and reclaimed | Land surveyed, titles secured. | Hectares of land acquired and / or reclaimed. | 30,000 ha of land acquired by 2030 for livestock operations |
| | | | 1x Registered Surveyor engaged |
| Construction and maintenance of offices in all four regions. | Office accommodation at all stations improved | LDC head office building completed. | 1 Head Office Building by 2030. |
| | | The number of regional offices has been rehabilitated and developed. | 5x regional offices fully rehabilitated and developed by 2030 |
| | | The number of District Offices established. | 10 district offices established by 2030. |
| | | Number of staff accommodation units | 5 x staff accommodation units completed |
| Rehabilitate and develop infrastructure for restocking livestock<br><br>(Sections 5.3.6, 5.3.8, 5.3.10, 5.3.14) | Livestock infrastructure developed and operationalized. | Number of infrastructure rehabilitated and operationalized. | 4x new PEQ facilities by 2030<br>5x cattle ranches by 2030<br>5x poultry quarantine centres by 2030<br>5x (14) abattoirs rehabilitated and operational.<br>10x cattle ranches by 2030 |
| Policies and SOPs of abattoirs developed | Abattoirs services improved to meet ISO standards | Number of policies and processes developed | 1x Abattoir ops policy and SOP manuals developed |
| **Accountable Personnel** | | Manager Extension Services | |

*Note: The numbers indicated in (brackets) are required by NASP Implementation Plan Section 2.15*

## 5.2.7 Key Result Area: Improve Farm Equipment and Resources

LDC will further improve resources including improvement of water systems, vehicles, farm equipment including tractors and vehicles.

### 5.2.7.1 Strategies, Results, Measures and Planned Targets

| Strategy | Intended Results | Measure (KPI) | Planned Target |
|---|---|---|---|
| Improve water system and irrigation systems | Improved water systems | Number of water irrigation established | 10x water supply systems improved |
| Improve farm equipment | Adequate farm equipment supplied | Number of farm equipment secured and distributed | 10x farm electrical and energy |
| Improve farm electrical and energy sources | Energy sources improved | Number of Source installed and improved | Source installed and improved |
| Develop farm equipment resource policy | Policy developed | Number of policies and SOPs developed | 1x policy developed and communicated to all farms |
| **Accountable Personnel** | | Human Resources Manager, Finance Manager, Research & Development Manager and Managing Director | |

## 5.3 SPA 3: SUSTAINABLE DEVELOPMENT OF LIVESTOCK INDUSTRY IN PNG

### 5.3.1 Objective

To promote sustainable growth of livestock industry by improving access to financial incentives for farmers, quality and quantity of beef cattle, dairy cattle, poultry, piggery, honey productions, effective management of biosecurity, information and data, improve marketing and value-chain.

### 5.3.2 Policy Alignment

There is lack of commitment in facilitating 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. As such MTDPIV and NASP recommended for incentive programs such as the establishment of the Livestock Industry Savings & Loan Society and voluntary superannuation contributions will be explored. These schemes enhance and improve small holder farmers, commercial livestock established and long-term sustainability of livestock programmes in PNG.
Section 2.15 of NSAP Implementation Plan 2024-2033 requires increase of supply and production of beef cattle, dairy cattle, poultry, piggery (swine) and apiculture (honey).

### 5.3.3 Key Result Area: Improve Access to Finance for Production and Supply

LDC will improve access to finance for farmers to increase production and supply by working with stakeholders indicated in SPA 5.5.

#### 5.3.3.1 Strategies, Results, Measures and Planned Targets

| Strategy | Intended Result | Measure (KPI) | Planned Target |
|---|---|---|---|
| Assist smallholder farmers into semi commercial livestock, piggery and poultry production through farmer savings and loans society. | Fully commercialisation of the livestock sector with increased semi-commercial farms. | No. of new commercial life farmers (cattle, poultry, piggery and apiculture). | 20 x commercial small holder farms established 2030<br><br>1x Livestock Farmer Savings and Loans Society established |
| Provide incentives for smallholder commercial livestock, piggery and poultry farmers. | Smallholder commercial livestock, piggery and poultry farmers encouraged. | Number of smallholder farmers provided incentives. | 1,000 x smallholder farmers by 2030 |
| Promote Cooperative Society Marketing under the Nuclear Estate Concept. | Cooperative Society Marketing under the Nuclear Estate Concept promoted. | Number of Cooperative Society Marketing promoted | 1,000 x Cooperative Societies. |
| Enhance application of climate friendly Indigenous Knowledge Practices (IKPs) | Improved use of climate friendly Indigenous Knowledge and Practices (IKP) | Number of smallholder farmers use climate friendly IKPs. | 1,500 x smallholder farmers by 2030 |
| Develop livestock finance product. | Access to finance services expanded. | % increase in agricultural financing. | 50% increase in agricultural financing services by 2030. |
| Support financing and insurance promotion. | Access to livestock supply finance and insurance increased. | % increase in smallholder livestock | 20% increase of livestock suppliers accessing finance by 2030. |

| | | | |
|---|---|---|---|
| | | % increase in smallholder livestock suppliers accessing insurance. | 20% increase of livestock suppliers accessing insurance by 2030. |
| **Accountable Personnel** | | Human Resources Manager, Finance Manager, ICT Manager, Research & Development Manager, Managing Director | |

### 5.3.4 Key Result Area: Improve Beef Cattle Production

Section 2.15.1 of NASP 2024-2033 Implementation Plan stipulates PNG imported 43,000 tons of beef between 2017 and 2022, which averages 7,200 tons per annum. PNG also imported large volumes of dairy products from Australia and New Zealand. Domestic head of cattle is estimated at 80,000. Local beef production is 3,000 tons per annum. PNG has the potential for commercial investment in beef and dairy products to meet local demand. As such LDC is working with its stakeholders and partners to develop and commercialize the cattle production in Western, WHP, EHP, Morobe, WSP, ESP, Madang, Milne Bay and Oro provinces.

#### 5.3.4.1 Strategies, Results, Measures and Planned Targets

| Strategy | Intended Result | Measure (KPI) | Planned Target |
|---|---|---|---|
| Establish breeder farms | Improved breeders | No. of farms established | 10x farms established by 2030 |
| Supplier breeder stock | Increased supply of breeder stock | No. breeders distributed to farmers | 10,000 x breeder stock supplied by 2030 |
| Identify and establish distribution centres | Distributions centres operational | No. distributions established | 5x distribution identified and ready for distribution |
| Develop ranges | Ranches rehabilitated | No. ranches rehabilitated | 18x ranges developed and rehabilitated by 2030 |
| Establish Commercial Farms | Commercial production improved | No. farms established | 2x commercial farms established |
| Deliver beef to markets | Increased supply of domestic market | No. beef meat supplied to PNG market | 30 000 tons of meat |
| Supply of steers to farmers | Increase steer stocked | No. of steers distributed | 10,000 steers per annum |
| Improve pasture | Pasture improved in all farms in PNG | No. of farms and pastures | 10x pastures improved |
| Develop feedlot | Improved feedlot | No. of feedlots | 5x feedlot developed |
| Reduce imports | Reduced to meet target set by the NASP and MTDP IV | Percentage in reduction | 50% of beef cattle imports reduced |
| **Accountable Personnel** | | Managing Director and Senior Management | |

### 5.3.5 Key Result Area: Improve Dairy Cattle Production

According to section 2.15.2 of NASP 2024-2033 Implementation Plan PNG imports and consumes about 14,000,000 litres of dairy products annually. Large proportion (>90%) of the dairy products are imported from Australia and New Zealand. The value of imports is about K400 million, which can be reduced with domestic dairy cattle development. Dairy products include fresh milk, cheese, yogurts, milk flavored chocolates and confectionaries. Potential sites for dairy cattle development include Central, Western, Western Highlands, Southern Highlands, Hela and East Sepik provinces.

### 5.3.5.1 Strategies, Results, Measures and Planned Targets

| Strategy | Intended Results | Measure (KPI) | Planned Target |
|---|---|---|---|
| Conduct feasibility studies on dairy cattle | Feasibility studies completed | No. feasibilities conducted | 1x feasibility study conducted |
| Establish Dairy Farms | Farms established and sustainable | No. farms established | 3x dairy forms established |
| Lactating stock management | Improved lactating stock supplied | No. lactating stock | 5,000 lactating stocks supplied |
| Improve pasture | Pasture improved in all farms in PNG | No. farms with pasture improved | (3)x pasture improved |
| Establish distribution centres | Distributions centres operational | No. farms established | (3)x distribution centres established |
| Develop feedlot | Improved feedlot | No. feedlots improved | (3)x feedlot developed and maintained |
| Establish milk production facilities | Improved production facilities | No. milk production centres | (2) x milk production facilities established |
| Develop policies and SOPs | Improved systems and governance | No. of polices and SOPs developed | Policies and SOPs developed |
| Supply dairy products | Increased production and meet demand | Quantity of dairy products | 1,000,000 litres per annum |
| Reduce imports | Reduced to meet target set by the NASP and MTDPIV | Percentage in reduction | 10% dairy cattle imports reduced |
| **Accountable Personnel** | | Managing Director and Senior Management | |

**Note:** *The plan target figures are requirements of the Section 2.15.2 of NASP 2024-2033 Implementation Plan and exclude the figures in brackets.*

## 5.3.6 Key Result Area: Improve Poultry Production

In accordance with Section 2.15.3 of NASP Implementation Plan states that the poultry products (meat and egg) are cheaper animal proteins and in high demand. PNG imported total of 159,000 tons of poultry meat between 2017 and 2022, which averages 26,500 tons per annum. Local production is about 40,000 tons per annum. The annual growth for poultry products is 7.5%, which suggests that up-scaling and out-scaling of commercial poultry operations will ensure domestic markets are adequately supplied.

### 5.3.6.1 Strategies, Results, Measures and Planned Targets

| Strategy | Intended Results | Measure (KPI) | Planned Target |
|---|---|---|---|
| Established breeder farms | Improved breeders | No. of farms established | 5x breeder established |
| Source superior breeds | Breeders sourced and improved | No. of breeders soured | Superior breeds sourced |
| Produce and supply day old chicks | Increase day old chicks | Quality of day od chicks | 10 million day old chicks produced per annum |
| Establish hatcheries | Hatcheries established | No. of hatched established | 3x local hatcheries established and operated. |
| Establish commercial farms | Increased production to meet demand | No. of farms established | 10x commercial farms productions established |
| Supply poultry meat | Increased supply of poultry meat | Quantity of meat supplied | 20 tons of meat delivered |
| Supply poultry eggs | Increased egg supply and production | Quantity of egg supplied | Supply to meet annual demand |
| Establish abattoir and certified | Abattoirs established | No. of abattoirs established | 5x abattoirs established |

| | | | |
|---|---|---|---|
| Reduce poultry meat imports | Reduced to meat target set by the NASP and MTDPIV | Percentage in reduction of meat imports | 50% poultry meat imports reduced |
| Develop feed mills | Increased supply of stock feed | No. of mills established | 3x feed mills developed |
| Poultry feed | Increased supply of stock feed | Quantity of feed supplied | 50 tons of poultry feed delivered |
| Reduce poultry feed imports | Reduction in stock feed | Percentage in reduction | 50% poultry feed imports reduced |
| Get certification | Meet ISO 9001 standards | Reports | Abattoirs certified |
| **Accountable Personnel** | | Managing Director and Senior Management | |

**Note:** *The plan target figures are requirements of the Section 2.15.3 of NASP 2024-2033 Implementation Plan and exclude the figures in brackets.*

### 5.3.7 Key Result Area: Improve Piggery (Swine) Production

In according to Section 1.15.4 of NASP Implementation Plan states pig meat (pork) demand grow at about 2.7% in PNG. Local production of pig meat is about 80,000 tons per annum. PNG imported total of 23,700 tons of pig meat between 2017 and 2022, which averages 4,000 tons per annum. The up-scaling and out-scaling of commercial pig operations will ensure domestic markets are adequately supplied.

#### 5.3.7.1 Strategies, Results, Measures and Planned Targets

| Strategy | Intended Results | Measure (KPI) | Planned Target |
|---|---|---|---|
| Established breeder farms | Improved breeders | No. of farms established | 20x breeder established |
| Source superior breeds | Breeders sourced and improved | No. of breeders soured | Superior breeds sourced |
| Establish commercial farms | Increased production to meet demand | No. of farms established | 10x commercial farms productions established |
| Supply pig meat | Increased supply of piggery meat | Quantity of meat supplied | 100,000 tons of pig meat delivered |
| Establish abattoir | Abattoirs established | No. of abattoirs established | 5x abattoirs established |
| Reduce pig meat imports | Reduced to meat target set by the NASP and MTDPIV | Percentage in reduction of meat imports | 50% pork meat imports reduced |
| Develop feed mills | Increased supply of stock feed | No. of mills established | 3x feed mills developed |
| Piggery Feed | Increased supply of stock feed | Increased supply of stock feed | Quantity of feed supplied |
| Reduce poultry feed imports | Reduction in stock feed | Percentage in reduction of feed imports | 50% poultry feed imports reduced |
| Get certification | Meet ISO 9001 standards | Reports | Abattoirs certified |
| **Accountable Personnel** | | Managing Director and Senior Management | |

### 5.3.8 Key Result Area: Improve Apiculture (Honey) Production

In according to Section 1.15.5 of NASP Implementation Plan stipulates the significance of Apiculture industry in PNG. It is stagnant due to the following factors: bee keeping, honey production, processing and by-product development to supply domestic demands.

Domestic demand for honey is 200,000 kg per annum. Imports met 50% of the demand in the country while local production of honey is about 20,000 kg per annum, which only meets 10% of the demand. There is a gap of 40% in the domestic demand to meet. Available data showed that total production between 2001 and 2009 was 166,000 kg, which averages 4,000 kg per annum. Thus, LDC will participate in commercial development of the Apiculture to meet the requirements of MTDP IV and NASP to supply domestic market in PNG and as well as export.

### 5.3.8.1 Strategies, Results, Measures and Planned Targets

| Strategy | Intended Results | Measure (KPI) | Planned Target |
|---|---|---|---|
| Conduct assessment and feasibility studies | Assessment completed and reports submitted | No of assessments conducted | 1x study conducted throughout the honey producing provinces |
| Partnership agreements with stakeholders | Refer Section SPA 5.5 Partnerships | No. of agreements | Partnership agreements signed |
| Establish breeder farms | Improved breeds | No. of breeder farms | 20 breeder farms established |
| Source superior queen breeds | Breeders sourced and improved | No. of breeders soured | Superior breeds sourced |
| Establish commercial farm | Increased production to meet demand | No. of farms established | Commercial farm established |
| Establish honey extraction facilities | Extraction facilities into operational | No. of extraction facilities | 5x honey extraction facilities established |
| Produce honey | Increasing honey production in PNG | Quantity of honey produced | 100 tons of honey produced |
| Create export market | Market secured and exports done | Market reports Quantity of sales | Export market created |
| Reduce honey imports | Imports reduced | Percentage of honey imports reduced | 50% of honey imports reduced |
| **Accountable Personal** | | Managing Director and Senior Management | |

### 5.3.9 Key Result Area: Biosecurity - Improve Animal Health and Welfare

LDC will ensure that all biosecurity measures are covered when handling livestock and livestock products within the country and abroad. It is a requirement under Chapter 1 KRA 8 of NASP. LDC will sign MOU with NAQIA and other regulatory bodies within PNG and overseas to control pests and diseases.

Increasing the local livestock production requires animal biosecurity and quarantine requirements and protocols to be followed, animal health and welfare systems to be improved and administered, modernized abattoirs certified and operationalised, post entry quarantine established and operationalised.

### 5.3.9.1 Strategies, Results, Measures and Planned Targets

| Strategy | Intended Results | Measure (KPI) | Planned Target |
|---|---|---|---|
| Training and awareness conducted to key staff | Skills improved | Number of trainings done | 5x training and awareness on Biosecurity |
| Support research and development for | Reduced incidences of animal diseases. | % reduction of disease incidences. | 60% reduction by 2030. |

| | | | |
|---|---|---|---|
| animal pest and disease control (biosecurity), by enhancing disease prevention and control in close collaboration with NAQIA. | | % awareness of animal disease, prevention and control. | 50% increase in awareness. |
| | | % of responsiveness to animal disease outbreak. | 80% responsiveness |
| | | % reduction in livestock movement control. | 50% reduction. |
| | | % reduction in trans-boundary animal diseases (TAD). | 60% reduction in TADs. |
| Enhance surveillance systems. | Enhanced I.D and reporting of animal diseases. | % increase in animal disease identification. | 50% increase in animal disease identification by 2030. |
| Develop and implement AITS | Functional AITS | Number of operational AITS | Animal ID & Traceability System (AITS) operational 2028. |
| Enhance bio-security programmes. | Enhance regional boundary control of animal disease vectors. | No. of regional control points established. | 8 regional control points established by 2030. |
| | | No. of quarantine facilities established | 5 animal quarantine facilities established and in operation by |
| Enhance animal disease diagnosis | Improved animal health / disease facilities. | No. of animal health facilities operationalised. | 4x animal health facilities established and operationalised by 2030. |
| Strengthen institutional collaboration on animal welfare. | Enhanced institutional collaboration in animal welfare. | % increase in institutional collaboration. | 50% enhancement in institutional collaboration by 2030. |
| Increase public awareness on animal security and welfare. | Increase public awareness on animal security and welfare. | No. of awareness on animal security and awareness. | 100 awareness programs undertaken by 2030. |
| Support compliance with animal safety and welfare. | Enhanced compliance in animal safety and welfare | No. of animal safety, health and welfare compliance checks. | 10,000 checks undertaken by 2030. |
| **Accountable Personnel** | | Managing Director and Senior Management | |

### 5.3.10 Key Result Area: Livestock Management Information Systems

Data and information management is critical; over the years this was not effectively managed. Chapter 1 KRA 12 of NASP requires data and information to be effectively managed with better systems.

#### 5.3.10.1 Strategies, Results, Measures and Planned Targets

| Strategy | Intended Results | Measure (KPI) | Planned Target |
|---|---|---|---|
| Develop and Implement Livestock Management Information Systems (LMIS) | Access to information improved | Number of LMIS established and operational by the staff | LMIS established operational and used for key staff |
| Enhance the National Livestock Epidemiology and IMS | Enhanced management of animal health and | % increase to animal health and marketing information | 50% increased access to animal health and marketing information by the farmers |

| | | | |
|---|---|---|---|
| | marketing information | | through creation of website and news bulletins |
| Promote development of LMIS. | Improved access to information | LMIS established | LMIS established by 2030 |
| Training conducted on how to use LMIS | Increased access to livestock information. | Number of training courses conducted per region in PNG | 4x training conducted on LMIS |
| **Accountable Personnel** | | Managing Director and Senior Management | |

### 5.3.11 Key Result Area: Develop Business and Marketing Plans

MTDP IV and NASP requires to reduce meat imports by 50% by 2030, as such this strategic plan was developed and in addition business and marketing plans for each type cattle (beef & dairy), poultry (egg and meat), piggery and honey will be developed enhance production and value-chain.

#### 5.3.11.1 Strategies, Results, Measures and Planned Targets

| Strategy | Intended Results | Measure (KPI) | Planned Target |
|---|---|---|---|
| Develop business plan and marketing strategies | Marketing improved | Develop business and marketing plans for cattle, poultry, piggery, honey | Business and marketing plan developed by 2026 |
| **Accountable Personnel** | | Managing Director and Senior Management | |

### 5.3.12 Key Result Area: Enhance Livestock Value-Chain

LDC will improve and enhance livestock value-chain by working in collaboration with partners and stakeholders indicated in Section 5.5.

#### 5.3.12.1 Strategies, Results, Measures and Planned Targets

| Strategy | Intended Results | Measure (KPI) | Planned Target |
|---|---|---|---|
| Livestock-based processing and manufacturing promotion. | Livestock-based processing and manufacturing capacity strengthened. | Number of livestock SMEs involved in Agro-processing and manufacturing | 1,500 SMEs involved in Agro-processing and manufacturing by 2030 |
| Provide Agri-business development services. | Access to Agri-business development services by small and medium scale farmers increased. | Number of small and medium scale farmers. | 1,500 agribusinesses having access to marketing services by 2030 (disaggregated by the type of agri-business, male / female owners) |
| Encourage value chain linkages. | Smallholder farmers integrated into commercial value chains. | The number of small-holder farmers integrated. | 1,500 smallholder farmers integrated into semi – commercial and commercial |
| Promote diversification of livestock products. | Livestock product range increased | The number of smallholder farmers diversifying into livestock products. | 1,500 smallholder livestock farmers by 2030 |
| **Accountable Personnel** | | Managing Director and Senior Management | |

## 5.4 SPA 4: ESTABLISH LIVESTOCK INDUSTRY AUTHORITY

### 5.4.1 Objective

To establish Livestock Industry Authority to effectively regulate livestock industry, enforce and maintain standards in Papua New Guinea.

### 5.4.2 Policy Alignment

Initially LDC was established with the mandate to generate revenue for the Independent State of Papua New Guinea by commercial beef cattle production through its ranches and abattoirs. The National Government through Department of Agriculture and Livestock (DAL) performed the role of regulator.

### 5.4.3 Key Result Area: Establish Livestock Industry Authority

LDC will play a significant role by assisting the Ministry of Livestock facilitation and providing resources for establishment of the Livestock Industry Authority.

#### 5.4.3.1 Strategies, Results, Measures and Targets

| Strategy | Intended Results | Measure (KPI) | Planned Target |
|---|---|---|---|
| Develop Livestock Industry Authority Bill | Livestock Industry Authority Bill reviewed by NEC and enacted by Parliament | NEC submission by Minter for Livestock | 1x submission by Minister |
| | | Submission to Salaries and Conditions Monitoring Committee | 1x submission of my LDC MD |
| | | Workshops | No of workshop held |
| Develop National Livestock Policy and establish corporate governance system. | National Livestock Policy approved and governance systems established | National Livestock Policy | 1x policy developed |
| | | Workshops | No of workshop held |
| Establish | | Develop policies | 5x internal policies developed |
| | | Finance systems | Financial systems established |
| | | HR systems | HR polices and system established |
| Recruitment of Top Management | Management Team established | Chief Executive Officer | 1x CEO recruited |
| | | Senior Management | 3x top management recruited |
| | | Staff | Staff recruited and |
| | | | |
| **Accountable Personnel** | | General Manager Corporate Service<br>HR Manager | |

### 5.4.4 Key Result Area: Migrate Payroll Data to AIRH Payroll System

LDC to ensure that the Livestock Industry Authority's payroll data and information are migrated to the National Government's Ascender Integrated Human Resources (AIHR) payroll systems.

### 5.4.4.1 Strategies, Results, Measures and Planned Targets

| Strategy | Intended Results | Measure (KPI) | Planned Target |
|---|---|---|---|
| Create and allocate GL account and transfer payroll data to AIHRPS | The SCMC approval and allocation of GL account | Creation of GL Account | GL created by Treasury |
| | | Approval of GL Account | Approval done for payroll data migrations |
| | | Upload organisational structure and configure payroll data | Organisational structure uploaded and payroll data configured |
| Review and transfer of resources including assets from LDC to the Authority. | Approval of Assets to Authority | Review and resources transferred to the Authority. | Assets successfully transferred |
| | | | |
| **Accountable Personnel** | | General Manager Corporate Service<br>HR Manager, Finance Manager | |

Figure 17: Sagalau cattle ranch and pasture improvement program in Madang

## 5.5 SPA 5: STAKEHOLDER PARTNERSHIPS

### 5.5.1 Objective

To strengthen relationships with key stakeholders and partners both in PNG and overseas to improve and maintain the sustainable growth of livestock industry.

### 5.5.2 Policy Alignment and Directives

LDC will revitalize the growth of livestock industry in PNG in collaboration with relevant stakeholders and partners as stipulated in Section 1.1.8 of MTDP IV and Section 4.4 of NASP.

Benefits of stakeholder partnerships:

(a) Improve livestock productivity through collaboration with research institutions, universities, and private sector partners to access innovative technologies and best practices within PNG, Australia, China and USA.

(b) Enhance market access by partners with buyers, processors, and exporters to improve market access and increase sales of livestock products.

(c) Strengthen value chain in collaboration with suppliers, farmers, and other stakeholders to improve the efficiency and competitiveness of the livestock value chain in the Western Pacific region.

(d) Improve capacity building programs by working in partnership with training institutions and experts to build the capacity of LDC staff and farmers.

(e) Access to funding through partnerships with donors, investors, and financial institutions to access funding for livestock development projects.

### 5.5.3 Key Result Area: Engage with International Partners

LDC will leverage partnerships and networking to drive growth, innovation, and sustainability in the livestock industry with international partners to revive the performance of livestock industry in PNG.

#### 5.5.3.1 Strategies, Results, Measures and Targets

| Strategy | Intended Results | Measure (KPI) | Planned Target |
|---|---|---|---|
| Partnership with breeder suppers in Austria and New Zealand | Agreements signed with breeders and supply to LDC | Number of MOUs signed.<br>Number of breeders supplied reports | 2x MOU signed |
| Farm Training Organisations in Australia and New Zealand | Agreement signed and farm trainings done for LDC staff in both Australia and New Zealand | Number of MOUs signed.<br>Number of training courses<br>Reports | 3x MOU signed |
| Livestock capability and research and developments | Agreement signed and effective research conducted | Number of MOUs signed.<br>Number of research done<br>Reports | 1x MOU signed |
| Capacity Building in Down Stream Processing Infrastructure in China | Agreement signed, equipment and processing infrastructure secured | Number of MOUs signed.<br>Number of equipment and facilities secure.<br>Reports | 1x MOU signed |
| **Accountable Personnel** | | Managing Director and Board of Directors | |

## 5.5.4 Key Result Area: Engage with PNG Stakeholder Partners

LDC will work with key stakeholders including Provincial Governments, District Development Authorities, farmers, farmer cooperative societies and associations to develop and improve beef cattle, dairy cattle, poultry, piggery and honey production. LDC will create market avenue for farmers and cooperative societies and associations within PNG and international markets. All activities be done in accordance with legally binded agreements including MOUs and MOAs.

### 5.5.4.1 Strategies, Results, Measures and Targets

| Strategy | Intended Results | Measure (KPI) | Planned Target |
|---|---|---|---|
| Agreement between LDC and Provincial Governments | Agreements signed with breeders supplied to LDC | Number of MOUs signed. Number of breeders supplied reports | 10x MOUs signed by 2028 |
| Agreement between LDC and District Development Authorities | Create access to land, rehabilitate abattoirs, livestock etc. | Number of MOUs signed. Reports | 10x MOU signed by 2028 |
| Agreement between LDC and Private Commercial Organisations | To improve breeders and provide access to marketing | Number of MOUs signed. Reports | 1x MOU signed by 2027 |
| Agreement between Farmer Groups and SME Corporation | Improved skills and enhanced marketing and increased production to meet demand. | Number of MOUs signed. Reports | 2x MOU signed by 2027 |
| Agreement between LDC and NARI | Demand-driven research improved | Sign MOU | 1x MOU signed by 2026 |
| MOU with DHERST | Livestock Curriculum developed | Sign MOU | 1x MOU signed by 2026 |
| MOU with NAQIA | improved biosecurity | Sign MOU | 1x MOU signed by 2026 |
| **Accountable Personnel** | | Managing Director and Board of Directors | |

Figure 18: Cattle at Launakalana Ranch

# CHAPTER 6

# FINANCING THE STRATEGIC PLAN

## 6.1 Current Sources of Funding and Expenditure

The current sources of funding for LDC include the following:

(a) The Government of Papua New Guinea (GoPNG)
(b) Internal revenue generations

## 6.2 Funding MTDP IV 2023-2027

### 6.2.1 Funding from GoPNG, DSIP and PSIP

Table 13 shows MTDP IV 2023-2027 Annex 2 Strategies and Implementation Plan the livestock investment budget allocation is K340 million for the period of first five years. LDC will have access to secure these funds between 2026 and 2027 until MTDP V 2028-2032 comes into effect. This strategic plan will be reviewed in 2028 to align with and meet the requirements of MTDP V 2028-2032.

Table 13: Annex 2 Livestock, Aquaculture and Apiculture Budgets Requirements

| DIP Link | Investment Programs | 2023 (K'mil) | 2024 (K'mil) | 2025 (K'mil) | 2026 (K'mil) | 2027 (K'mil) | Total (K'mil) | Funding Source |
|---|---|---|---|---|---|---|---|---|
| 1.1 | 1. National Livestock Development Program | 3.0 | 50.0 | 50.0 | 50.0 | 50.0 | **230.0** | GoPNG/ PPP |
| 1.9 | 2. Rehabilitating and building new abattoirs | 0.0 | 10.0 | 20.0 | 20.0 | 10.0 | **60.0** | GoPNG/ PPP |
| 1.1 | 3. Establishment of commercial animal feed farm | 0.0 | 15.0 | 20.0 | 10.0 | 5.0 | **50.0** | GoPNG/ PPP |
| | **Annual Total** | **3.0** | **75.0** | **90.0** | **80.0** | **65.0** | **340.0** | |

**Source**: MTDP IV 2023-2027 (Section 1.1.8)

### 6.2.2 Potential Funding Sources

Some potential sources of funding identified by MTDP IV 2023-2027 include Provincial Services Improvement Program (PSIP) and District Services Improvement Program (DSIP) by working with the Provincial Governments and District Development Authorities through partnership agreements.

## 6.3 Funding from NASP 2024-2033

In accordance with Section 6.7 of NASP the fundings sources for agriculture sector including LDC include the following:

(a) GoPNG
(b) Budget support from Development Partners (DPs)
(c) Technical Assistance from DPs
(d) Co-financing with private sector
(e) Beneficiary contributions
(f) Internal revenue/non-tax revenue
(g) Loans and grants received from international financial institutions.
(h) Bilateral agreements.

## 6.4 Sustainable Internal Revenue Plans

In accordance with Section 5.3.11 of this plan, **Comprehensive Business and Marketing Plans** will be developed for beef cattle, dairy cattle, egg production, poultry meat production, pork meat production and honey production. These business plans will be approved by the Board to seriously generate internal review for sustainability of LDC and for the shareholders. The target is to reach break-event point before on GoPNG funding verses and internal revenue before 2030.

## 6.5 Investment Budget Per SPA 2025-2030

The National Government through MTDP IV and NASP had allocated K340 million for period of five years from 2023 to 2027, however additional funding is required to successfully implement this plan to revitalize the livestock industry in PNG.

The estimated budget for implementation of this plan is **K423.26 million.** The summary is indicated in Figure 18 and details in Table 14. These figures are based on Section 1.1.8 of MTDP IV and Section 6.2.1 of this plan. Figure 18 shows budget allocation per SPAs, SPAs 1 and SPA 5 have equal share of 0.43% at K1.8 million each, SPA 4 has 1.56 percent at K6.6 million, SPA 2 has 24.71% at K104.6 million and SPA 3 has the highest at 72.88% at K308.46 million. Annual allocation is K74.54 million.

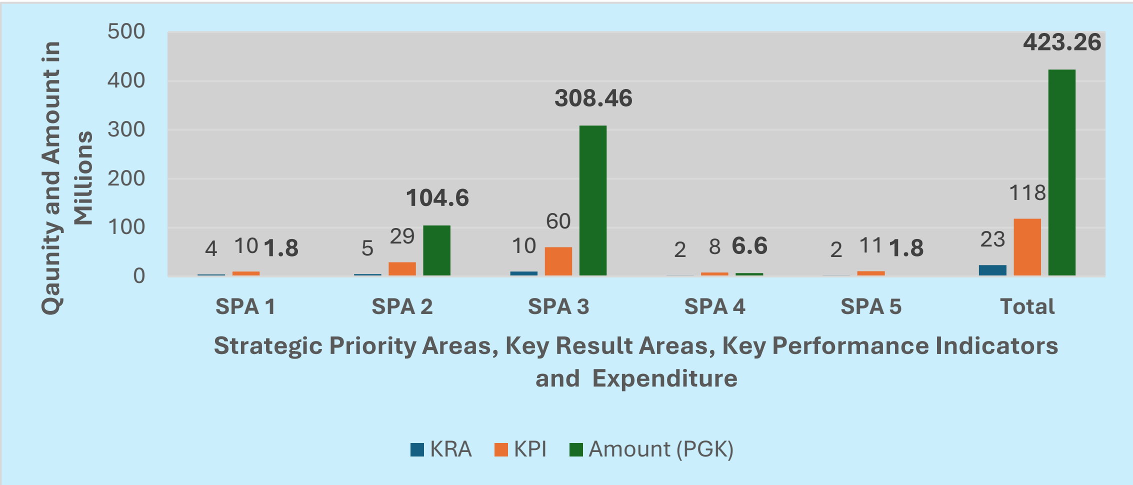



Figure 19: SPA, KRA, KPI and Expenditure Budget

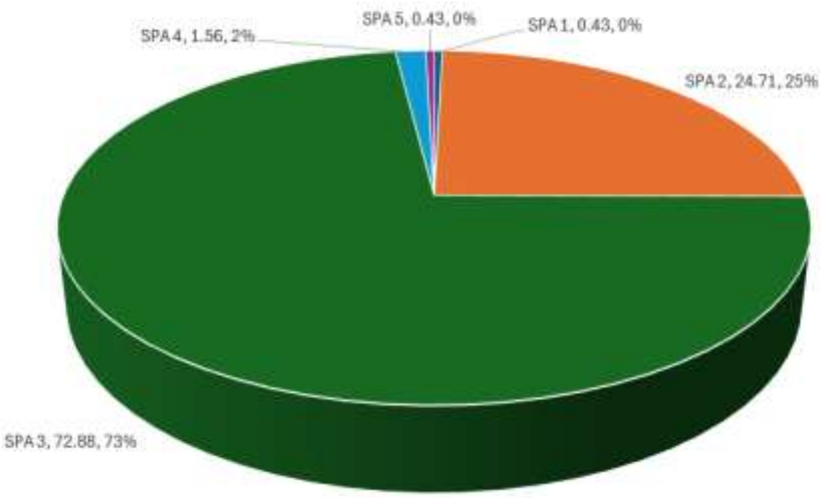



Figure 20: Percentage of budget allocation as per SPA

Table 14: Budget requirements 2025-2030

| No | Strategic Priority Areas (SPAs) and Key Results Areas (KRAs) | Time in Years and Costs in Millions | | | | | | Total (PGK) Millions |
|---|---|---|---|---|---|---|---|---|
| | | 2025 | 2026 | 2027 | 2028 | 2029 | 2030 | |
| **1.0** | **ENHANCE INSTITUTIONAL CAPACITY AND GOVERNANCE** | | | | | | | |
| 1.1 | KRA 1: Review Organisational Structure | 0.025 | 0.025 | 0.025 | 0.025 | 0.025 | 0.025 | **0.15** |
| 1.2 | KRA 2: Develop relevant policies and legislative framework | 0.1 | 0.1 | 0.1 | 0.1 | 0.1 | 0.1 | **0.6** |
| 1.3 | KRA 3: Review LDC Constitution | 0.1 | 0.1 | 0.1 | 0.1 | 0.1 | 0.1 | **0.6** |
| 1.4 | KRA 4: Establish Board Sub-Committees | 0.025 | 0.025 | 0.025 | 0.025 | 0.025 | 0.025 | **0.15** |
| 1.5 | KRA 5: Establish Safety Standards and Quality Assurance | 0.025 | 0.025 | 0.025 | 0.025 | 0.025 | 0.025 | **0.15** |
| 1.6 | KRA 6: Valuation of LDC | 0.025 | 0.025 | 0.025 | 0.025 | 0.025 | 0.025 | **0.15** |
| | ***Sub Total*** | **0.3** | **0.3** | **0.3** | **0.3** | **0.3** | **0.3** | **1.8** |
| **2.0** | **FACILITATE GROWTH OF LIVESTOCK INDUSTRY IN PNG** | | | | | | | |
| 2.1 | KRA 1: Skills and Capacity Development | 0.1 | 0.1 | 0.1 | 0.1 | 0.1 | 0.1 | **0.6** |
| 2.2 | KRA 2: Research and Development | 0.1 | 0.1 | 0.1 | 0.1 | 0.1 | 0.1 | **0.6** |
| 2.3 | KRA 3: Strengthen Extension and Advisory Services | 0.1 | 0.1 | 0.1 | 0.1 | 0.1 | 0.1 | **0.6** |
| 2.4 | KRA 4: Improve Infrastructure | 10 | 20 | 20 | 20 | 20 | 10 | **100** |
| 2.5 | KRA 5: Improve Farm Equipment and Resources | 0.3 | 0.3 | 0.3 | 0.3 | 0.3 | 0.3 | **1.8** |
| | ***Sub Total*** | **10.5** | **20.9** | **20.9** | **20.9** | **20.9** | **10.5** | **104.6** |
| **3.0** | **SUSTAINABLE HIGH QUALITY LIVESTOCK PRODUCTION** | | | | | | | |
| 3.1 | KRA 1: Improve Farmer Access to Finance for Production and Supply | 0.1 | 0.1 | 0.1 | 0.1 | 0.1 | 0.1 | **0.6** |
| 3.2 | KRA 2: Improve Beef Cattle Production | 15 | 15 | 15 | 15 | 15 | 15 | **90** |
| 3.3 | KRA 3: Improve Dairy Cattle Production | 15 | 15 | 15 | 15 | 15 | 15 | **90** |
| 3.4 | KRA 4: Improve Piggery Production | 10 | 10 | 10 | 10 | 10 | 10 | **60** |
| 3.5 | KRA 5: Improve Poultry Production | 10 | 10 | 10 | 10 | 10 | 10 | **60** |
| 3.6 | KRA 6: Improve Honey Production | 1 | 1 | 1 | 1 | 1 | 1 | **6** |
| 3.7 | KRA 7: Biosecurity - Improve Animal Health and Welfare | 0.1 | 0.1 | 0.1 | 0.1 | 0.1 | 0.1 | **0.6** |
| 3.8 | KRA 8: Livestock Management Information Systems | 0.01 | 0.01 | 0.01 | 0.01 | 0.01 | 0.01 | **0.06** |
| 3.9 | KRA 9: Improve Marketing of Livestock Products | 0.1 | 0.1 | 0.1 | 0.1 | 0.1 | 0.1 | **0.6** |
| 3.10 | KRA 10: Enhance Lives Value-Chain | 0.1 | 0.1 | 0.1 | 0.1 | 0.1 | 0.1 | **0.6** |
| | ***Sub Total*** | **51.41** | **51.41** | **51.41** | **51.41** | **51.41** | **51.41** | **308.46** |
| **4.0** | **ESTABLISH LIVESTOCK INDUSTRY AUTHORITY** | | | | | | | |
| 4.1 | KRA 1: Establish Livestock Industry Authority | 1 | 1 | 1 | 1 | 1 | 1 | **6** |
| 4.2 | KRA 2: Transfer of payroll data to GoPNG | 0.1 | 0.1 | 0.1 | 0.1 | 0.1 | 0.1 | **0.6** |
| | ***Sub Total*** | **1.1** | **1.1** | **1.1** | **1.1** | **1.1** | **1.1** | **6.6** |
| **5.0** | **PARTNERSHIPS AND STAKEHOLDER COLLABORATIONS** | | | | | | | |
| 5.1 | KRA 1: Engagement with international partners | 0.1 | 0.1 | 0.1 | 0.1 | 0.1 | 0.1 | **0.6** |
| 5.2 | KRA 2: Engagement with PNG stakeholders and partners | 0.1 | 0.1 | 0.1 | 0.1 | 0.1 | 0.1 | **0.6** |
| | ***Sub Total*** | **0.2** | **0.2** | **0.2** | **0.2** | **0.2** | **0.2** | **1.8** |
| | **TOTAL COST (MILLIONS)** | **74.54** | **74.54** | **74.54** | **74.54** | **74.54** | **74.54** | **423.26** |

# CHAPTER 7

# MILESTONES, REPORTING AND MONITORING

## 7.1 Phases of Transformation and Milestones

| PHASE | PERIOD | KEY MILESTONES |
|---|---|---|
| **PHASE 1** History | 1982-1992 | 1. Registered 15 Dec 1982. NEC Decision No. 75/82<br>2. 31 March 1983 formerly registered as Livestock Development Corporation Pty.Ltd with IPA.<br>3. 1992 LDC closed its operations all over PNG due to management issues. |
| **PHASE 2** Stagnant | 1993-2013 | 1. No ownership was taken by successive governments to revive the livestock industry for 20 years.<br>2. No improvement done to facilities, livestock and manpower and operated under DAL. |
| **PHASE 3** Restoration | 2014-2019 | 1. LDC was parked as a program under the then Department of Agriculture and Livestock (DAL), now DoA.<br>2. Financial Audit from 2010-2018 completed. |
| **PHASE 4** Transformation and Restore Governance | 2020-2025 | 1. In 2020 New Board and management team appointed by the Marape government through Office of portfolio Minister<br>2. 31st August 2022: Ministry of Livestock was created, Hon.Sekie Agisa MP was appointed the as the first Minister for Livestock per National Gazette No. G 690.<br>3. 2024 NASP 2024-2033 was developed. This plan emphasized the significance of reviving livestock sector.<br>4. Reclaimed some IDC properties and land in all centres.<br>5. Completed 2018-2020 Financial Reports<br>6. Restructure completed<br>7. Regular quarterly Board Meetings |
| **PHASE 5** Sustainable Growth | 2025-2030 | 1. New website developed and launched<br>2. LDC Strategic Plan 2025-2030 developed and launched.<br>3. Created a pathway for revenue generation and sustainability.<br>4. 5 Strategic Priority Areas (SPAs) identified to improved improve livestock industry in PNG. |

Figure 21: The phases of transformation and milestones

## 7.2 Annual Action Implementation Plan

The LDC senior management is accountable for development of the Annual Implementation Plan and actions shall be tracked through an action tracker or the scorecard. These must be developed together with budget for the following years' operations and reviewed at the end of each in accordance with M&E framework indicated in Appendix 7.

## 7.3 Reporting Performance Targets

The Divisional Managers will be providing sectional performance reports to Senior Management and Managing Director in accordance with specific approved reporting templates. Consolidated report shall be provided to the Board by the Managing Director at each quarterly Board meeting.

The types of reports to be provided:

(a) Monthly Reports
(b) Term Reports.
(c) Annual Reports.

## 7.4 Monitoring and Evaluation Framework

The evaluation and monitoring framework is discussed in detail in Appendix 7. The M&E will be reported together with annual reports indicated in Section 7.2. The reviews shall be done at the end of each year and structural review in accordance with MTDP V in 2028. Senior management is accountable for review and Figure 21 shows some current senior management.


Figure 22: LDC Senior Management Team

***Left to Right**: Mr Otto Wangillen Manager Finance, Ms Shirley Mariole Manager Human Resources, Lillian Asi Executive Officer to MD's Office and Mr Steven Yangis General Manager Operations*

## 7.5 Summary SPAs, KRAs and KPIs

This is the summary of all SPAs, KRAs and KPIs documented in Chapter 5. This information and data will be used for reporting and measuring the performance of LDC and its staff for the period of 6 years. This information will be reviewed annually.
There are 5 Strategic Priority Areas (SPAs) that align with Section 1.1.8 of MTDP IV 2023-2027 and Section 2.15 and other applicable sections of NASP Implementation Plan 2024-2033. From these SPAs there are total of 23 KRAs and 118 KPIs. There are total of 5 objectives for SPAs and each KRAs have their own programs objectives.

6SPA 3 (51%), SPA 4 (7%) and SPA 5 (9%). The details of KPIs are in Table 15 and the summary in Figure 21. Over time KRA may change and may affect KPIs as such number of KPIs may increase for decrease depending on nature of change. Major changes will incur in 2028 as MTDP IV will end and MTDP V will begin.

Table 15: Summary SPAs, KRAs and KPIs

| No | Strategic Priority Areas (SPAs) and Key Result Areas (KRAs) | Key Performance Indicators | | Measure (Qty) |
|---|---|---|---|---|
| **1.0** | **ENHANCE GOVERNANCE AND LEGISLATIVE FRAMEWORK** | | | |
| 1.1 | KRA 1: Review Organisational Structure | 1 | Review current org structure | 1 |
| | | 2 | Review number of staff in all Divisions | 5 |
| 1.2 | KRA 2: Develop relevant policies and legislative framework | 3 | Develop operational policies | 10 |
| | | 4 | Livestock Development Act enacted | 1 |
| | | 5 | Animal Health Regulations developed | 4 |
| 1.3 | KRA 3: Review LDC Constitution | 6 | Review Constitution | 1 |
| | | 7 | Review shareholding structure as directive from PM on 51/49% shares | 1 |
| 1.4 | KRA 4: Establish Board Sub-Committees | 8 | Board Sub-committees established | 4 |
| 1.5 | KRA 5: Establish Safety Standards and Quality Assurance | 9 | Develop Policies | 4 |
| | | 10 | Develop SOPs manuals (safety, quality, environment, waste management) | 4 |
| 1.6 | KRA 6: Valuation of LDC | 11 | Value conducted by Valuer | 1 |
| **2.0** | **REVITALIZE THE INDUSTRY IN PAPUA NEW GUINEA** | | | |
| 2.1 | KRA 1: Skills and Capacity Development | 12 | Farmers trained by 2028 | 100 |
| | | 13 | Training and Development Policy by 2030 | 1 |
| | | 14 | MOU signed with SMEC | 1 |
| | | 15 | MOUs signed with Institutions | 3 |
| | | 16 | Students recruited under GDS by 2030 in beef cattle, poultry, piggery etc. | 50 |
| | | 17 | Staff access this program by 2028 | 10 |
| 2.2 | KRA 2: Demand-Driven Research and Development (R&D) | 18 | MOU signed between NARI and LDC | 1 |
| | | 19 | Sign MOU with NARI and National International Organisations (INO) | 2 |
| | | 20 | Support animal pest and disease control | 20% |
| | | 21 | Promote livestock genetic resource preservations | 40% |
| | | 22 | Increase and promote adaptive research and development | 20% |
| 2.3 | KRA 3: Strengthen Extension and Advisory Services | 23 | Increase livestock production by small holder farmers | 50% |
| | | 24 | Conduct stakeholder meetings | 20 |
| | | 25 | Registration of farmers (bee, cattle) | 500 |
| | | | Conduct farm research and extensions | 5 |
| | | 27 | Enhance ICT in farmer extension and advisory | 2 |
| 2.4 | KRA 4: Improve Infrastructure | 28 | Hectares of land reclaimed | >500 |
| | | 29 | Registered surveyor engaged | 1 |
| | | 30 | LDC head office building completed | 1 |
| | | 31 | Regional offices rehabilitated | 5 |
| | | 32 | Staff accommodation units completed | 5 |
| | | 33 | New PEQ facilities established | 4 |
| | | 34 | Cattle ranges reclaimed & rehabilitated | 5 |
| | | 35 | Abattoirs reclaimed & rehabilitated | 5 |
| | | 36 | Develop abattoir policy and procedures | 1 |
| 2.5 | KRA 5: Improve Farm Equipment and Resources | 37 | Improve water and irrigation systems in 5 locations | 5 |
| | | 38 | Improve farm equipment and resources in 5 locations | 5 |
| | | 39 | Improve farm electrical and energy sources in 5 locations | 5 |
| | | 40 | Developed farm equipment policy | 1 |

| 3.0 | SUSTAINABLE DEVELOPMENT OF LIVESTOCK INDUSTRY IN PAPUA NEW GUINEA | | | |
|---|---|---|---|---|
| 3.1 | KRA 1: Improve Farmer Access to Finance for Production and Supply<br><br>(Bee, poultry, livestock, cattle farmers) | 41 | Assist small holder commercial farms | 20 |
| | | 42 | Livestock Farmer Savings & Loans Society | 1 |
| | | 43 | Assists establish farmer cooperatives | 1000 |
| | | 44 | Application climate friendly practices | 1500 |
| | | 45 | Increase farmer finance & insurance | 20% |
| 3.2 | KRA 2: Improve Beef Cattle Production | 46 | Establish breeder farms | 10 |
| | | 47 | Breeders distributed to farmers | 10 000 |
| | | 48 | Cattle ranches rehabilitated | 18 |
| | | 49 | Establish beet cattle commercial farms | 2 |
| | | 50 | Supply tons of beef to PNG markets pa | 30 000 |
| | | 51 | Supply of steers to farmers | 10 000 |
| | | 52 | Improve pastures | 10 |
| | | 53 | Establish feedlots | 5 |
| | | 54 | Reduce imports to meet target set by the NASP and MTDP IV | 50% |
| 3.3 | KRA 3: Improve Dairy Cattle Production | 55 | Conduct feasibility study | 1 |
| | | 56 | Establish dairy farms | 3 |
| | | 57 | Supply of lactating stock | 5 000 |
| | | 68 | Improve pasture | 3 |
| | | 69 | Establish distributions centres | 3 |
| | | 60 | Establish feedlots | 3 |
| | | 61 | Reduce imports to meet target set by the NASP and MTDP IV | 10% |
| 3.4 | KRA 4: Improve Poultry Production | 62 | Establish breeder farms | 5 |
| | | 63 | Produce and supply day old chicks | 10 000 000 |
| | | 64 | Established hatcheries | 3 |
| | | 65 | Establish commercial farms | 10 |
| | | 66 | Supply tons of poultry meat per year | 20 |
| | | 67 | Supply poultry eggs | |
| | | 68 | Establish abattoirs | 5 |
| | | 69 | Reduce imports to meet target set by the NASP and MTDP IV | 50% |
| | | 70 | Establish poultry feed mills | 3 |
| | | 71 | Supply tons of stock feed per year | 50 |
| | | 72 | Certification of abattoirs | 5 |
| 3.5 | KRA 5: Improve Piggery Production | 73 | Establish breeder farms | 20 |
| | | 74 | Establish commercial farms | 10 |
| | | 75 | Supply tons of pork per year | 100 000 |
| | | 76 | Establish abattoirs | 5 |
| | | 77 | Reduce pork imports to meet target set by the NASP and MTDP IV | 50% |
| | | 78 | Establish poultry feed mills | 3 |
| | | 79 | Supply tons of feed mill per year | 50 |
| | | 80 | Certification of abattoirs | 5 |
| 3.6 | KRA 6: Improve Honey Production | 81 | Conduct feasibility studies | 1 |
| | | 82 | Establish breeder farms | 20 |
| | | 83 | Establish commercial farms | 5 |
| | | 84 | Establish honey extraction facilities | 5 |
| | | 85 | Supply tons of honey per year | 100 000 |
| | | 86 | Create export avenue | 1 |
| | | 87 | Reduce honey imports to meet target set by the NASP and MTDP IV | 50% |
| 3.7 | KRA 7: Biosecurity - Improve Animal Health and Welfare | 88 | Staff skills trainings by NAQIA | 5 |
| | | 89 | Support R&D for animal pest control | 50% |
| | | 90 | Surveillance -disease identification | 50% |
| | | 91 | Establish animal health facilities | 4 |
| | | 92 | Establish biosecurity control points | 8 |
| | | 93 | Conduct awareness | 100 |
| | | 94 | Animal health and welfare checks | 10 000 |
| 3.8 | KRA 8: Livestock Management Information Systems | 95 | Develop livestock management information systems (LMIS) | 1 |

| | | | | |
|---|---|---|---|---|
| | | 96 | Dissemination of information through creation of LDC website | 1 |
| | | 97 | Staff training on how to use LMIS | 5 |
| 3.9 | KRA 9: Develop business and marketing plans for each type | 98 | Develop business and marketing plans for cattle, poultry, piggery, honey | 6 |
| 3.10 | KRA 10: Enhance Lives Value-Chain | 99 | Create livestock SME farmers | 1 500 |
| | | 100 | Smallholder farmers integrated into semi – commercial and commercial | 50 |
| **4.0** | **ESTABLISH LIVESTOCK INDUSTRY AUTHORITY** | | | |
| 4.1 | KRA 1: Establish Livestock Industry Authority | 101 | Authority Bill for review by NEC and Parliament | 1 |
| | | 102 | National Livestock Policy | 1 |
| | | 103 | Meetings and awareness conducted | 5 |
| | | 104 | Internal policies and Systems | 5 |
| | | 105 | Recruit CEO | 1 |
| | | 106 | Senior management recruited | 3 |
| 4.2 | KRA 2: Transfer of payroll data to GoPNG | 107 | Create and allocate GL account and transfer payroll data to AIHRPS | 1 |
| | | 108 | Review and transfer of resources including assets from LDC to Authority. | 1 |
| **5.0** | **STAKEHOLDER PARTNERSHIPS** | | | |
| 5.1 | KRA 1: Engagement with international partners | 109 | MOUs with animal breeders and supply broodstock to LDC | 2 |
| | | 110 | MOU on staff trainings and exposure in Australia and New Zealand | 3 |
| | | 111 | MOU on Research and Development | 3 |
| | | 112 | MoU on Capacity Building and Down Stream Processing Infrastructure in China | 1 |
| 5.2 | KRA 2: Engagement with PNG stakeholders and partners | 113 | MOU with Provincial Governments and LDC | 10 |
| | | 114 | MOU with LDC and District Development Authorities | 10 |
| | | 115 | MOU between LDC and Private Commercial Organisations | 2 |
| | | 116 | MOU with SME Corporations with LDC | 2 |
| | | 117 | MOU with NARI to participate in demand driven research | 1 |
| | | 118 | MOU with DHERST to develop livestock curriculum | 1 |
| | | 119 | MOU with LDC and NAQIA to improve biosecurity. | 1 |

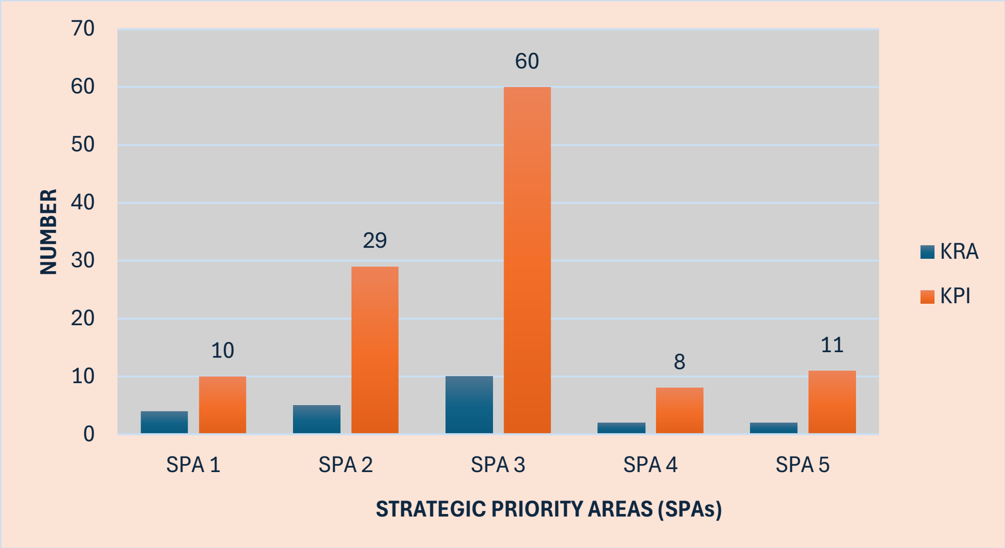



Figure 23: Summary of SPAs, KRAs and KPIs

# GLOSSARY AND REFERENCES

# GLOSSARY

| TERMS | DEFINITIONS AND APPLICATION IN LDC CONTEXT |
|---|---|
| District Service Improvement Program | District Service Improvement Program is a funding source for the district to sustain its service delivery in the district. |
| Land Reclamation | Process involved in reclaiming land and assets owned by LDC and currently being occupied by the illegal settlers. |
| Medium Term Development Plan | Medium Term Development Plan is a 5-Year Investment Plan that guides the resource allocations and investment in the country. It translates the PNG Strategic Development Plan into a rolling 5-Year investment plan. |
| Ministerial Determination | Ministerial Determination in Papua New Guinea refers to a decision or directive made by a Minister, typically in relation to policy, regulation, or administrative matters. It's normally published as Gazette Notice. |
| Stakeholders | Individuals or groups with a vest interest in LDC's activities, decisions, and outcomes. These include - Farmers and livestock producers, Employees, Customers (buyers, consumers), Government agencies (DoA), Local communities and farmers, farmer associations and Farmer Cooperative Societies.<br>Stakeholders may influence or be impacted by LDC's decisions, but they may not necessarily be directly involved in operations. They have vested interests, had different goals and participated in information agreements. |
| Partners | Individuals or organizations that collaborate with LDC to achieve shared goals and objectives. These include - Research institutions, Private sector companies (e.g., feed manufacturers, veterinary pharmaceutical companies), Government agencies (in collaborative projects), International organizations, NGOs (Non-Governmental Organizations).<br>Partners work together with LDC to achieve mutually beneficial outcomes, often through formal agreements or contracts.<br>Partners are actively involved in collaborative efforts, share goals and objectives with LDC and often have formal partnership agreements. |
| Provincial Service Improvement Program | Provincial Service Improvement Program refers to the sources of development funding that are appropriated for all provinces for service delivery and routine maintenance. |
| PNG Development Strategic Plan | PNG Strategic Development Plan is a 20-year Strategic Plan with long term specific policy targets that translate Vision 2050. The plan aims to make PNG a middle-income country by 2030. |
| Public Private Partnership | Public Private Partnership is an investment or service delivery model that enhance the collaboration of Government and Private Sector to enhance service delivery and private sector investments. |
| Strategic Priority Areas | Strategic Priority Areas are MTDP IV policy priorities of the Government where actions of both the Government and its Development Partners will be pulled into alignment under this framework. |
| Value-centered | Creating value through innovation, quality and collaboration, delivering value to the customers, partners and stakeholders. Building strong relationship base on trust, respected and shared values, and unlocking value for sustainable future of the livestock industry in PNG. |

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# APPENDICES

# Appendix 1: National Gazette No.690



Determination of Titles and Responsibilities of Ministers–*continued*

## SCHEDULE 26—MINISTER FOR AGRICULTURE

| Column 1 | Column 2 | Column 3 | Column 4 |
|---|---|---|---|
| AIYE TAMBUA | MINISTER FOR AGRICULTURE | All the matters related to the functions of –<br>(*a*) Department of Agriculture; and<br>(*b*) Special Agriculture and Business Development Project (SABDP);<br>(*c*) National Agriculture Quarantine and Inspection Authority;<br>(*d*) National Agriculture Research Institute;<br>(*e*) Cocoa Appeal Committee; and<br>(*f*) Cocoa and Coconut Research Institute; and<br>(*g*) Kokonas Industri Koporesen; and<br>(*h*) Papua New Guinea Cocoa Industry Board; and<br>(*i*) Papua New Guinea Spice Industry Board; and<br>(*j*) Rubber Board. | *National Agriculture Research Institute Act* 1996.<br>*National Agriculture Quarantine and Inspection Authority Act* 1997.<br>*Cocoa Act* (Chapter 388) (other than the powers relating to international trade).<br>*Copra Act* (Chapter 211).<br>*Kokonas Industri Koporesen Act* 2002.<br>*Licenses Act* (T.N.G) (Chapter 112) (insofar as it relates to the) grant of a copra buyers license).<br>*Cocoa Act* (Chapter 388) (other than the powers relating to international trade).<br>*Copra Act* (Chapter 211).<br>*Kokonas Industri Koporesen Act* 2002.<br>*Licenses Act* (T.N.G) (Chapter 112) (insofar as it relates to the) grant of a copra buyers license)<br>*National Agriculture Research Institute Act* (Chapter 165).<br>*Plant Disease and Control Act* (Chapter 220).<br>*Rubber Act* (Chapter 222).<br>*Spice Industry Act* 1989. |

## SCHEDULE 27—MINISTER FOR LIVESTOCK

| Column 1 | Column 2 | Column 3 | Column 4 |
|---|---|---|---|
| SEKIE AGISA | MINISTER FOR LIVESTOCK | All the matters related to –<br>(*a*) Livestock Development Corporation; and<br>(*b*) Veterinary Surgeon Board. | *Animals Act* (Chapter 329) (except Part V.3).<br>*Animal Disease and Control Act* (Chapter 203) (other than powers relating to international trade).<br>*Slaughtering Act* (Chapter 238). |

## SCHEDULE 28—MINISTER FOR OIL PALM

| Column 1 | Column 2 | Column 3 | Column 4 |
|---|---|---|---|
| FRANCIS MANEKE | MINISTER FOR OIL PALM | All the matters related to Oil Palm Industry Corporation. | *Oil Palm Industry Corporation Act* 1992.<br>*Palm Oil Industry (Bialla Project Reorganisation) Act* (Chapter 364) (all provisions except Ss.20, 22, 24, and 27(1)). |

## SCHEDULE 29—MINISTER FOR COFFEE

| Column 1 | Column 2 | Column 3 | Column 4 |
|---|---|---|---|
| JOE KULI | MINISTER FOR COFFEE | All the matters related to Coffee Industry Corporation. | *Coffee Industry Corporation (Statutory Functions and Powers) Act* 1991. |

# Appendix 2: National Gazette for Appointment of Directors

Papua New Guinea

**National Gazette**

*PUBLISHED BY AUTHORITY*

(Registered at the General Post Office, Port Moresby, for transmission by post as a Qualified Publication)

No. G703] PORT MORESBY, THURSDAY, 22nd OCTOBER [2020

*Companies Act* 1997
And
Constitution of Livestock Development Corporation Limited

**REVOCATION OF APPOINTMENT OF ACTING MANAGING DIRECTOR AND APPOINTMENT OF MANAGING DIRECTOR, CHAIRMAN, DEPUTY CHAIRMAN AND DIRECTORS OF THE LIVESTOCK DEVELOPMENT CORPORATION LIMITED**

I, **JOHN SIMON**, Minister for Agriculture and Livestock, by virtue of the powers conferred by the *Independent Companies Act* 1997 and the Constitution of Livestock Development Corporation Limited and all other powers me enabling, hereby–

(*a*) revoke *National Gazette* No. G592 in its entirety; and

(*b*) appoint **TERRY KOIM** as Managing Director of the Livestock Development Corporation Limited, for a period of three (3) years; and

(*c*) appoint the following persons as Directors of the Livestock Development Corporation Limited for a period of five (5) years–

**DANIEL KOMBUK**
**MARTIN C. GINYARU**
**TERRY KOIM**
**IAN MOPAFI**
**KONNEV SAMUEL**; and

(*d*) appoint **DANIEL KOMBUK** as Chairman of the Board of Director; and

(*e*) appoint **MARTIN C. GINYARU** as Deputy Chairman of the Board of Director,

with effect on and from the date of publication of this instrument in the *National Gazette*.

Dated this 22nd day of October, 2020.

J. SIMON,
Minister for Agriculture and Livestock.

Printed and Published by C. Lomerut, Government Printer,
Port Moresby.—703.

## Appendix 3: Strategic Planning Achievements: 2020-2025

www.thenational.com.pg

The National – Friday, November 6, 2020

Business | 43

# Livestock company back in business after a decade

THE Livestock Development Corporation (LDC) can now undertake its business functions after the swearing-in of its board members after a lapse of 10 years.

They are Department of Agriculture and Livestock secretary Daniel Kombuk as chairman, managing director Terry Kolm, deputy chairman Martin Ginyaru, Ian Mopafi and Konney Samuel.

Agriculture and Livestock Minister John Simon said he was happy with the board composition.

"LDC in the past received funding but nothing to show for it," Simon said.

"They did not have a board to run LDC. I am very happy with our current board."

Simon said they had started the process in Bap, Morobe.

Kombuk said they would work with Simon and the Government.

"I want to assure the minister and everyone that we will do our best," Kombuk said.

Kolm said the board would take care of issues outstanding for a very long time.

LDC managing director Terry Kolm (left), deputy board chairman Martin Ginyaru and chairman Daniel Kombuk sworn in as board members.

# Plans to stop beef import

THE Government aims to stop the import of beef by producing its own supply, says Agriculture and Livestock Minister John Simon.

Simon said during the swearing in of the Livestock Development Corporation (LDC) board that the country imported 14,000 tonnes of beef a year.

He said the Government planned to revive the livestock sector to meet domestic demand through the LDC.

Secretary for the Department of Agriculture and Livestock and LDC chairman Daniel Kombuk said: "LDC activities has scaled down drastically over the years and we have a lot of work to do.

"Actually, today you cannot see any cattle in Papua New Guinea.

"We only have a few stocks and we need to beef up the livestock activities in Papua New Guinea."

Kombuk said K300 million was spend on importing beef annually which was a lot of money.

"These are big challenges for us.

"All our cattle ranches have been run down but we are trying to revive all."

Kombuk said there was a submission to the National Executive Council to establish a cattle quarantine facility in Central.

### MOU Between Central Queensland University (CQU) and LDC, November 2025

LDC has recently established a partnership with one of Australia's premier research institutions, Central Queensland University (CQU) and officiating the relationship in the signing of a Memorandum of Understanding (MoU) at the University's Innovation and Research Precinct (CQIRP), in Rockhampton, Australia dated 19 November 2025.

This partnership now provides a platform for LDC to spearhead a revitalization strategy built on three pillars: Joint research, technical training and industry placement.

## Public Service Induction Training June 2025


## Appendix 4: Revitalization Program Achievements: 2020 - 2025

**Left to Right**: Former DAL Secretary Daniel Kombuk, Former DAL Minister Hon. John Simon talking to Media and landowner of Baiyer Cattle Ranch in 2022.

**Above**: Registered Surveyor Mr. Xavier Eko conducting land survey and remapping of boundaries at Wariman Abattoir in 2023 as part of Land and Asset Reclamation Program. **Below**: Perimeter fencing

Eviction of illegal residents at Konfarm Abattoir and surveying of land boundary in progress in 2024

**Above:** Final remains of Abattoir facility and staff house at Konfarm. **Below:** New farm equipment and vehicle supplied to LDC centres.

1x Toyota Utility Landcruiser and 6-ton truck delivered at Erap, Madang and Highlands as part of the equipment and resource improvement program.

**Above:** New tractor implements delivered at Erap, Madang and Highlands and **Below**: Vehicle and Tractor delivered for Launakalana Este, Rigo as part of the equipment and resource improvement program.


Bihute Abattoir and Cattle Ranch rehabilitated and into operation in 2024. This is part of the nationwide rehabilitation and improvement programs commenced in 2021.

Zuguru cattle ranch perimeter fence improved (640 ha).

Above and below Zuguru cattle ranch paddock improved.

Managing Director Mr Terry Koim standing Infront of new tractors at Sagalau station in Madang Province in 2024

Bee hives at Bihute, near Goroka EHP, 2024

Signal grass improvement program at Tiaba 30 Nov 2025


15 September 2023 @ Oriomo jetty with Minister for Livestock and Member for South Fly, Honourable Sekie Agisa, MP while on govt business to set up a Post Entry Quarantine (PEQ) for the importation of live cattle per NEC Decision No. 22/2021.


ALEC Chairman Mr David Galvin with Terry Koim Managing Director LDC at Launakalana Ranch, in Rigo Central Province

LDC GM Mr Steven Yangis (in LDC uniform) with policemen and ALEC Chairman Mr David Galvin during one of the successful evacuation exercises at Wariman in East Sepik Province.


NEW PERMANENT
SIALUM JETTY BUILT BY
LDC
IN 2021.

Pasture improvement at Wariman in East Sepik Province in 2024

Weed control program at Zuguru, Bena Eastern Highlands Province in 2024


Staff housing improvement program at Tiaba, Sagalau and other Ranches in 2024 and 2025

Casuals planning signal grass at Tiaba, 12-mile National Capital District, 2025

# Appendix 5: Risk Management Tracker

This register shall be reviewed by the Audit, Risk and Compliance Committee on quarterly basis and provide status report to the Board in the quarterly Board meetings.

| COMMON RISKS | RISK DESCRIPTION | RISK LEVEL ANALYSIS | | | | RISK CONTROL STRATEGIES | RISK MONITORING |
|---|---|---|---|---|---|---|---|
| | | Red Alert | High | Medium | Low | | |
| Non-Compliances | No policies<br>SOPs | | | | | New policies developed | Quarterly<br>Annually |
| Lack of Risk Management System | Nil OHSE management systems | | | | | Risk policies, Manuals<br>SOPs developed | Quarterly<br>Annually |
| Fire Hazards | No controls | | | | | Risk register | Annually |
| Natural Disasters | No plans | | | | | Risk register | Annually |
| Legal Actions | No controls | | | | | Risk register | Annually |
| Lack of Quality Management Systems | No SMS policy and systems | | | | | Risk register | Quarterly<br>Annually |
| Land grabbing by communities | Local landowner threats | | | | | Risk register | Quarterly |
| Political Interference | Local MPs and Ministers | | | | | Risk register | Annually |
| Civil unrest | No emergency plans | | | | | Emergency plan | Annually |
| Land occupied by illegal settlers | Hostile reactions from settlers | | | | | Reclamation programme | Annually |
| Lack of internal revenue generations | Limited revenue<br>Poor management | | | | | Business plan developed | Quarterly |
| Changes in government priorities and fundings | Government policy changes | | | | | Risk register and monitor | Annually |

Appendix 6: Transition Provisions – LDC to Livestock Industry Authority

## TRANSITION PROVISIONS – LIVESTOCK DEVELOPMENT 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 of 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 LDCL Managing Director automatically becomes Head (MD) of the inaugural Livestock Industry Authority. |
| (2) | The Managing Director shall create an organizational structure of the Authority and must recruit staff of the Authority in accordance with the procedures approved by the Board. |
| (3) | The Managing Director may dismiss an employee of the Authority in accordance with approval of the Board. |
| (4) | The Managing Director and the employees recruited under (2) above constitute the Staff of the Authority. |
| (5) | The Managing Director shall direct and supervise the employees of the Authority. |
| (6) | The Staff of the Authority, including the Managing Director, are not 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 and shall be considered second in the chain of command. |
| (C) | EMPLOYEES OF LIVESTOCK DEVELOPMENT CORPORATION LTD |
| (1) | A person, who, immediately before coming into operation of the Livestock Industry Authority, holds a position with Livestock Development Corporation Ltd, shall be deemed to be an employee of the 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 Authority's staff, all LDCL 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 LDCL. |
| (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 Authority. |
| (4) | Upon confirmation of a position on the Livestock Industry Authority organization structure, the former LDCL staff members shall be given the *option* 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 Authority when they exit. |
| (5) | Former employees of LDCL who are 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, 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 LDCL and shall have full oversight on all LDCL personnel, assets, estates, titles, interests and liabilities both in and on to any property and assets. |

# Appendix 7: Monitoring and Evaluation Framework

## STRATEGIC PRIORITY AREA 1: ENHANCE GOVERNANCE AND LEGISLATIVE FRAMEWORK

| OBJECTIVE AND OUTCOME | INDICATOR | DEFINITION How is it calculated? | BASELINE What is the current value? | TARGET What is the target value? | DATA SOURCE How will it be measured? | FREQUENCY How often will it be measured? | RESPONSIBLE Who will measure it? | REPORTING Where will it be reported |
|---|---|---|---|---|---|---|---|---|
| **Objective 1** | **To enhance institutional capacity through improvement of governance, policies, legal frameworks, safety, quality and risk management.** | | | | | | | |
| Outcome 1 | Review current organisational structure | 1 x review conducted | 0 % | 100% | LDC Records | Yearly for 5 years | MD, Senior Management | Annual Reports |
| Outcome 2 | Review number of staff | % of staff recruited | 0% | 100% | LDC Records | Yearly for 5 years | MD, Senior Management | Annual Reports |
| Outcome 3 | Develop operational policies | 10 x policies developed | 0% | 100% | LDC Records | Yearly for 5 years | MD, Senior Management | Annual Reports |
| Outcome 4 | Review Constitution | 1 x reviewed and approved | 50% | 100% | LDC Records | Yearly for 5 years | MD, Senior Management | Annual Reports |
| Outcome 5 | Review shareholding structure as directive from PM on 51/49% shares | 1x review done and approved | 0% | 100% | LDC Records | Yearly for 5 years | Board of Directors | Annual Reports |
| Outcome 6 | Establish Board Sub-committees | 4 x sub-committees established | 0% | 100% | LDC Records | Yearly for 5 years | LDC Board | Annual Reports |
| Outcome 7 | Review shareholding structure as directive from Prime Minister | 1x review done on 51/49 % structure | 0% | 100% | LDC Records | Yearly for 5 years | LDC Board | Annual Reports |
| Outcome 8 | Develop OHSE and Quality policies | 4 x policies developed | 0% | 100% | LDC Records | Yearly for 5 years | MD, Senior Management | Annual Reports |
| Outcome 9 | Develop and establish management SOPs manuals (safety, quality, environment, waste management) | 4x policies and SOP manuals developed and approved | 0% | 100% | LDC Records | Yearly for 5 years | MD, Senior Management | Annual Reports |
| Outcome 10 | Valuation of LDC | 1x revalue conducted | 0% | 100% | LDC Records | Yearly for 5 years | MD, Senior Management | Annual Reports |

## STRATEGIC PRIORITY AREA 2: REVITALIZE THE LIVESTOCK INDUSTRY IN PAPUA NEW GUINEA

| OBJECTIVE AND OUTCOME | INDICATOR | DEFINITION How is it calculated? | BASELINE What is the current value? | TARGET What is the target value? | DATA SOURCE How will it be measured? | FREQUENCY How often will it be measured? | RESPONSIBLE Who will measure it? | REPORTING Where will it be reported |
|---|---|---|---|---|---|---|---|---|
| **Objective 2** | **To facilitate and revive the growth of livestock industry through capacity building, demand-driven research and development, extension services, improve infrastructure, farm equipment and resources.** | | | | | | | |
| Outcome 1 | Farmers trained by 2028 | 100 x farmers trained in 5 years | 0 % | 100% | LDC Records | Yearly for 5 years | MD, Senior Management | Annual Reports |
| Outcome 2 | Training courses conducted by 2030 | 20x training in 5 years | 0% | 100% | LDC Records | Yearly for 5 years | MD, Senior Management | Annual Reports |
| Outcome 3 | MOU signed with SMEC | 1x signed and implemented | 0% | 100% | LDC Records | Yearly for 5 years | MD, Senior Management | Annual Reports |
| Outcome 4 | MOUs signed | 3x MOUs with institutions | 0% | 100% | LDC Records | Yearly for 5 years | MD, Senior Management | Annual Reports |
| Outcome 5 | Students recruited under GDS by 2030 in beef cattle, poultry, piggery etc. | 50 students recruited in 5 years | 0% | 100% | LDC Records | Yearly for 5 years | MD, Senior Management | Annual Reports |
| Outcome 6 | Staff access NZ skills training program by 2028 | 10 x staff trained by 2028 | 0% | 100% | LDC Records | Yearly for 5 years | MD, Senior Management | Annual Reports |
| Outcome 7 | MOU signed between NARI and LDC | 1x signed and implemented | 0% | 100% | LDC Records | Yearly for 5 years | MD, Senior Management | Annual Reports |
| Outcome 8 | Sign MOU with National International Organisations (INO) | 2x MOUs signed and implemented | 0% | 100% | LDC Records | Yearly for 5 years | MD, Senior Management | Annual Reports |
| Outcome 9 | Support animal pest and disease control | 20% increase in 5 years | 0% | 100% | LDC Records | Yearly for 5 years | MD, Senior Management | Annual Reports |
| Outcome 10 | Promote livestock genetic resource preservations | 40% achieved in 5 years | 0% | 100% | LDC Records | Yearly for 5 years | MD, Senior Management | Annual Reports |
| Outcome 11 | Increase and promote adaptive research and development | 20% achieved in 5 years | 0% | 100% | LDC Records | Yearly for 5 years | MD, Senior Management | Annual Reports |
| Outcome 12 | Improved yield by small scale farmers | 40% increase in livestock yields by 2027 and more than 50% by 2030 | 0% | 100% | LDC Records | Yearly for 5 years | MD, Senior Management | Annual Reports |
| Outcome 13 | The number of meetings with stakeholders in | 20 x meetings held by 2030 | 0% | 100% | LDC Records | Yearly for 5 years | MD, Senior Management | Annual Reports |

| | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| | Section 5.5 in accordance with MOUs. | | | | | | | |
| Outcome 14 | Number of approaches | PEA strengthen by 2030 | 0% | 100% | LDC Records | Yearly for 5 years | MD, Senior Management | Annual Reports |
| Outcome 15 | Number of farmers registered and categorised | 500 x farmers registered and categorised by the end of 2030. | 0% | 100% | LDC Records | Yearly for 5 years | MD, Senior Management | Annual Reports |
| Outcome 16 | Number of platforms developed implemented | 1 x research – extension created by 2030 | 0% | 100% | LDC Records | Yearly for 5 years | MD, Senior Management | Annual Reports |
| Outcome 17 | Number of ICT platforms identified and established. | e-extension established by 2030 | 0% | 100% | LDC Records | Yearly for 5 years | MD, Senior Management | Annual Reports |
| Outcome 18 | Hectares of land reclaimed | >500 ha of land reclaimed | 0% | 100% | LDC Records | Yearly for 5 years | MD, Senior Management | Annual Reports |
| Outcome 19 | Registered surveyor engaged | 1x engaged and survey completed | 0% | 100% | LDC Records | Yearly for 5 years | MD, Senior Management | Annual Reports |
| Outcome 20 | LDC head office building completed | 1 x office completed | 0% | 100% | LDC Records | Yearly for 5 years | MD, Senior Management | Annual Reports |
| Outcome 21 | Regional offices rehabilitated | 5x rehabilitated | 0% | 100% | LDC Records | Yearly for 5 years | MD, Senior Management | Annual Reports |
| Outcome 22 | Staff accommodation units completed | 5x staff accommodation | 0% | 100% | LDC Records | Yearly for 5 years | MD, Senior Management | Annual Reports |
| Outcome 23 | New PEQ facilities established | 4 x PEQs established | 0% | 100% | LDC Records | Yearly for 5 years | MD, Senior Management | Annual Reports |
| Outcome 24 | Cattle ranches reclaimed & rehabilitated | 5x ranches reclaimed | 0% | 100% | LDC Records | Yearly for 5 years | MD, Senior Management | Annual Reports |
| Outcome 25 | Abattoirs reclaimed & rehabilitated | 5x reclaimed | 0% | 100% | LDC Records | Yearly for 5 years | MD, Senior Management | Annual Reports |
| Outcome 26 | Develop abattoir policy and procedures | 1x policy and SOPs done | 0% | 100% | LDC Records | Yearly for 5 years | MD, Senior Management | Annual Reports |
| Outcome 27 | Improve water and irrigation systems | 5x locations | 0% | 100% | LDC Records | Yearly for 5 years | MD, Senior Management | Annual Reports |
| Outcome 28 | Improve farm equipment and resources | 5x locations | 0% | 100% | LDC Records | Yearly for 5 years | MD, Senior Management | Annual Reports |
| Outcome 29 | Improve farm electrical and energy sources | 5x locations | 0% | 100% | LDC Records | Yearly for 5 years | MD, Senior Management | Annual Reports |
| Outcome 30 | Developed farm equipment policy | 1x policy developed | 0% | 100% | LDC Records | Yearly for 5 years | MD, Senior Management | Annual Reports |

## STRATEGIC PRIORITY AREA 3: SUSTAINABLE DEVELOPMENT OF LIVESTOCK INDUSTRY IN PNG

| OBJECTIVE AND OUTCOME | INDICATOR | DEFINITION How is it calculated? | BASELINE What is the current value? | TARGET What is the target value? | DATA SOURCE How will it be measured? | FREQUENCY How often will it be measured? | RESPONSIBLE Who will measure it? | REPORTING Where will it be reported |
|---|---|---|---|---|---|---|---|---|
| **Objective 3** | To promote sustainable growth and profitability of livestock industry by improving access to financial incentives for farmers, quality and quantity of beef cattle, dairy cattle, poultry, piggery, honey productions, effective management of biosecurity, information and data, and improve marketing and value-chain | | | | | | | |
| Outcome 1 | Assist small holder commercial farms | 2x farms established | 0 % | 100% | LDC Records | Yearly for 5 years | MD, Senior Management | Annual Reports |
| Outcome 2 | Livestock Farmer Savings & Loans Society | 1x SLS established | 0% | 100% | LDC Records | Yearly for 5 years | MD, Senior Management | Annual Reports |
| Outcome 3 | Assists establish farmer cooperatives | 1000 x Cooperatives | 0% | 100% | LDC Records | Yearly for 5 years | MD, Senior Management | Annual Reports |
| Outcome 4 | Application climate friendly practices | 1500 farmers | 0% | 100% | LDC Records | Yearly for 5 years | MD, Senior Management | Annual Reports |
| Outcome 5 | Increase farmer finance & insurance | 20% increase in No. of farmers | 0% | 100% | LDC Records | Yearly for 5 years | MD, Senior Management | Annual Reports |
| Outcome 6 | Establish breeder farms | 10 x farmers | 0% | 100% | LDC Records | Yearly for 5 years | MD, Senior Management | Annual Reports |
| Outcome 7 | Breeders distributed to farmers | 10 000 x breeders | 0% | 100% | LDC Records | Yearly for 5 years | MD, Senior Management | Annual Reports |
| Outcome 8 | Cattle ranches rehabilitated | 18 x ranches established | 0% | 100% | LDC Records | Yearly for 5 years | MD, Senior Management | Annual Reports |
| Outcome 9 | Establish beet cattle commercial farms | 2 x commercial farms | 0% | 100% | LDC Records | Yearly for 5 years | MD, Senior Management | Annual Reports |
| Outcome 10 | Supply tons of beef to PNG markets pa | 30 000 x tonnes of beef | 0% | 100% | LDC Records | Yearly for 5 years | MD, Senior Management | Annual Reports |
| Outcome 11 | Supply of steers to farmers | 10 000 x steers | 0% | 100% | LDC Records | Yearly for 5 years | MD, Senior Management | Annual Reports |
| Outcome 12 | Improve pastures | 10 x farms | 0% | 100% | LDC Records | Yearly for 5 years | MD, Senior Management | Annual Reports |
| Outcome 13 | Establish feedlots | 5 x feed lots in farms | 0% | 100% | LDC Records | Yearly for 5 years | MD, Senior Management | Annual Reports |
| Outcome 14 | Reduce beef imports to meet target set by the NASP and MTDP IV | 50% max imports | 0% | 100% | LDC Records | Yearly for 5 years | MD, Senior Management | Annual Reports |
| Outcome 15 | Conduct feasibility study | 1 x study conducted | 0% | 100% | LDC Records | Yearly for 5 years | MD, Senior Management | Annual Reports |

| | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| Outcome 16 | Establish dairy farms | 3 x farms | 0% | 100% | LDC Records | Yearly for 5 years | MD, Senior Management | Annual Reports |
| Outcome 17 | Supply of lactating stock | 5 000 x cattle | 0% | 100% | LDC Records | Yearly for 5 years | MD, Senior Management | Annual Reports |
| Outcome 18 | Improve pasture | 3x farms | 0% | 100% | LDC Records | Yearly for 5 years | MD, Senior Management | Annual Reports |
| Outcome 19 | Establish distributions centres | 3 x centers in selections sites | 0% | 100% | LDC Records | Yearly for 5 years | MD, Senior Management | Annual Reports |
| Outcome 20 | Establish feedlots | 3x feedlots in selected sites | 0% | 100% | LDC Records | Yearly for 5 years | MD, Senior Management | Annual Reports |
| Outcome 21 | Reduce dairy imports to meet target set by the NASP and MTDP IV | 10% max target reduced | 0% | 100% | LDC Records | Yearly for 5 years | MD, Senior Management | Annual Reports |
| Outcome 22 | Establish breeder farms | 5 x farms | 0% | 100% | LDC Records | Yearly for 5 years | MD, Senior Management | Annual Reports |
| Outcome 23 | Produce and supply day old chicks | 10 000 000 x chicks per year | 0% | 100% | LDC Records | Yearly for 5 years | MD, Senior Management | Annual Reports |
| Outcome 24 | Established hatcheries | 3x hatcheries | 0% | 100% | LDC Records | Yearly for 5 years | MD, Senior Management | Annual Reports |
| Outcome 25 | Establish commercial farms | 10x farms established | 0% | 100% | LDC Records | Yearly for 5 years | MD, Senior Management | Annual Reports |
| Outcome 26 | Supply tons of poultry meat per year | 20 tonnes of poultry meat | 0% | 100% | LDC Records | Yearly for 5 years | MD, Senior Management | Annual Reports |
| Outcome 27 | Supply poultry eggs | Number of eggs consumed | 0% | 100% | LDC Records | Yearly for 5 years | MD, Senior Management | Annual Reports |
| Outcome 28 | Establish abattoirs | 5x abattoirs | 0% | 100% | LDC Records | Yearly for 5 years | MD, Senior Management | Annual Reports |
| Outcome 29 | Reduce imports to meet target set by the NASP and MTDP IV | 50% max target reduced | 0% | 100% | LDC Records | Yearly for 5 years | MD, Senior Management | Annual Reports |
| Outcome 30 | Establish poultry feed mills | 3x feed mills established | 0% | 100% | LDC Records | Yearly for 5 years | MD, Senior Management | Annual Reports |
| Outcome 31 | Supply tons of stock feed per year | 50 tonnes of per year | 0% | 100% | LDC Records | Yearly for 5 years | MD, Senior Management | Annual Reports |
| Outcome 32 | Certification of abattoirs | 5 x abattoirs | 0% | 100% | LDC Records | Yearly for 5 years | MD, Senior Management | Annual Reports |
| Outcome 33 | Establish breeder farms | 20x farms | 0% | 100% | LDC Records | Yearly for 5 years | MD, Senior Management | Annual Reports |
| Outcome 34 | Establish commercial farms | 10x farms | 0% | 100% | LDC Records | Yearly for 5 years | MD, Senior Management | Annual Reports |

| | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| Outcome 35 | Supply tons of pork per year | 100 000 tons of pork meat | 0% | 100% | LDC Records | Yearly for 5 years | MD, Senior Management | Annual Reports |
| Outcome 36 | Establish abattoirs | 5x abattoirs | 0% | 100% | LDC Records | Yearly for 5 years | MD, Senior Management | Annual Reports |
| Outcome 37 | Reduce pork imports to meet target set by the NASP and MTDP IV | 50% max target reduced | 0% | 100% | LDC Records | Yearly for 5 years | MD, Senior Management | Annual Reports |
| Outcome 38 | Establish poultry feed mills | 3x feed mills | 0% | 100% | LDC Records | Yearly for 5 years | MD, Senior Management | Annual Reports |
| Outcome 39 | Supply tons of feed mill per year | 50 tons of stock feed | 0% | 100% | LDC Records | Yearly for 5 years | MD, Senior Management | Annual Reports |
| Outcome 40 | Certification of abattoirs | 5 x abattoirs | 0% | 100% | LDC Records | Yearly for 5 years | MD, Senior Management | Annual Reports |
| Outcome 41 | Conduct feasibility studies | 1x study conducted | 0% | 100% | LDC Records | Yearly for 5 years | MD, Senior Management | Annual Reports |
| Outcome 42 | Establish breeder farms | 20x farms | 0% | 100% | LDC Records | Yearly for 5 years | MD, Senior Management | Annual Reports |
| Outcome 43 | Establish commercial farms | 5x farms | 0% | 100% | LDC Records | Yearly for 5 years | MD, Senior Management | Annual Reports |
| Outcome 44 | Establish honey extraction facilities | 5x facilities | 0% | 100% | LDC Records | Yearly for 5 years | MD, Senior Management | Annual Reports |
| Outcome 45 | Supply tons of honey per year | 100 000 tons of honey produced | 0% | 100% | LDC Records | Yearly for 5 years | MD, Senior Management | Annual Reports |
| Outcome 46 | Create export avenue | 1x market secured | 0% | 100% | LDC Records | Yearly for 5 years | MD, Senior Management | Annual Reports |
| Outcome 47 | Reduce honey imports to meet target set by the NASP and MTDP IV | 50% max target reduced | 0% | 100% | LDC Records | Yearly for 5 years | MD, Senior Management | Annual Reports |
| Outcome 48 | Staff skills trainings by NAQIA | 5x trainings | 0% | 100% | LDC Records | Yearly for 5 years | MD, Senior Management | Annual Reports |
| Outcome 49 | Support R&D for animal pest control | 50% max target achieved | 0% | 100% | LDC Records | Yearly for 5 years | MD, Senior Management | Annual Reports |
| Outcome 50 | Surveillance -disease identification | 50% x max target achieved | 0% | 100% | LDC Records | Yearly for 5 years | MD, Senior Management | Annual Reports |
| Outcome 51 | Establish animal health facilities | 4x facilities | 0% | 100% | LDC Records | Yearly for 5 years | MD, Senior Management | Annual Reports |
| Outcome 52 | Establish biosecurity control points | 8x control points | 0% | 100% | LDC Records | Yearly for 5 years | MD, Senior Management | Annual Reports |
| Outcome 53 | Conduct awareness | 100x awareness done | 0% | 100% | LDC Records | Yearly for 5 years | MD, Senior Management | Annual Reports |

| | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| Outcome 54 | Animal health and welfare checks | 10 000 x checks conducted | 0% | 100% | LDC Records | Yearly for 5 years | MD, Senior Management | Annual Reports |
| Outcome 55 | Develop livestock management information systems (LMIS) | 1x systems established and operational | 0% | 100% | LDC Records | Yearly for 5 years | MD, Senior Management | Annual Reports |
| Outcome 56 | Dissemination of information through creation of LDC website | 1x website developed and launched | 0% | 100% | LDC Records | Yearly for 5 years | MD, Senior Management | Annual Reports |
| Outcome 57 | Staff training on how to use LMIS | 5x trainings done | 0% | 100% | LDC Records | Yearly for 5 years | MD, Senior Management | Annual Reports |
| Outcome 58 | Develop business and marketing plans for cattle, poultry, piggery, honey | 6x plans developed | 0% | 100% | LDC Records | Yearly for 5 years | MD, Senior Management | Annual Reports |
| Outcome 59 | Create livestock SME farmers | 1 500x SME Farmers | 0% | 100% | LDC Records | Yearly for 5 years | MD, Senior Management | Annual Reports |
| Outcome 60 | Smallholder farmers integrated into semi-commercial & commercial | 50x farmers | 0% | 100% | LDC Records | Yearly for 5 years | MD, Senior Management | Annual Reports |

| STRATEGIC PRIORITY AREA 4: ESTABLISH LIVESTOCK INDUSTRY AUTHORITY | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| **OBJECTIVE AND OUTCOME** | **INDICATOR** | **DEFINITION** How is it calculated? | **BASELINE** What is the current value? | **TARGET** What is the target value? | **DATA SOURCE** How will it be measured? | **FREQUENCY** How often will it be measured? | **RESPONSIBLE** Who will measure it? | **REPORTING** Where will it be reported |
| **Objective 4** | To establish Livestock Industry Authority to effectively regulate livestock industry, enforce and maintain standards in Papua New Guinea. | | | | | | | |
| Outcome 1 | Authority Bill for review by NEC and Parliament | 1x Bill reviewed and approved | 0 % | 100% | LDC Records | Yearly for 5 years | MD, Senior Management | Annual Reports |
| Outcome 2 | National Livestock Policy | 1x policy approved | 0% | 100% | LDC Records | Yearly for 5 years | MD, Senior Management | Annual Reports |
| Outcome 3 | Meetings and awareness conducted | 5 x meetings completed | 0% | 100% | LDC Records | Yearly for 5 years | MD, Senior Management | Annual Reports |
| Outcome 4 | Internal policies and Systems | 5x policies developed | 0% | 100% | LDC Records | Yearly for 5 years | MD, Senior Management | Annual Reports |
| Outcome 5 | Recruit CEO | 1x CEO | 0% | 100% | LDC Records | Yearly for 5 years | MD, Senior Management | Annual Reports |
| Outcome 6 | Senior management recruited | 3x senior management | 0% | 100% | LDC Records | Yearly for 5 years | MD, Senior Management | Annual Reports |
| Outcome 7 | Create and allocate GL account and transfer payroll data to AIHRPS | Amount funds and data transferred | 0% | 100% | LDC Records | Yearly for 5 years | MD, Senior Management | Annual Reports |
| Outcome 8 | Review and transfer of resources including assets from LDC to Authority. | 1x review done | 0% | 100% | LDC Records | Yearly for 5 years | MD, Senior Management | Annual Reports |

## STRATEGIC PRIORITY AREA 5: STAKEHOLDER PARTNERSHIPS

| OBJECTIVE AND OUTCOME | INDICATOR | DEFINITION How is it calculated? | BASELINE What is the current value? | TARGET What is the target value? | DATA SOURCE How will it be measured? | FREQUENCY How often will it be measured? | RESPONSIBLE Who will measure it? | REPORTING Where will it be reported |
|---|---|---|---|---|---|---|---|---|
| **Objective 5** | To strengthen relationships with key stakeholders and partners both in PNG and overseas to improve and maintain the sustainable growth of livestock industry. | | | | | | | |
| Outcome 1 | MOUs with animal breeders and supply broodstock to LDC | MOU with 2x breeders from USA, Aust, NZ | 0 % | 100% | LDC Records | Yearly for 5 years | Board and Management | Annual Reports |
| Outcome 2 | MOU on staff trainings and exposure in Australia and New Zealand | 3 x MOUs signed in Aust, NZ etc. | 0% | 100% | LDC Records | Yearly for 5 years | Board and Management | Annual Reports |
| Outcome 3 | MOU on Research and Development | 3 x MOUs with Internationals R&D Orgs | 0% | 100% | LDC Records | Yearly for 5 years | Board and Management | Annual Reports |
| Outcome 4 | MoU on Capacity Building and Down Stream Processing Infrastructure in China | 1x MOU with Corporations in China | 0% | 100% | LDC Records | Yearly for 5 years | Board and Management | Annual Reports |
| Outcome 5 | MOU with Provincial Governments and LDC | 10x MOUs with PGs in PNG | 0% | 100% | LDC Records | Yearly for 5 years | Board and Management | Annual Reports |
| Outcome 6 | MOU with LDC and District Development Authorities | 10x MOUs with DDAs in PNG | 0% | 100% | LDC Records | Yearly for 5 years | Board and Management | Annual Reports |
| Outcome 7 | MOU between LDC and Private Commercial Organisations | 2x MOU with livestock corporations | 0% | 100% | LDC Records | Yearly for 5 years | Board and Management | Annual Reports |
| Outcome 8 | MOU with SME Corporations with LDC | 2x MOU with SMEC & Farmers | 0% | 100% | LDC Records | Yearly for 5 years | Board and Management | Annual Reports |
| Outcome 9 | MOU with NARI to participate in demand driven research | 1x MOU with NARI | 0% | 100% | LDC Records | Yearly for 5 years | Board and Management | Annual Reports |
| Outcome 10 | MOU with DHERST to develop livestock curriculum | 1x MOU with DHERST | 0% | 100% | LDC Records | Yearly for 5 years | Board and Management | Annual Reports |
| Outcome 11 | MOU with LDC and NAQIA to improve biosecurity. | 1 x MOU with NAQIA | 0% | 100% | LDC Records | Yearly for 5 years | Board and Management | Annual Reports |

## Appendix 8: Balanced Scorecard – Ministry of Livestock and LDC

MINISTRY OF LIVESTOCK AND LIVESTOCK DEVELOPMENT CORPORATION LIMITED

# STRATEGIC PLAN 2025 – 2030

## BALANCED SCORECARD

| | | | | | |
|---|---|---|---|---|---|
| VISION | Transforming the Livestock Sub-Sector to be Economically Smart and Sustainable in Papua New Guinea | | | | |
| MISSION | Transform, revitalize, develop, promote, and support the livestock industry in PNG that will maximize financial benefits for all livestock farmers, stakeholders and partners. | | | | |
| STRATEGY PRIORTY AREA | Enhance Institutional Capacity and Governance | Facilitate Growth of Livestock Industry in PNG | Sustainability High Quality Livestock Production | Establishment of Livestock Industry Authority | Partnership and Stakeholder Collaborations |
| STRATEGIC RESULTS | LDC to be well-structured organisation supported by appropriate policies and legislative frameworks | Well established and highly developed livestock industry in Papua New Guinea | Improved quality and quantity in livestock production and supply with sustainable best practices. | Livestock Industry Authority established and industry regulated | Improved livestock industry through effective collaborations with key partners and stakeholders |

### STRATEGIC PRIORITY AREAS AND KEY RESULT AREAS AND MILESTONES

| STRATEGIC PRIORITY AREAS AND KEY RESULT AREAS | 2025-2026 Milestones | 2027-2028 Milestones | 2029-2030 Milestones | Overall Achievements |
|---|---|---|---|---|
| **SPA 1: ENHANCE GOVERNANCE AND LEGISLATIVE FRAMEWORK** | | | | |
| **Objective 1: To enhance institutional capacity through improvement of governance, policies, legal frameworks, safety, quality and risk management.** | | | | |
| • Review And Improve LDC Governance Systems<br>• Improve policy & Legislative Framework<br>• Review Constitution and Board Sub-Committees<br>• Safety And Quality Management | • Review of the org structure and staff by 100%<br>• 20% of policies developed<br>• 25% Legal framework developed<br>• Review LDC constitution and establish Board sub committees by 100%<br>• OHSE and quality management systems established 100% | All staff aligned to new structure<br><br>Review audits<br>Review of Shareholder structure | All staff aligned to LDC and Livestock Industry Authority structures<br><br>Review audits | Some staff and resources transferred to Livestock Industry Authority and OHSE and Quality Systems established 100%<br>100% of 4 KRAs and 9 KPIs achieved |
| **SPA 2: REVITALIZE THE LIVESTOCK INDUSTRY IN PNG** | | | | |
| **Objective 2: To facilitate and revive the growth of livestock industry through capacity building, demand-driven research and development, extension services, improve infrastructure, farm equipment and resources.** | | | | |
| • Skills and Capacity Development<br>• Demand-Driven Research and Development (R&D)<br>• Strengthen Extension and Advisory Services<br>• Improve Infrastructure<br>• Improve Farm Equipment and Resources | • 100% MOU with all institutions signed<br>• 25% Research and Extension Consultations<br>• 50% of R&D plans completed<br>• 50% of infrastructure and land reclaimed<br>• 25% of land rehabilitated<br>• 25% of farm equipment supplied to all sites | 50% of research done<br>100% of land reclaimed and rehabilitated<br><br>50 % of farm equipment sourced and supplied to all sites | 100% research done<br>New site development<br><br>100% of farm equipment secured and distributed to all sites | 100 % completed in all programs by 2030<br><br>Outstanding programs transferred to next strategic plan 2031-2035<br><br>100% of 5 KRAs and 24 KPIs achieved |
| **SPA 3: SUSTAINABLE DEVELOPMENT OF LIVESTOCK INDUSTRY IN PNG** | | | | |
| **Objective 3: To promote sustainable growth and profitability of livestock industry by improving access to financial incentives for farmers, quality and quantity of beef cattle, dairy cattle, poultry, piggery, honey productions, effective management of biosecurity, information and data, and improve marketing and value-chain** | | | | |
| • Improve Farmer Access to Finance for Production and Supply (Bee, poultry, livestock, cattle farmers)<br>• Improve Beef Cattle Production<br>• Improve Dairy Cattle Production<br>• Improve Poultry Production<br>• Improve Piggery Production<br>• Improve Honey Production<br>• Biosecurity - Improve Animal Health and Welfare<br>• Livestock Management Information Systems<br>• Develop business and marketing plans for each type<br>• Enhance livestock value-chain | • 25% of farmers have access to finance schemes<br><br>• Land preparation and infrastructure establishment<br>• Data and information systems established<br><br>• Business plans developed for beef cattle, dairy cattle, poultry, piggery, honey and small livestock<br><br>• Stakeholder consultations and communications | 100% farmers access to finance<br><br>100% land preparations<br><br>Establishment of commercials farms<br><br>Support small farmers | Increase commercial productions<br><br>Reduced imports by 30 to 50% of beef, dairy, poultry, pork and stock feed<br>Increase in employment rates | 100% of 10 KRAs and 60 KPIs achieved.<br><br>100% key infrastructure established.<br><br>100% data and information management achieved<br><br>50% of imports reduced for beef, pork and poultry meat |
| **SPA 4: ESTABLISH LIVESTOCK INDUSTRY AUTHORITY** | | | | |
| **Objective 4: To establish Livestock Industry Authority to effectively regulate livestock industry, enforce and maintain standards in Papua New Guinea.** | | | | |
| • Establish Livestock Industry Authority (LIA)<br>• Transfer of payroll data to GoPNG | • Legislation reviewed by NEC<br>• Policy Reviewed and approved by NEC | Livestock Industry Bill approved by Parliament as Act,<br><br>Policy approved | Transfer of staff and allocation of resources completed between LDC and Livestock Industry Authority | LIA established.<br>100% of systems done.<br>100% of 8 KPIs and 2 KRAs achieved |
| **SPA 5: STAKEHOLDER PARTNERSHIPS** | | | | |
| **Objective 5: To strengthen relationships with key stakeholders and partners both in PNG and overseas to improve and maintain the sustainable growth of livestock industry.** | | | | |
| • Engagement with international partners<br>• Engagement with PNG stakeholders and partners | • 25% of MOUs signed<br><br>• MOUs audited and reviewed<br>• Monitor Implementations | 50% of MOUs signed<br>MOUs audited and reviewed<br><br>Monitor Implementations | 50% of MOUs signed<br>MOUs audited and reviewed<br><br>Monitor Implementations | 100% of MOUs signed<br><br>100% Implementation achieved.<br><br>100% of 2KRAs and 11 KPIs achieved |

**SUMMARY**

1. 5 x Strategic Priority Areas (SPAs) that alignment with Section 1.1.8 of MTDP IV 2023-2027 and Section 2.15 and other applicable sections of NASP Implementation Plan 2024-2033
2. 5 x Objectives related to achieving 5 SPAs
3. 25 x Key Result Areas (KRAs) identify from the 5 SPAs
4. 119 Key Performance Indicators (KPIs), these are actions that must be implemented to measure performance of SPAs
5. Percentages: SPA 1 (8%), SPA 2 (25%), SPA 3 (51%), SPA 4 (7%) and SPA 5 (9%).

# Appendix 9: Source of Photo and Credits

Special credit to the following people for supplying the photos:

**Cover Page:**
Second shipment of 164 cattle from Lae to Launakalana Estate in Rigo dated 24th August 2023. The first batch of 56 cattle was shipped in from Sialum in December 2022. The cattle were brought in specifically for breeding. Photo supplied by Steven Yangis, 2024.

**Second Page:**
From Left to Right: Hon. James Marape, MP., Prime Minister, Hon. Sekie Agisa, MP, Minister for Livestock, Mr Terry Koim, Managing Director LDC, Dr Nelson Simbiken, PhD, Director General NARI, Koren Maso Executive Director Rice and Grain Board, Mr John Wamaro, First Secretary to Minister for Livestock and Lady Rechael Marape. Josephine Kenni Chairlady PNG Rubber Board.

**Chapter Page Photos:**

| | |
|---|---|
| Chapter 1: | Baiyer Cattle Ranch and Station, Mul-Baiyer District, WHP.<br>Photo supplied by Terry Koim 2024. |
| Chapter 2: | Zuguru Cattle Ranch and pasture improvement program, Bena EHP. Photo supplied by Steven Yangis, 2024. |
| Chapter 3: | Cattle grazing at Zuguru Cattle Ranch, Bena EHP. Photo supplied by Steven Yangis, 2024. |
| Chapter 4: | Bee hives at Zuguru, Bena, EHP. Photo supplied by Steven Yangis, 2024. |
| Chapter 5: | Reclamation and rehabilitation of 68ha of land at Wariman Station.<br>Photo supplied by Terry Koim 2024 |
| Chapter 6: | Cattle grazing and staff accommodation units under construction at Tiaba 12mile, NCD |
| Chapter 7: | LDC staff at Zuguru, Bena, EHP. Photo supplied by Steven Yangis, 2024. |

**Glossary and References:**

- **Top:** Wariman station, East Sepik Province
- **Bottom:** General Manager Steven Yangis and Human Resources Manager Shirley Mariole standing with officers at Sagalau, Madang in 2025. Photo supplied by Shirely Mariole.

**Appendices Page:**
Manager Market Development and Sales, Allen Ehava demonstrating to labourers on how to plant signal grass at Tiaba 12mile, National Capital District.

**Backpage:**
Cattle at Zuguru Farm in Bena EHP. Photo supplied by Steven Yangis 2025

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LIVESTOCK DEVELOPMENT CORPORATION

# STRATEGIC PLAN

## 2025 - 2030

PAPUA NEW GUINEA