

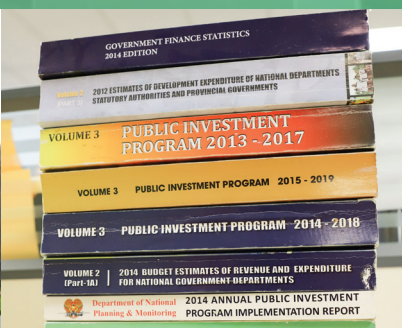


PAPUA NEW GUINEA


Department of National
Planning and Monitoring

CORPORATE PLAN 2020 - 2024

VULUPINDI HAUS



Contributing to Inclusive and Sustainable Economic Growth in PNG



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FOREWORD

BY MINISTER FOR NATIONAL PLANNING



The Department of National Planning and Monitoring under my leadership as the Minister responsible for National Planning matters is strategically positioned to support the Marape-Steven's Government in translating the Government's policies into result-oriented actions. This will be through strategic planning, effective resource mobilisation and allocation of these resources to critical public investment programs and projects, coordination of sector policies and investment plans including Provincial and District Development Plans; and monitoring, evaluation and reporting on the implementation of government's key investment programs and projects in different sectors of the economy. The Department's responsibility is also in the coordination of all bilateral and multilateral development partner cooperation activities including support from both the private sectors and other non-state actors is vital to our collective efforts to drive in the delivery of Government's development priorities.

Therefore, it is critically important that the Department of National Planning and Monitoring be well structured and positioned to meet the expectations of the Government and all our key stakeholders in ensuring that the country has strong medium to long term development planning frameworks that guide policies of government and effectively allocate resources to achieve the country's development aspirations. Our Government is committed to growing the economy and empowering our people through greater citizen participation in economic activities in Micro, Small to Medium Enterprises (MSMEs), skills based technical and vocational training, connecting our country with critical nation building infrastructures such as missing link highways, special economic corridor developments, national electricity and communication roll outs and improve access to quality health and education services in all our communities. The focus on the Agriculture sector including livestock development are our comparative advantage and we will support this Government to adequately develop the sector to empower our people and improve their quality of lives, especially people living in rural and remote areas of this country.

The demands from the Government and all our stakeholders are important, and as a Department we are expected to provide necessary leadership in development planning and coordination. This requires a strategic and solid corporate structure with strong governance and performance capability to deliver. To meet these demands and achieve the department's corporate mandate, the Department is now strategically repositioning itself through this Corporate Plan 2020 -2024 to better serve the Government and the people of this country. The Department's Corporate Plan underscores it's key mandates on: (i) providing effective leadership in formulating strategic development policies and plans, intensive resource mobilisation, and annual development budget formulation; (ii) designing, appraising and delivering programs and projects with sustainable socio-economic returns, monitoring and reporting national development outcomes and impact; and (iii) leadership in development partner cooperation in planning, programming and performance monitoring and accountability at all sectors and levels of Government.

As Minister responsible for National Planning Ministry and the Department, I am committed in providing the supporting leadership and oversight in ensuring that the Department operates effectively under this new Corporate Plan and be responsive to all our key stakeholders and clients in building their confidence in this Department and the Government. While the implementation of the country's Medium-Term Development Plan (MTDP) III (2018-2022), the Loloata Commitments, and the Vision 2050 may seem challenging, the Department is confident that we will continue to support the Government deliver on these policy initiatives.

The launch of this Corporate Plan is imperative at this critical juncture to guide the Department to better reposition itself in the medium term.

I commend this Corporate Plan 2020 -2024 of Department of National Planning & Monitoring as the strategic blueprint to guide our operations in delivering on key expectations of our Government and stakeholders thereby fulfilling our core mandates in the next five years.



HON. SAMUEL. H. BASIL

Minister for National Planning

INTRODUCTION

BY SECRETARY



It is my pleasure to present the Departments Corporate Plan 2020 – 2024, as the blue print to guide my Departments operations and functions for the next five years as we continue to position ourselves to support the Government in delivering our Medium Term Development Plan III and other critical development agendas.

This Corporate Plan is developed at a critical time in which the Government and the Country is facing the daunting challenge of providing essential services of meeting the demands of a fast-growing population compounded by an economy that is performing at a rate that is slower to keep phase with the increasing demands of our people. Our Department has been given the onerous task of translating the government's visions and policies in to strategic and pragmatic outcomes. This Plan remains central to our core business of coordinating development in the country through strategic alignments of sector plans and policies to the MTDP III and Loloata Accord. Furthermore, the coordination of the Public Investment Programs and Projects implementation is critical to effective service delivery to our people. Our functions are integral to the overall goal of the MTDP III to achieve an *'Inclusive and Sustainable Economic Growth for Papua New Guinea'* to move the economy and country forward.

The Corporate Plan 2020-2024 entails key deliverables and targets with specific timelines for the department to measure its performance within the course of five years. Since 2009, the Department did not have any officially sanctioned Corporate Plan and I am pleased that finally the Department is able to have fully pledged plan to guide its performance going forward. This is the first Corporate Plan which anchors well on the Planning and Monitoring Responsibility Act, 2016.

The Corporate Plan will guide us to be more focused and strategic in undertaking our corporate objectives as stated below:

- To effectively plan, formulate and coordinate development planning and programming in Papua New Guinea.
- To ensure Public Investment Programs and Projects are effectively coordinated through the sectors and implemented successfully.
- Apply strong rigor to monitoring, evaluation and reporting of the Capital Investment Budgets to Government and to all our key stakeholders on the use of public funds for transparency and accountability purposes.
- Smarter and effective mobilization, coordination and management of development partner aid resources that support the MTDP III implementation.
- Improved and strong internal systems and processes, better management of human resources and wellbeing of staff, which are critical to vibrant and robust performance of our department.

- Improved database development, stakeholder engagements and consultations for better outcomes.
- Improved information and database management systems, collection and analysis.

Our mission and vision are broad and challenging and we are prepared to deliver the identified key strategic result areas to achieve our core strategic objectives. We are sensitive to our stakeholder expectations and will take necessary responsibilities to respond in everyway possible to support all our stakeholders. With the pool of experienced and talented managers and officers the Department has, we are very confident that we will deliver our Corporate Plan 2020-2024 successfully. I pray for God's guidance in our endeavors to support the Government to create a better future for all Papua New Guineans.



KONEY SAMUEL

Secretary

1. OUR FOUNDATION STATEMENT & VALUES

VISION

Securing a Sustainable Future Through Strategic Policy and Investment Planning for All Papua New Guineans

MISSION

To Lead, Plan, Coordinate, Monitor and Review National Development Policies and Plans Through Strategic Planning, Effective Partnerships and Resource Mobilisation

OUR VALUES

Our core values reflect the Department's collective beliefs and etiquettes that govern our key operations and processes

Leadership. We believe in leadership that is robust, decisive, and fair based on mutual respect and trust.

Commitment and Responsibility. We are committed and dedicated for effective service delivery for the common good and interest of all Papua New Guineans.

Professionalism. We maintain high degree of professionalism by ensuring effective working relationship with all stakeholders.

Accountability. We advocate for performance, transparency, integrity, honesty and accountability in all our engagements and departmental operations.

Intellectual Rigor for Evidence. We formulate national policies and evidence-based plans based on international best practice.

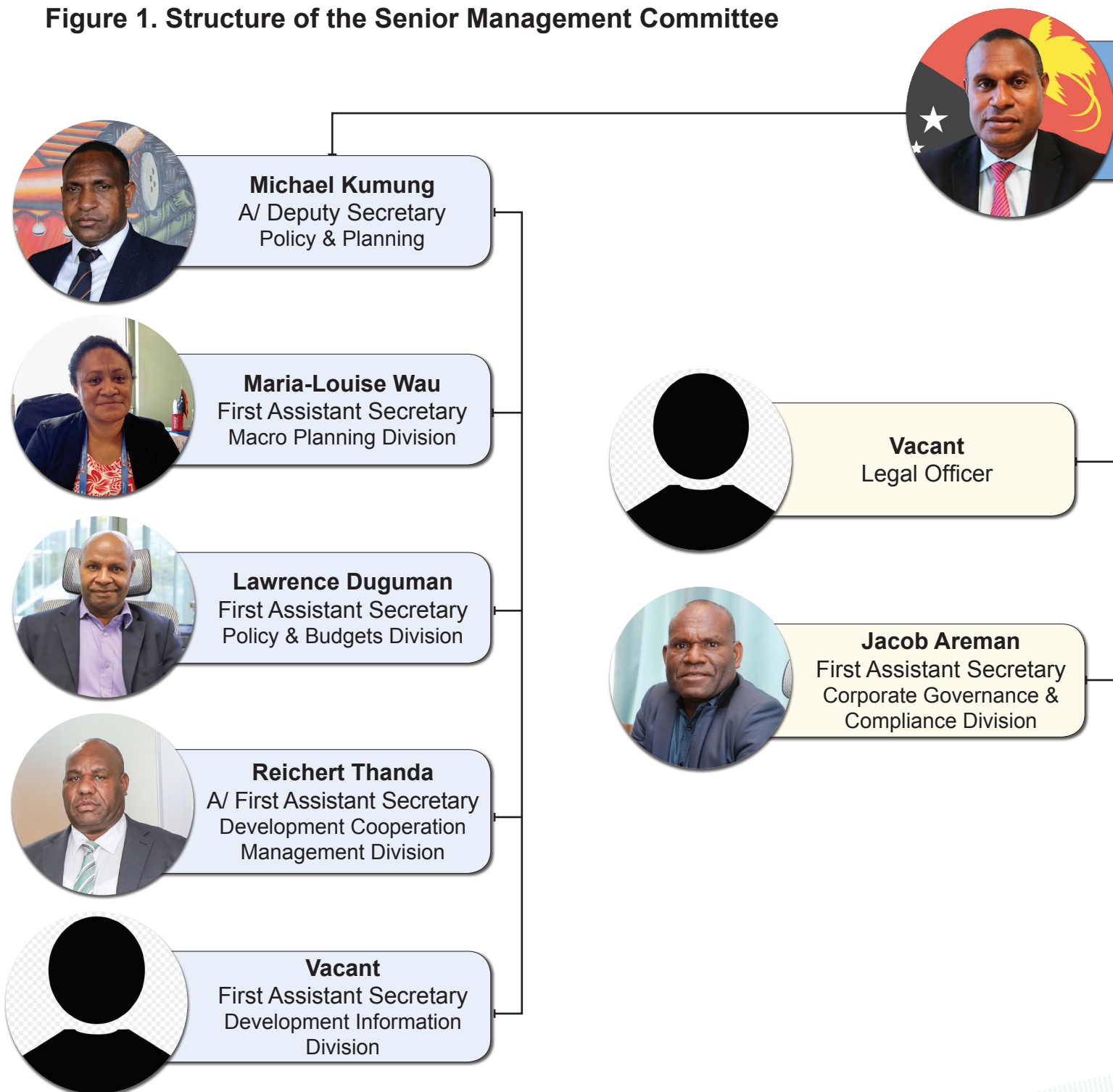
Partnership and Teamwork. We promote inclusive partnership and teamwork for policy coherence, consensus, and collective impact.

Respect. We treat everyone with respect, recognising the rich cultural diversity without prejudice for position, gender, religion, ethnicity and ability.

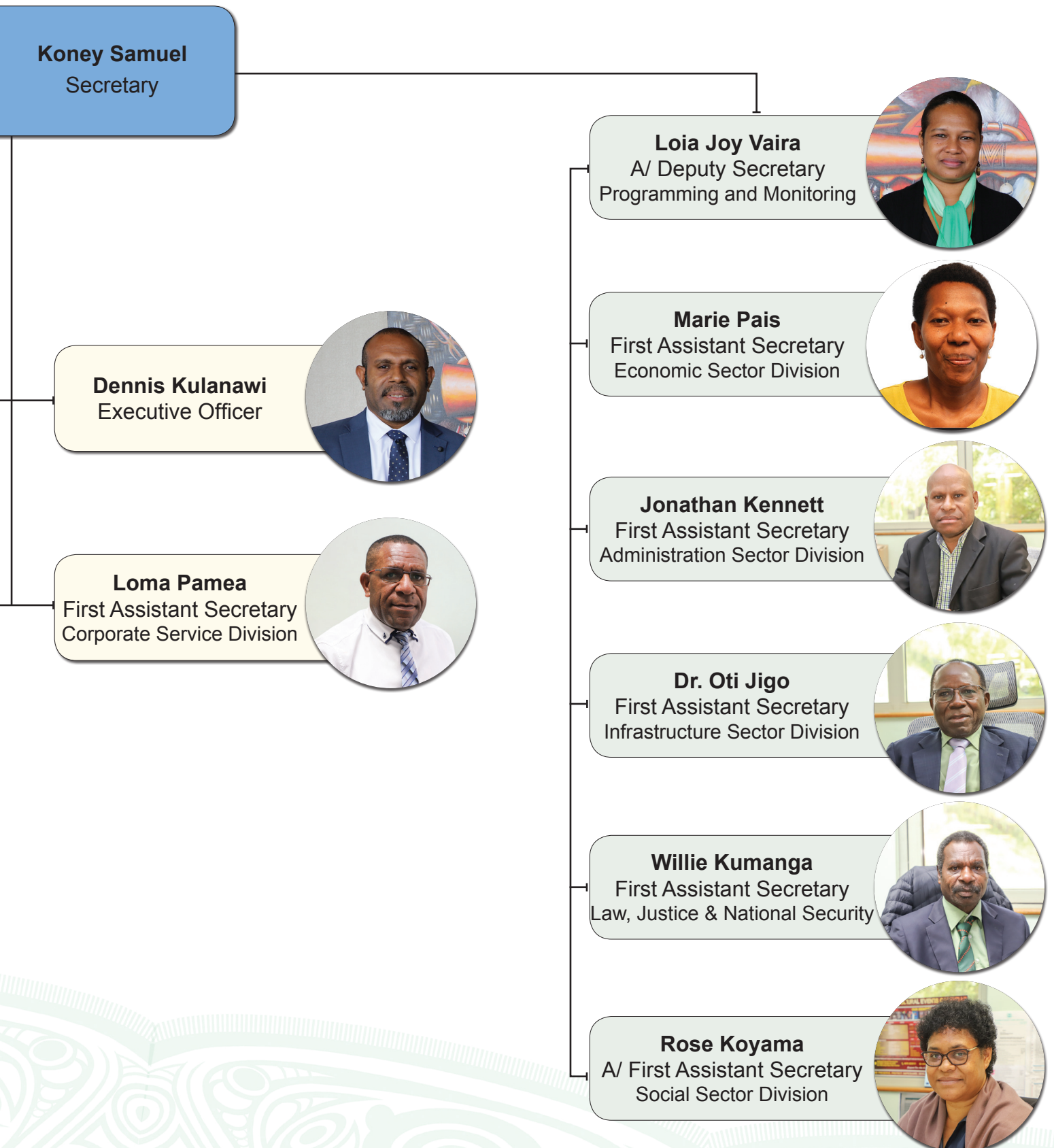
2. SENIOR MANAGEMENT COMMITTEE

The Senior Management Committee (SMC) comprises of the Secretary, and two (2) Deputy Secretaries, and eleven (11) First Assistant Secretaries. Important functions in this structure of the SMC are the Legal Officer who provides legal advise and guidance to the SMC, and the Executive Officer whose responsibility is in providing support to the SMC by way of managing all high level protocols, networking and general support in administration to the Office of the Secretary and the SMC.

Figure 1. Structure of the Senior Management Committee

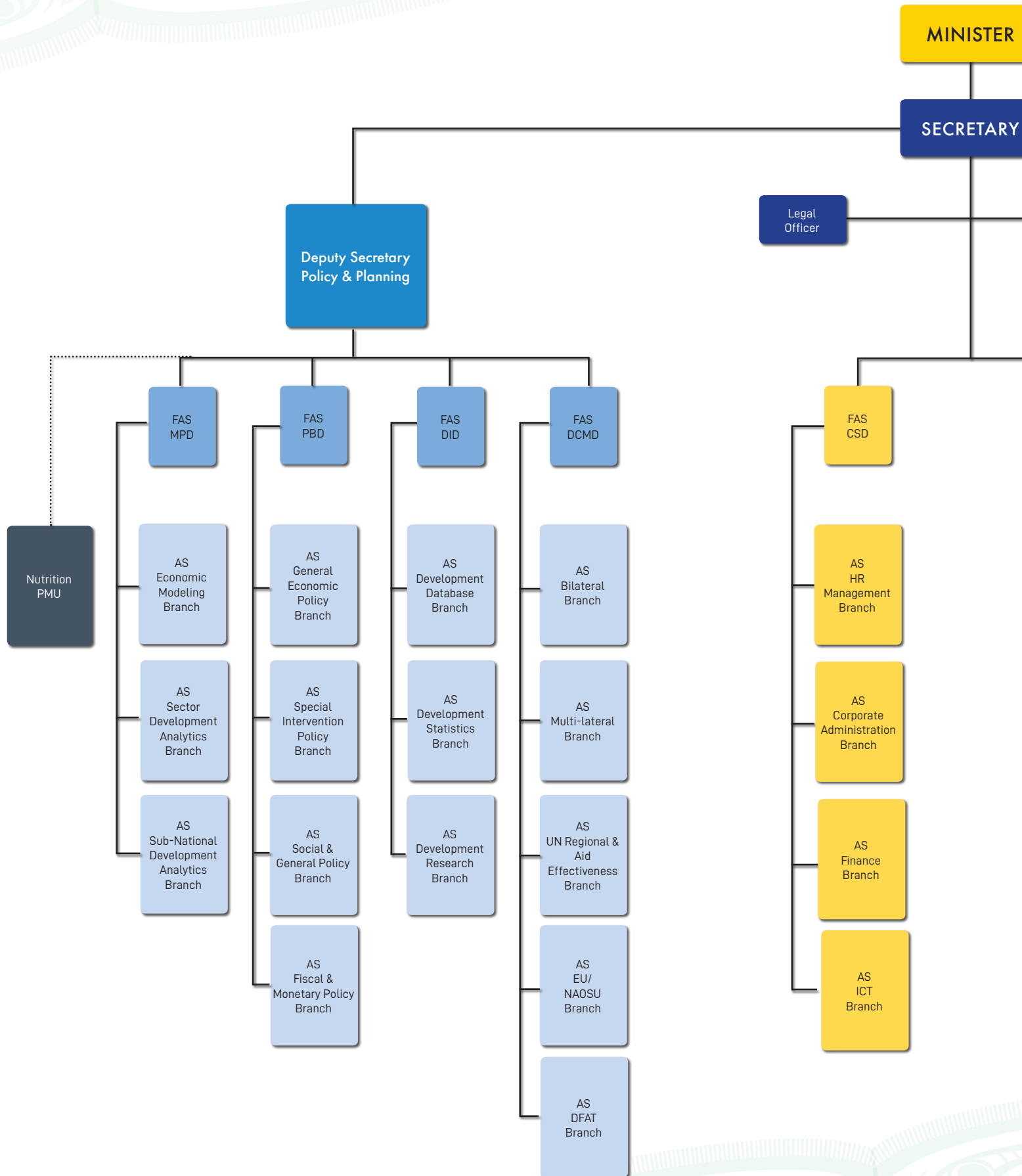


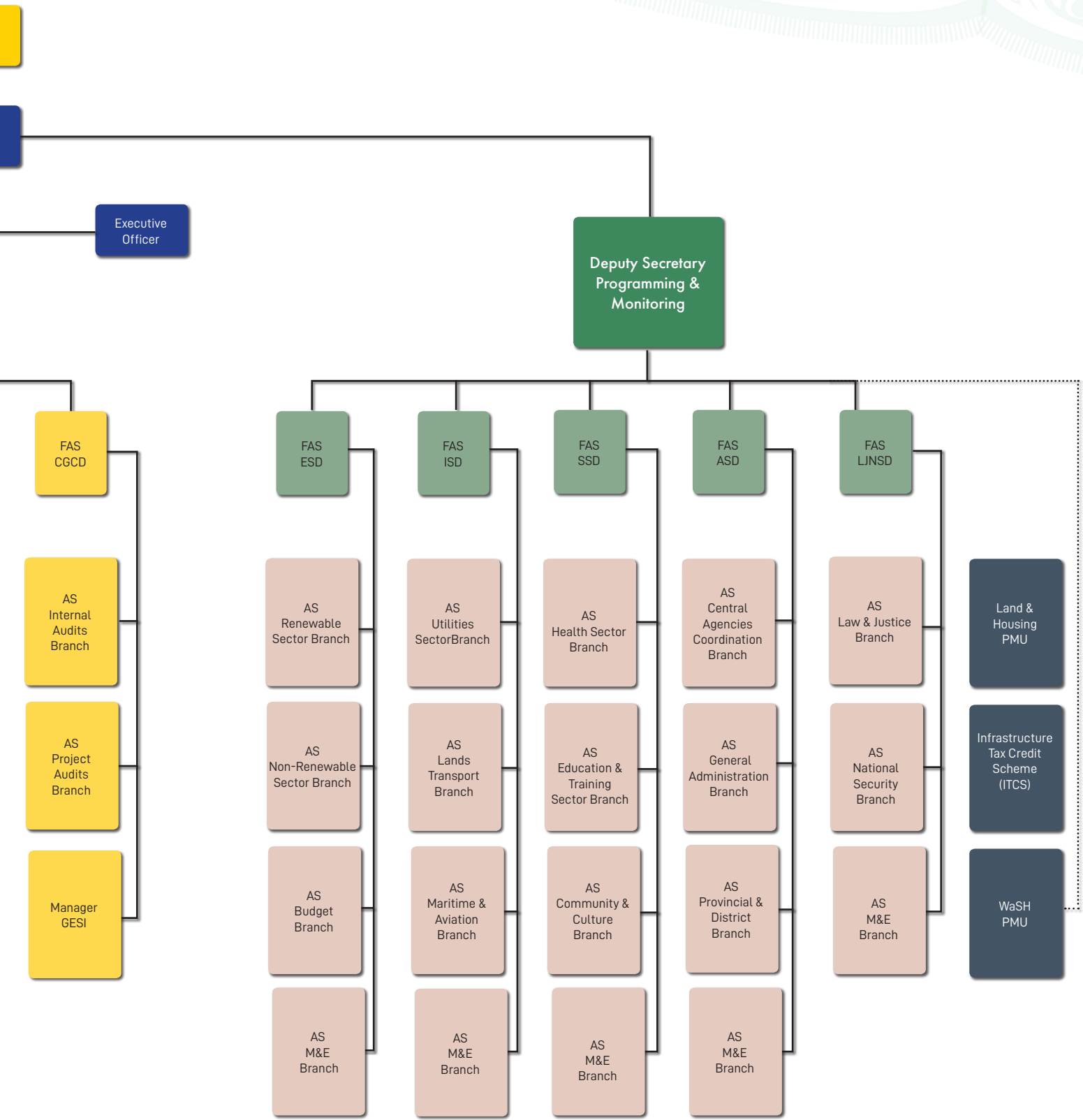
The two main technical functions are the Policy and Planning Wing and the Programming and Monitoring Wing, who are responsible for performing the respective mandates of the Department. The Corporate Services Division provides support to the technical functions and other delegated duties in the Department.



3. ORGANISATIONAL STRUCTURE

Figure 2. Functional and Organisational Structure





Acronyms
 FAS - First Assistant Secretary
 AS - Assistant Secretary

4. PLEDGE ON CORPORATE RESPONSIBILITY

The PNG Planning and Monitoring Responsibility Act 2016, (PMRA) legally mandates the DNPM as the agency responsible for overall planning matters. Consistent with our Vision and Mission and a greater duty to serve the Independent State of Papua New Guinea, Our Stakeholders, and the People of Papua New Guinea, we pledge the following to uphold always;



Create an organisation and a culture that is set up to serve the Government and the people of Papua New Guinea, contributing to the greater socio-economic and development needs of our people through the mandate we have.



Continually recognise and uphold the Department Values, which ensure appropriate standards and principles that support and guide our operations and endeavors.



Support other Government stakeholders deliver on their mandates as well given the central coordinating and facilitation role we have;



Foster effective, purposeful and sustainable partnerships and linkages that are essential and beneficial to our mandate, the mandate of our stakeholders and for the good of others who serve the same interest as ours.



Increase the net value of our mandate through strategic and effective leadership, management oversight and reporting responsibilities we have in the implementation of the Annual Capital Investment Budgets and 5 Year Public Investment Programmes.



Value our human capital as key assets in the delivery of our mandate, and we pledge to increase support in the essential needs and rights of our staff in employment security, job satisfaction, ownership and commitment to the Department and Government.



PMW Senior Staff meeting

5. CORPORATE CHARTER AND LEGISLATIVE MANDATE

5.1 OUR LEGISLATIVE MANDATE

The Department is legally mandated by way of the Planning and Monitoring Responsibility Act 2016 (PMRA 2016) giving the statutory responsibility for overall planning, development, monitoring and reporting of key government frameworks supporting national government interests of investments, growth and development. This is broadly summarised as to;

“empower and authorise the department responsible for planning and monitoring matters to establish and ensure consistency and full implementation of the national planning framework, national service delivery framework, annual budget framework paper and the MTDP monitoring and evaluation framework, and for related purposes”

Broadly, this role also requires leadership in coordinating, mobilisation and management of partners at the national and international level harnessing resources and promoting equitable share in the interest of all stakeholders for growth and development and growth in Papua New Guinea.

5.2 OUR CORPORATE CHARTER

The role of the Department is further expanded through Part II, Section 3 of the PMRA 2016 where the mandate of the Department is clearly articulated as being that;

1. The Department shall be responsible for the development, review, amendment and oversight of the national planning framework, national service delivery framework, annual budget framework paper and the MTDP monitoring and evaluation framework.
2. The Department shall ensure that it consults all relevant State bodies when developing, reviewing and amending the national planning framework, national service delivery framework, annual budget framework paper and the MTDP monitoring and evaluation framework.
3. The development of, review and amendments to the national planning framework, national service delivery framework, annual budget framework paper and MTDP monitoring and evaluation framework shall be approved by the National Executive Council before they take effect.

Specific regulatory and compliance responsibility of the Department via the PMRA 2016 is detailed in Part III, Section 8 which further requires;

1. that (a) a State body's plans must comply with requirements of the Act, and (b) submit to the Department; (i) an annual work plan, cash flow and a Procurement Plan by 31st January of each year for the purposes of accessing funds; and (ii) a quarterly budget review report and performance report for monitoring purposes within 28 days of the end of a quarter.
2. that the DNPM shall (a) consolidate and submit cash flows and works plans to the Department responsible for issuance of warrants; and (b) consolidate the results monitoring framework pocketbook, critical activity matrix, capital investment reports and other relevant reports; and (c) upon approval of the National Executive Council, publish the reports annually in the first quarter of the year following the reporting year specified in paragraph (b).
3. that the Department shall consolidate and submit all reports received under Subsections (1) (a) and (b) to the National Executive Council.

The Department is tasked in utilising the national planning framework to ensure dialogue and coordination with all government agencies at the national level, sectoral level, sub-national government level, development partners, civil society and private sector agents in the development space.

The current Medium-Term Development Plan (MTDP) III 2018 -2022 aligns all sectoral, provincial and district plans with the current five-year term of Parliament.

A key objective under this Plan is to strategically reorganise the functions and improve on placement of personnel, improvement processes and ensure effective allocation of resources so as to enable implementation of the MTDP III in compliance with the provisions of the PMR Act 2016, associated legislations, policies and international obligations.



**“CONTRIBUTING TO INCLUSIVE
AND SUSTAINABLE ECONOMIC
GROWTH FOR PNG”**

6. BROAD CORPORATE SCORECARD

Based on our corporate mandate and in line with the expectations of stakeholders, the value proposition for the Department is to enhance stakeholder satisfaction derived from the aggregate value of all strategic mandates and associated strategic results areas. This will be done through the Department's programmes and activities, resources, competencies partners and alliances that constitute the department and its operating environment.

During implementation, the various key targets and deliverables planned will be assessed and reported on a Corporate Score Card based on the eight broad KRAs as identified below.

Figure 3. Cascading Logic of DNPM Objectives and Value Proposition

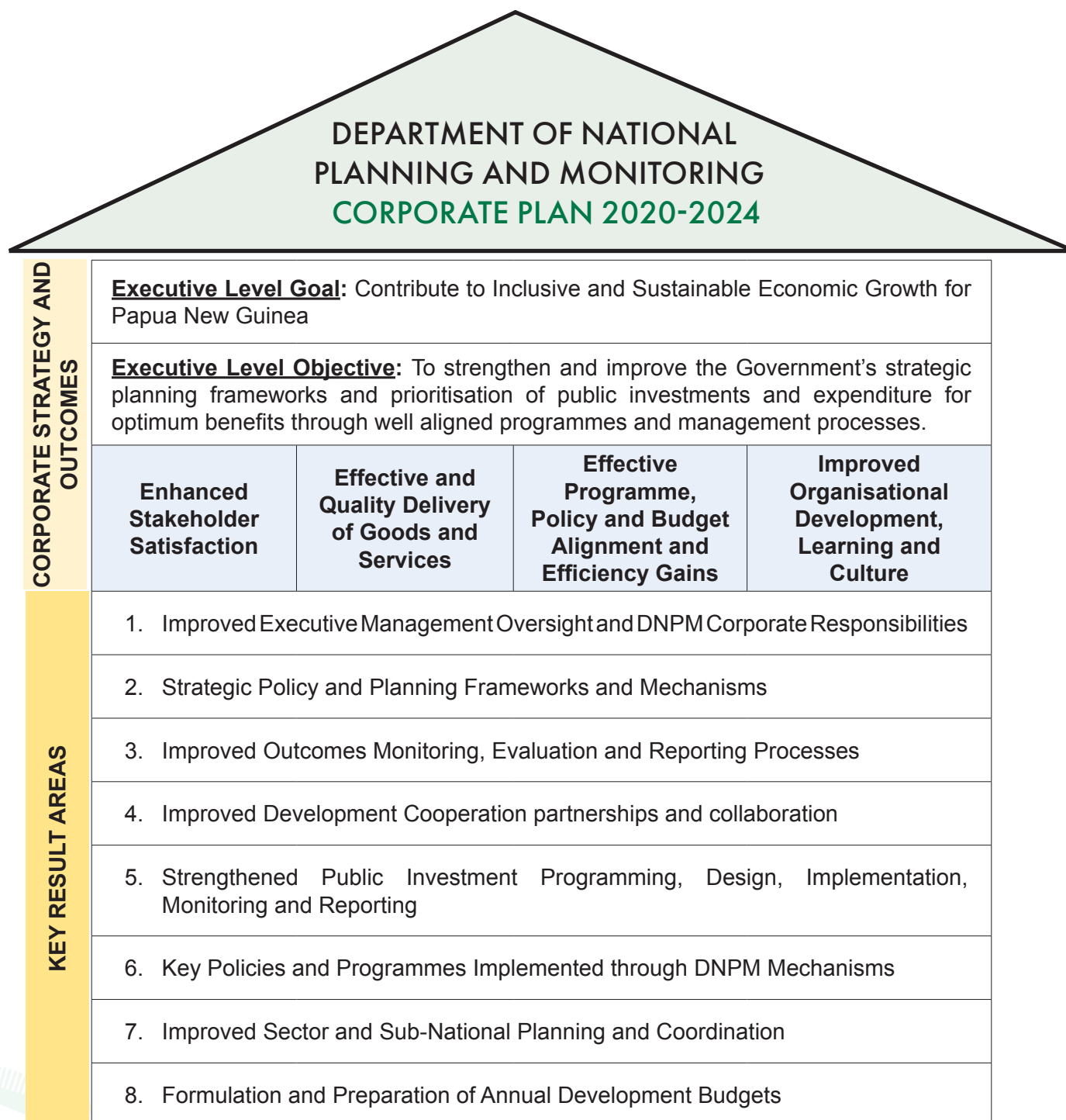


Table 1. Corporate Indicators as Dictated by DNPM Strategic Result Areas (Mandate)

DNPM Strategic Mandates	Strategic Themes	Corporate Outcomes	Corporate Indicators
1. The National Planning Framework	Improved Public Investment Planning Systems of Government	<u>Effective and Quality Delivery of Goods and Services</u>	1. Effective Public Investment Planning and Programming in Government 2. PIP Guideline Operational 3. Coordinated and Well-Organised Sector Mechanisms 4. Policy Driven Sector Reforms Fully Completed. 5. Improved Returns and Growth in National Investments and Assets 6. Provincial and Sub-National Planning and Coordination Effective 7. Annual Budget Framework Papers Developed 8. Aid Effectiveness and Resource Mobilisation 9. Effective Development Budget Implementation Reporting 10. Improved Statistical and Information Management System 11. Strengthened Capacity for Sector Coordination and Alignment 12. Effective implementation of MTDP III 13. Whole of Government Performance Monitoring Framework Operational
2. The National Service Delivery Framework	Effective Delivery of Whole of Government Development Agenda and Services		
3. The Annual Budget Framework Paper	Prioritised Annual Public Investments and Expenditures	<u>Effective Programme, Policy and Budget Alignment and Efficiency Gains</u>	
4. The MTDP Monitoring and Evaluation Framework	Institutionalised Planning, Monitoring, Evaluation and Learning		
5. Development Cooperation and Aid Mobilisation	Effective Cooperation, Partnerships, and Foreign Aid Management	<u>Improved Policy Alignment, Partnerships and Efficiency Gains</u>	
6. Corporate Strategy, Governance and Operations	Improved Corporate Governance and Operations	<u>Enhanced Stakeholder Satisfaction</u>	14. Corporate and Statutory Reporting 15. Efficient and Transparent Financial Management & Accounting System (IFMS) 16. Improved Audit and Compliance Services 17. Improved Staff Productivity and Efficiency 18. Safe workplace & conducive learning environment 19. Competent, Skilled and Experienced Staff 20. Effective Talent Development and Retention
	Improved Learning and Development for Corporate Success	<u>Improved Organisational Development, Learning and Culture</u>	

7. OUR OPERATING ENVIRONMENT – KEY STAKEHOLDERS

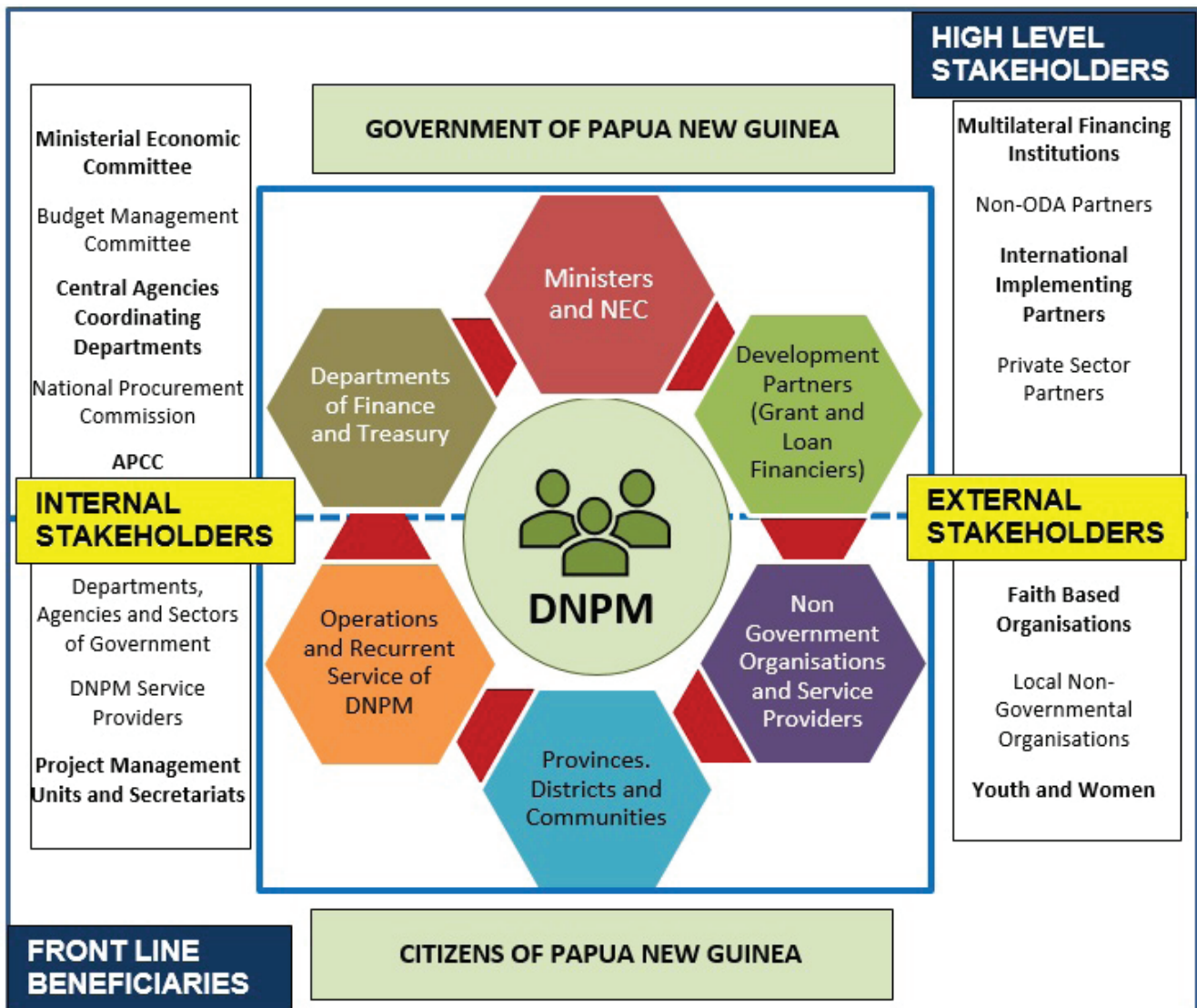
Understanding our stakeholders and effectively working in partnership with them is important. Due to the broad role of the Department, the expanse of stakeholders also reaches international level of influence.

At the highest level, the Department is accountable primarily to the Minister for National Planning as well as to other high level bureaucratic and legislative bodies of Government, such as the National Executive Council and Parliament. This high-level relationship also includes reporting lines to the Central Agencies Coordination Committee (CACC), the Ministerial Economic Committee (MEC) and Budget Management Committee.

Our Operating Environment is simplified as depicted in Figure 4 below, showing both high level (policy and corporate) and low level (operational and service provision) stakeholders.

At the lower levels, the operating environment is a complex interrelated mix of entities and partners that influence or impact the Department one way or another or vice versa. The core stakeholders are only a handful; however, the outer set of stakeholders are numerous. The underlying goals is to ensure goods and services are delivered to Papua New Guinean via appropriate management of there relationships.

Figure 4. Operating Environment and Stakeholders of DNPM




The ability of the DNPM to manage stakeholders at the high level will have positive impacts at the lower levels. Similar, ensuring effective management and operational efficiency in the internal environment will contribute to better services provision to the external environment.


During the life of this Corporate Plan, the Department will continue to make improvements in its internal systems and processes so as to better its capacity, capability and services delivery. Ultimately with these improvements, there will be better coordination, management and improvement in the functions of the Department.

The plan to review and utilise new Public Investment Programme Guidelines, development of ICT capability, creation of national databases and information management systems, improved management of staff, skills-based training and capacity building of DNPM staff etc are part of the long term plan of improvements that will contribute to seeing effective delivery of targets.


Understanding the role and interest of external stakeholders and ensuring linkages back to the Department will assist support the intention and work of the Department. There are many external stakeholders, however the description of a few below will clarify the specific linkages and the roles they play which impact on the DNPM's deliverables.

 **National Government Departments and Agencies** The Department is to take lead in all planning matters of the country ensuring cascading linkages from Vision 2050, PNGDSP 2010-2030, MTDP III 2018-2022 and Strategy for Responsible Sustainable Development (StaRS). Guided by the Corporate Plan, the department coordinates all planning, programming and implementation of development programmes in the respective sectors and at subnational levels. This involves (i) providing advisory support to ensure consistency with government policies and plans at all levels (ii) coordinating effective programming, budgeting, and monitoring of government programmes and projects to achieve the expected development indicators and outcomes, and (iii) coordinate effective mobilisation of financial resources to fund critical development activities.

Provinces and districts together take up over 50% of annual budgets through the various PSIP and DSIP funds apart from operational funding for recurrent expenses, including additional programme funds from sector allocations. It is expected that the Provincial and Districts Governments and, State Owned Enterprises who benefit from Government's development funds are responsible and provide reports to the DNPM on the use of funds and the impact realised.

 **Official Development Partners** PNG currently receives a significant amount of resources from our bilateral and multilateral partners to support the Government's development plans. The Department will continue to consolidate its efforts to improve the support of other partners going forward. The Government will continue to work with the Development Partners to ensure effective coordination and alignment of resources within the context of the PNG Development Cooperation Policy.

Government acknowledges its Development Partners and appreciates their on-going commitments and partnership in support of the greater need for growth and development. As a central coordination agency for development assistance and resource mobilisation, the department will continue to build on and benefit from the mutually agreed development assistance strategies and programmes for aid effectiveness, ownership and sustainability.

 **Civil Society Organisations (CSO)** CSO's have become important development partners with Government over the recent years. The Government acknowledges CSO capabilities in service delivery of public goods and services, awareness and capacity building. Over the long term, the CSO Policy will come into play thereby increasing their role in service delivery in filling the gaps in many rural and remote parts of the country. CSO's includes Non-Government Organisations, Churches/Faith Based and Community Based Organisations.

➔ **Private Sector Partners** The Private Sector in PNG has become a significant partner of Government over the years due to its reputable status of major investments and service delivery. This Private Sector expects the Government to engage with them in key planning processes which enhance their value in the economy. In return, the Government expects the private sector to elevate their social corporate responsibilities and other such support that contribute to enhancement of livelihoods in Papua New Guinea. The Government through this Department will continuously endeavour to value their collective contributions to the development process and engage their participation where necessary whilst ensuring to provide an enabling environment for long term investment decisions and growth in business.

➔ **Provincial and District Governments and Administrations** This tier of Government is now increasingly accorded the privileges and responsibilities of their key roles in services delivery and development in the county. Reform programs in Government in the last ten years influenced greater efforts and resources to be directed to Provinces and Districts. The Finance Sector Reforms including the roll out of budgeting and accounting functions to the provinces are an example. Service roll out Improvement Programmes for provinces and districts are now facilitated through District Finance Offices, signifying greater control of funds at the sub national level. Provincial and District Planning functions and development interventions are now aligned with the MTDP III.

The DNPM expects regular engagement with Provincial Administrations and District Development Authorities on all aspects of development policy, planning, programming, budgeting, monitoring and reporting to create coherence and add value to all our efforts together. A process of alignment and reporting by Provinces and Districts is currently being implemented under the National Planning Framework consistent with the MTDP III implementation strategy.



REGULATORY AND LEGISLATIVE OPERATIONS.

Smooth and effective implementation of this Plan will be effected by and depends on the influence of or execution of key external legislations and regulations of Government such as;

Constitution of the Independent State of Papua New Guinea The national public service is created as a 'state service' under the Constitution. The Public Service performs one aspect of State Services apart from other services. As part of the general state services, the DNPM staff must recognise the interest of Government and principles of services as expected under the National Goals and Directive Principles of the National Constitution.

Public Finance Management Act 1995 As a Government entity utilising Government funds, the Department of National Planning and Monitoring is subjected to all regulatory aspects of the PFMA for want of accountability, transparency and good governance.

Public Monetary Management Regularisation Act 2017 This Act is a financial control system introduced by Government as part of the financial reform process arising out of the Public Expenditure and Financial Accountability (PEFA) assessment in 2015, to ensure an effective and efficient regulation of Non-Tax Revenue derived from fees and charges imposed by state agencies the timely remittance of these revenues into government's Consolidated Revenue Fund to assist finance government's National Budgets.

National Procurement Act 2018 The recently enacted National Procurement Act is the overarching procurement legislation in the country that promotes the fundamental principles that uphold fair and transparent procurement systems. This Act is focused at encouraging sound economic planning and management, competition, efficiency, equity, integrity, fairness, transparency, accountability, reliability, and value for money through a centralised procurement system.

Annual budget planning and implementation by the Department of National Planning and Monitoring are subjected to this Act and the relevant National Procurement Plan guidelines.

Public Service (Management) Act 2014, and Public Service General Orders The Public Service (Management) Act and the Public Services General Orders (PSGO) apply to all officers, employees and others employed under the Act. The PSMA sets out the broad structure of the organisation, appointments and rules in the discipline of Public Servants and those employed under the Act. The PSGO contains further details on matters mentioned in the PSMA, code of conduct and other matters necessary for the efficient management and control of the public service.

All management and staff of DNPM are subjected to the PSMA and the PSGO.



8. OUR OPERATING ENVIRONMENT – TRENDS AND IMPACTS

Our function and delivery capability is influenced by key factors and trends in the socio-economic and environment setting which the Department recognises going forward;



Papua New Guinea's Growing Population and Changing Economy

The rapid rate of population growth in the country exerts one of the biggest challenges for development into the future. The capacity of Government to provide critical services, create investment opportunities and growth is dependent largely on how the Government is able to plan and mobilise the population for development gains. With increasing population, there is increasing unemployment which puts stress on services. Economically abled persons must become part of the drive for growth in the economy. Information derived out of the planned 2020 National Population and Household Census will assist Government in its planning and services delivery approaches.



ICT Advancement and Improvement for Services Delivery

The ability to use Information Technology in innovation, research and development is a focus of Government necessary to add value to productivity and service delivery. There are also immense benefits for DNPM with the opportunities provided in Internet connectivity as well as the use of ICT for development databases, geographic information systems, and information management systems that can add value and usefulness in the Department's role and the services it provides. Going forward, the Department has plans for internal improvements in the use of ICT. Competency training and value adding ICT integration in work flow processes and systems will be an important delivery focus under this Plan.



Climate Change and Environmental Pressures

The impact of climate change to people, communities and services is a growing concern for Government at all levels and more particularly with the provinces that are continuously being affected. In development planning and for better durability and maintenance of government services and infrastructure, all design of infrastructure must consider the negative consequences of climate change on services and people. The DNPM must improve its focus on supporting departments and agencies to be sensitive to this issue in their planning processes, due to the long term impact on maintenance, services and budgets. New trends in investment in transport and infrastructure, health and education services or facilities must also include the use of renewable energy and the promotion of StaRS initiatives as a long-term goal of Government.



Confidence In DNPM and Key Service Delivery Agencies of Government

Public confidence in key Government entities such as DNPM has been declining over the last few years. As a result, Papua New Guineans feel the pressure of economic insecurity and lack of confidence in the Government institutions in effective service delivery. Shared trust and mutual accountability are key to strengthening effective and broader community engagement. The DNPM promotes social and corporate cohesion at national and sub-national levels as well as through the development partners and other stakeholders.

It is important under this Corporate Plan that the Department collaborates with respective sector agencies and partners to develop better approaches and means of implementation and services delivery for greater impact.

9. FUNCTION & RESPONSIBILITIES

The DNPM's governance and management structure constitutes three (3) functional wings (Figure 2) which constitutes of the Executive Management and Operations functions and two (2) technical wings.



➤ EXECUTIVE MANAGEMENT AND OPERATIONS

➤ Office of the Secretary

The Office of the Secretary is responsible for the overall operations and management of the Department and is the interface between the Department and the Ministry for Planning, other government line agencies, stakeholders and partners and the public.

The Secretary provides the strategic leadership to the Department and as CEO is also responsible for the performance and welfare of all personnel per the Public Services Management Act and Public Service General Orders, and is the Chief Financial Officer with the Section 32 powers under the Public Finance Management Act (1995) for all financial matters.

The Secretary also ensures the coordination of relevant NEC submissions, including physical and financial progress reports as required under Part II Section 4(3) of the Public Finances (Management) Act, 2016. The Secretary also ensures the functionality of all equipment, assets, institutional systems, processes and instruments under the custody of the Department.

In collaboration with the Corporate Services Division and with the support of the two Deputy Secretaries, the Office of the Secretary also ensures the development and consolidation of all statutory documents such as the Corporate Plans, Annual Work Plans, Management and Audit Reports that are relevant to the Department and its function. In line with the objectives of DNPM, the Corporate Governance and Compliance Division will be formed to give prominence to the role of standards, compliance, risk management, auditing and the responsibility for corporate strategy.

➤ **Corporate Services Division (CSD)**

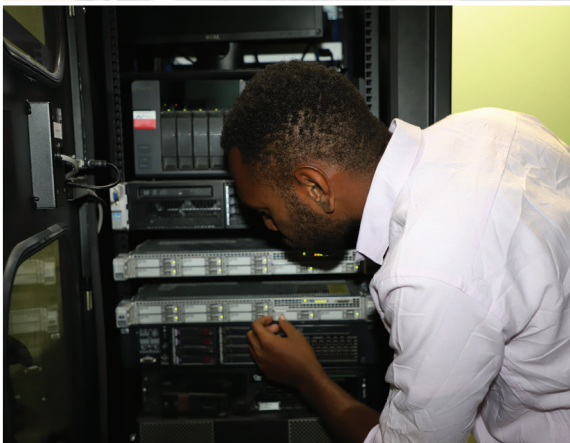
This Division provides the critical supporting role to the Executive Management as well as the technical Divisions in the Department in providing all operational and financial support necessary to support implement and perform their roles and responsibilities. The Division oversees the functions of human resources, training, finance and accounting, procurement and assets, ICT, media, communications and corporate strategy for engagement with stakeholders, partners and the wider community. As technical division responsible for the Department's corporate strategy, the Division is associated closely with the Office of the Secretary on strategic matters relating to the medium and long term focus and plans of the Department. The Secretary ensures through this division that the Department's in-house operations and affairs are all functioning well.

➤ **Corporate Governance and Compliance Division (CGCD)**

The Division's role covers the areas of the Department's operational and systems compliance, financial auditing, internal controls, compliance with established regulations and processes of Government. These are for the recurrent operations as well as development projects under the Department. The Division also ensures all contractual arrangements entered by the Department with its clients and partners are vetted and legally sound. The Division also houses the responsibilities and implementation of the Gender Equality and Social Inclusion (GESI) policy which fosters a positive workplace that is respectful, courteous, fair and that values equality for all.

➤ **Legal Unit**

This is a new unit created under the new structure, and will be fully formed within the period of this Corporate Plan. This Unit's role will be to provide the necessary legal and advisory support to the Secretary and the Executive Management on all matters relevant and compliance to the PMRA, 2016 and or other supporting legislations and regulations pertinent to the roles and responsibilities of the Department. This responsibility also covers the management of all contractual matters, both internal and external contracts which the Department has binding obligations to.





➤ POLICY AND PLANNING WING

The Policy and Planning Wing covers four (4) divisions whose responsibilities are in strategic foresight, high level economic and social policy and planning, research and statistics and information management, development partnerships and aid utilisation. These all form an integrated role supporting national policy development and implementation. Technically, this oversight responsibility involves the reviews and development of national development policies and plans including providing leadership in development research, sectoral intelligence and economic modelling, aid resource mobilisation and utilisation. It manages and coordinates the alignment processes of all national, sectoral and sub-national development plans to Vision 2050, DSP 2030, SDGs and MTDP III, and ensures that national policies and plans reflect the regional and global development agendas.

The Senior Management of the Wing comprises the Deputy Secretary - Policy and Planning and four Divisional Heads.



Policy and Budgets Division (PBD)

The PBD is responsible for providing leadership and guidance in national policy reviews and formulation and coordinates across sectors to enhance synergy and promote inclusive and sustainable development. Its primary functions involve policy guidance for successful implementation of key policies and plans such as the Vision 2050, DSP 2030, SDGs and MTDP III, sector, provincial, and district development plans. It ensures that annual budgets are tied to these development priorities.

The PBD works closely with the Departments of Treasury and Finance in framing the annual National Budgets, managing and coordinating monthly warrant releases during implementation years including responsibilities in other fiscal areas of intervention. The Division also oversees and advises Government on the implementation of Global Development Agendas such as SDGs working with all sector and sub-national agencies on the implementation of the PNG's localised SDGs.



Macro Planning Division (MPD)

The Division is responsible for the effective coordination and formulation of medium to long-term national development plans which set the planning priorities at the national, sectoral, and sub-national levels. It provides technical guidance and capacity building assistance in the realm of development planning and aligning national, sectoral, provincial and district development plans. This division also has the responsibility of ensuring economic and development analysis using development data and statistics compiled by the Development Information Division that is useful also for all of Government.



Development Information Division (DID)

The Division is responsible for and plays a major role in the establishment, updating and maintenance of a relevant development database and an information management system relevant for national planning in the country. This is done through its functions of compiling development statistics through the implementation of the PNG Strategy for the Development of Statistics 2018 – 2027. Additional task of the Division also includes the provision of Development Information through targeted research. This function demands the Department’s activities and planning to be supported via evidence-based information, statistics and research, supporting the implementation of national government plans and priorities. An improved Information Management System for the Department will provide the avenue for visibility in the development planning process and investments.



Development Cooperation Management Division (DCMD)

The Division’s role is specifically in leading, facilitating, coordinating and managing development cooperation and partnerships, and provides the liaison on behalf of the Government of PNG and its Development Partners (DP). In doing this, the DCMD facilitates Government’s intention and plans through the DP’s who are guided into investing their resources into the appropriate sectors thereby creating the financial mechanism for development plans. The Division also leads in the assessment of DP programmes and their effectiveness and provides the reporting to Government annually. The Division also supports the Office of the Secretary in representing the State in negotiating development assistance for national development priorities along policy guidelines of the Development Cooperation Policy and other international conventions on aid effectiveness.





➤ PROGRAMMING AND MONITORING WING

The Programming and Monitoring Wing (PMW) provides oversight and policy support in planning and programming at sectoral level to achieve policy coherence, planning alignment and consistency with higher level government priorities. The Wing is responsible in the effective management and oversight of the Public Investment Programme (PIP) and the Annual Investment Budget (CIB), which involve implementation, monitoring and reporting of the CIB. The Wing is also responsible for strengthening and managing sectors to be more strategically linked to sector indicators and implementation. The PIP function technically involves support to design and appraisal of investment programmes and projects over the medium term, planning and financing of the CIB in line with prescribed national development policies and priorities. During implementation of the PIP, the PMW works in close collaboration with Treasury and Finance Departments to ensure coherence and effective delivery on behalf of Government.

The Senior Management of the Wing comprises the Deputy Secretary - Programming and Monitoring and five sector based Divisional Heads.



Infrastructure Sector Division (ISD)

The Division is responsible for coordinating planning, programming and monitoring development in the infrastructure sector including transport and the utilities sub-sectors. It provides policy advisory support through the sector mechanisms such as the Transport Sector Coordination, Monitoring and Implementation Committee (TSCMIC) for the transport sector.



Social Sector Division (SSD)

The Division is responsible for several sub-sectors including human capital, health, education, training, community development, gender, churches, youths, and sports and cross sector issues such as People Living With Disabilities (PLWD), HIV and Aids, Disadvantaged and Minority Groups etc. Important outcomes of the work of this Division is in contributing to social equity and equality and improved social status and livelihoods of all citizens. It also provides technical assistance to sectoral programmes/projects for budgeting and financing through the annual development budget.



Administration Sector Division (ASD)

The Division is responsible for coordinating all Administration Sector agencies and provincial governments in the planning, programming and monitoring consistent with the government's development priorities. Administration sector agencies are those with a horizontal perspective and responsibilities who play a key pivotal role of supporting other agencies and functions of Government. These the five (5) Central Agencies Coordination Committee and other Line Agencies. This Division also oversees the Provinces Sector by way of guiding and managing provincial based planning and provinces into sectoral priorities.



Economic Sector Division (ESD)

The Division is responsible for coordinating planning, programming and monitoring development in the economic sector. It coordinates economic sector development for inclusive economic growth, revenue generation, and economic empowerment. The Division is of two sector based branches (Renewable Branch and Non-Renewable Branch), an M&E Branch and a Budgets Branch. The Agriculture Sector and Commerce and Industry Sectors have over 20 agencies in total.



Law, Justice and National Security Sector Division (LJNSSD)

The Division is responsible for on-going sector coordination and monitoring of development policies and plans. It also administers quarterly reviews on programmes and projects and makes recommendations for budgeting and financing through annual development budgets. It is comprised of two branches – Law and Justice Sector Branch and the National Security Branch that provide policy advisory support to the sector. This Branch has a strong linkage to the Social, Law and Order Sector Mechanism which it coordinates with.



Programming & Monitoring Wing staff



10. KEY RESULT AREAS AND PERFORMANCE INDICATORS

Our performance indicators are identified through a mapping process of understanding the higher-level perspectives of the Department and cascading them down strategic operational and performance targets that support the Vision and Mission of the Organization.

With a broad role in planning, coordination, management and facilitation of development and investments, its is a complicated business of managing the interest of the Department as well managing the expectation and interest of stakeholders as integral players in the final outputs of the Department.

There are in total eight (8) high level Result Areas supporting the four strategic outcome areas of the Department and the four key frameworks under the Planning and Monitoring Responsibility Act (Page 6). Altogether there are 20 Corporate Indicators that form the core indicators which can be operationalized by the year, as depicted in the following pages. KRA 1 (Table 2) indicates the priority Executive Management Level Indicators which are expected by Government.



KRA 1 : Executive Management Oversight and DNPM Corporate Responsibilities

Output : Effective Leadership, Direction and Management Oversight Output

Divisions : Executive Services Division, Corporate Services, Compliance and Strategy

This Key Result Area defines the role of the Office of the Secretary and the Executive Services Branch in leading and providing oversight and direction of the policies, programmes, projects and resources of the Department. The ultimate expected corporate outcome is for improved stakeholder satisfaction and acceptance in the distinct value proposition of DNPM in serving the government, the nation and the people of PNG. This KRA promotes the unique role of the Department in effectively contributing to the whole of government systems and administration that no other department or agency can do or is accountable for. As such the lead responsibility and custody of this KRA rests with the Office of the Secretary and in its shared obligations and interactions with other line agencies, clients and stakeholders. Specific objectives and strategies are outlined in Table 2 below:

Table 2: Executive Management Oversight and DNPM Corporate Responsibilities

Objectives	Strategies
<ol style="list-style-type: none"> 1. To provide strategic oversight and direction for the operations and management of the Department 2. To provide an effective link between the Department and Ministry and articulate on policy advice to the Planning Minister and Government 3. To ensure statutory compliance and reporting as required under respective regulations and acts of Government. 4. Enable Legal and Regulatory Compliance on the Operations and Management of the DNPM 	<ol style="list-style-type: none"> 1. Regular Ministerial Dialogue and Representation 2. Senior Management Committee Meetings 3. Effective Government Dialogue and Consultations at National and Sub-National Levels 4. Development and facilitation of national policies and plans at national & sub-national levels 5. Strong partnership with DP’s effective coordination for aid utilisation 6. Improved and Effective Administration of PIP System 7. Monitor and Report on the Development Outcomes 8. Legal and Regulatory Operations and Reporting
<p>Performance Indicators</p> <ul style="list-style-type: none"> ➤ Annual Management Reports Provided ➤ Corporate Plan Implementation Reports ➤ Annual High Level Dialogues and Consultations with National Government ➤ Annual Consultations and Forums with Development Partners and External Stakeholders ➤ Reports on International Obligations and Protocols ➤ Performance Report on Annual Development Budget ➤ Oversight and reporting in MTDP III Implementation ➤ Effective Oversight of High Impact Projects and Key Government Programmes ➤ Annual Internal Audit and Compliance Reports ➤ Legal Services Effectively Provided to Senior Management 	

KRA 2	: Strategic Policy and Planning Frameworks and Mechanisms
Output	: Improved Implementation of Strategic Policy through Key Frameworks and Mechanisms
Divisions	: Policy Research, Macro Planning, Development Cooperation Management and Development Information

This KRA is focused at the high level input in evidence-based policy and planning formulation, coordination and policy based monitoring to ensure PNG’s development priorities and plans are effectively implemented, monitored and reported. Specific objectives and strategies are outlined in Table 3 below.

Table 3: Strategic Policy and Planning Frameworks, Objectives and Strategies

Objectives	Strategies
<ol style="list-style-type: none"> 1. To lead in all development planning and development policies formulations 2. To coordinate the implementation of the National Government Development Plans and relevant policy and planning frameworks 3. To effectively monitor the outcomes of the development plans and report to Government on a timely basis 4. To gather and analyse relevant data to help with planning and policy development 	<ol style="list-style-type: none"> 1. Mid Term Review of MTDP’s 2. Embedding Localised SDGs and MTDP s objectives into Sectoral and Sub-National Plan 3. Awareness of MTDP’s to all Stakeholders 4. Alignment of Sectorial, Provincial and District Development Plans 5. Operations and Management of Key National Committees 6. Effective Reviews of Key National Policies and Plans 7. Implementation of Tools and Systems for Budget 8. Formulate Annual Budget Framework 9. Collaboration with Departments of Treasury and Finance for Government Finance System (GFS) Books 10. Coordinate Weekly Cash flow and Warrants
<p>Performance Indicators</p> <ul style="list-style-type: none"> ➤ MTDP III reviewed by 2020 ➤ Annual Budget Framework Paper Developed ➤ Results Monitoring Framework Implementation by 2021 ➤ Revised National Planning and Monitoring Responsibility Act, 2016 ➤ National Steering Committees Established Under DNPM (Statistics, Population) ➤ National Services Delivery Framework Implementation ➤ International and Global Agenda Alignments and Reporting 	

KRA 3 : Development Outcomes Monitoring, Evaluation and Reporting

Output : Improved Outcomes Monitoring, Evaluation and Reporting Mechanisms and Processes

Divisions : Programming and Monitoring Divisions, Macro Planning Division

This KRA involves the facilitation and coordination of the alignment of national development policies, programmes and plans into sectoral and agency plans and programs as well as monitoring and reporting on development outcomes. Specific objectives and strategies are outlined in Table 4 below.

Table 4: Sector Planning and Coordination Objectives and Strategies

Objectives	Strategies
<ol style="list-style-type: none">1. To ensure coherence and consistency in planning and programming for funding2. To ensure efficient project implementation achieving expected outcomes within budget and time-frame	<ol style="list-style-type: none">1. Effective MTDP Result Monitoring Framework Analysis2. 3 Year Development Outcomes Reports3. Effective Development Information Database and System4. Facilitate alignment of Sectoral and Agency Medium Term Development Plans to MTDP III & SDGs5. Review and Update Project Identification Documents (PID) and Project Formulation Documents (PFD)6. Mainstream MTDP Results Monitoring Framework into Sectoral/Agency Plans7. Business Process Mapping and Utilisation for IFMS Efficiency8. Effective Database Management through Statistics Coordination
<p>Performance Indicators</p> <ul style="list-style-type: none">➤ General Economic Model and CBA of Annual Development Budgets➤ National Statistics Committee Operational➤ National Planning Development Database and Information System➤ Development Outcomes Report Every 2 Years➤ Results Monitoring Report Every 3 Years	



Policy Officers Reviewing National Policies

KRA 4 : International Development Cooperation and Management**Output** : Improved Aid Effectiveness and Resource Mobilisation**Strategies** : Aid Effectiveness, Resource Mobilisation, Prioritising Projects and Resources, Sector Coordination and Monitoring

This KRA ensures that development cooperation resources make maximum contribution to MTDP III and SDGs and targets and other national, sectoral and subnational priorities and plans. Specific objectives and strategies are outlined in Table 5 below.

Table 5: Development Cooperation Objectives and Strategies

Objectives	Strategies
<ol style="list-style-type: none"> 1. To coordinate and manage development cooperation alignment to the MTDP III/SDGs targets and indicators 2. To mobilise strategic external partnerships to promote effective and sustainable development cooperation 3. To institutionalise and coordinate PNG's regional assistance in the Region 4. Coordinate and strengthen private partnerships for development 	<ol style="list-style-type: none"> 1. Development Partners submit Quarterly or 6 Monthly Reports 2. Conduct annual PNG - Development Partners High Level Fora 3. Alignment and Implementation of the PNG Development Cooperation Policy 2018-2021 4. Forward Forecasts of Development Partners for Annual and Multi-Year Budgeting 5. Annual High Level Portfolio Reviews with official Financial Institutions 6. Negotiate & mobilise new financing for MTDP III priorities 7. Establishment and implementation of a Development Assistance Information System (DAISy) 8. Effective collaboration in Development Partners Round Table Consultations 9. Prepare DCR Summary Report 10. Develop Cooperation Agreements with New Donors or Partners
<p>Performance Indicators</p> <ul style="list-style-type: none"> ➤ Annual publication of Development Cooperation Reports ➤ Annual PNG – Development Partners High Level Fora ➤ Annual or Multi-Year Financing for Development ➤ 3 New Development Cooperation Partnerships or Agreements by 2024 ➤ Operational DAISy by 2021 ➤ Annual Input into Development Budget and PIP Formulation ➤ 4 Bilateral Aid Talks Per Year ➤ 5 Development Partners Portfolio Reviews by 2024 ➤ Effective Collaboration on Development Partners Round Table ➤ Development Partners Information Toolkit developed 	

KRA 5	: Public Investment Programme Planning, Implementation, Monitoring and Reporting
Output	: Effective Planning, Management and Reporting of the PIP and Development Budgets
Strategies	: Programme and Sector Based Programming, Budgeting, Implementation, Monitoring and Reporting

This KRA captures the Department’s core functions on both policy and program/project level monitoring, planning, implementation, monitoring, evaluation and reporting. The Policy Monitoring and Evaluation Framework will be the operational basis for this KRA. The KRA is specific to the Programming and Monitoring Wing with particular focus on the effective implementation of the Public Investment Programme. Specific objectives and strategies are outlined in Table 6 below.

Table 6: Development Outcomes Monitoring and Evaluation Objectives and Strategies

Objectives	Strategies
<ol style="list-style-type: none"> 1. To ensure accountability and value for money for programmes and projects funded in the Development Budgets 2. To ensure publicly funded programmes and projects achieve expected development results/outcomes 3. To document lessons learnt to inform future planning and programming 4. To ensure effective training of key tools and systems relevant for planning and monitoring 	<ol style="list-style-type: none"> 1. Development of Frameworks for Effective Planning, Monitoring and Reporting of Development Budgets and Public Investment Programme 2. Sector Coordination and Management Mechanisms for effective planning, programming and budgeting 3. Effective Reporting for Ministerial, NEC and Parliament Purposes 4. Undertake Mid-Term, Mid-Year and Regular Budget Review Processes 5. Prepare annual performance reports for high impact policies and programmes 6. Coordinate and appraise all budget submissions 7. Effective Management of Pipeline of Project Submissions
<p>Performance Indicators</p> <ul style="list-style-type: none"> ➤ Public Investment Programme (PIP) Guidelines Implemented by 2020 ➤ Annual Development Budget Reports ➤ Quarterly and Annual Budget Reviews and Reporting ➤ Effective Training of Staff in Planning, Budgeting, Monitoring and Reporting ➤ Development Budget Database System Established by 2023 ➤ Annual Preparation of Development Budget and Public Investment Programme ➤ IFMS Training on Planning Modules ➤ Impact and Outcomes Reports every 2 years ➤ Effective management and oversight of Sector Mechanisms 	

KRA 6	: National Policies and Programmes Coordination
Output	: Effective Implementation of Programmes and Projects in DNPM
Strategies	: Project and Programme Management Units and National Impact Projects

This KRA is focused on ensuring effective implementation and oversight of special projects and programmes under the DNPM. As a rule, new policy related programmes of Government are often difficult to align to a sector agency to manage or implement, hence these are usually placed under a Central Agency such as the DNPM to oversee and manage until maturity then are off loaded to be self-operating or are placed under a Ministry. The DNPM has played this role over the years with several Government entities now fully functioning. This KRA will ensure role is provided to two key projects of Government such as the WaSH PMU and the National Nutrition Policy. Other expected outputs of this KRA is on the full control and management of key government initiatives with project specific targets.

Table 7: Policy and Programmes Coordination, Management and Reporting in DNPM

Objectives	Strategies
<ol style="list-style-type: none"> 1. To ensure effective oversight and management of national programmes and projects under the DNPM 2. To ensure programmes of National Public Interest are managed well and finally embedded into Government 3. To ensure global and regional programmes are effectively coordinated, managed and aligned to expected requirements 	<ol style="list-style-type: none"> 1. Implementation of the National Water Sanitation and Hygiene Policy (WaSH) 2. Effective Management of WaSH PMU and Programmes under the DNPM 3. Improved Implementation of the National Land and Housing Programme (NLHP) 4. Effective Implementation of the National Nutrition Policy 5. Effective partnership and collaboration with the Consultative Implementation and Monitoring (CIMC) on National Development Process 6. Effective Monitoring and Reporting on Global and Regional Programmes under Scrutiny of the Government 7. Effective Management and Oversight of National Governments High Impact Projects and Programmes
<p>Performance Indicators</p> <ul style="list-style-type: none"> ➤ 100% Achievement of Pilot District Towns Water Supply Programme under WaSH ➤ Biannual Review of the WaSH PMU and Programme ➤ Establishment of the National Water and Sanitation Authority (NWSHA) by 2023 ➤ 80% Completion of DNPM Staff Housing under National Land and Housing Programme by 2024 ➤ 50% Implementation of the National Nutrition Policy ➤ Annual SDG 2030 Implementation Reporting to Government ➤ Implementation of Revised Infrastructure Tax Credit Scheme by 2021 (2% ITCS Amended) ➤ Annual Reports of Infrastructure Development Grants (IDG's) and Petroleum Development Levy ➤ Annual Reports of Governments High Impact Projects 	

KRA 7 : Sectoral and Sub-National Planning and Coordination**Output** : Improved Planning and Alignment of Sub-National Systems and Processes to National Government Policy initiatives and directions**Strategies** : Public Investment Planning and Programming, Provincial Coordination, Macro Planning Alignment

The responsibility of overall management, guidance and coordination sector agencies and provinces and districts rests with several key agencies and departments – mostly the CACC Agencies including the DNPM. Under this, the DNPM’s responsibility is to ensure there is synergy and coherence in the National Development Process by way of the alignment and implementation of policies at the sub-national level. This KRA also focuses on ensuring sector and sub-sector alignments to the key frameworks under the Planning and Monitoring Responsibility Act, 2016 are in place and under implementation.

Table 8: Sectoral and Sub-National Planning and Coordination

Objectives	Strategies
<ol style="list-style-type: none"> 1. To ensure effective coherence and synergy of national policy to sub-national and district plans 2. To ensure programmes and project implementation at subnational levels are in line with policy objectives of Government 3. For effective linkage to the PLSSMA and Provincial PCMC’s as an approach to project management and data sharing 4. Improved linkage and collaboration with the Department of Implementation and Rural Development for improved accountability and Reporting on Provincial and District Services Improvement Funds 	<ol style="list-style-type: none"> 1. Effective collaboration with Provinces and Districts on sub-national policy alignments 2. Strengthen collaboration with the DIRD and DPLGA for clear monitoring and reporting of provincial district development service improvement programs and funds 3. Establish provincial and district level collaboration for development planning and investment purposes 4. Ensure alignment of provincial planning activities in respect to collection and collation of data for policy and outcome based monitoring and reporting 5. Collaboration and Working Partnership with the DIRD in performance management and accounting of DSIP and PSIP 6. Support Mechanisms on Provincial Development Forums and Processes
<p>Performance Indicators</p> <ul style="list-style-type: none"> ➤ Annual Report on Provincial and District Development Programmes ➤ Annual Report on Provincial and District Plans Aligned to National Development Priorities ➤ Attendance and Representation to respective Provincial Development Forums ➤ Annual Percentage Reporting of PSIP/DSIP Reporting ➤ Monitoring and Reporting of Provincial Projects under Implementation 	

KRA 8 : **Corporate Management, Operations and Compliance**

Output : Improved Internal Systems and Processes that Support Operations and Corporate Efficiency, Learning and Development

Strategies : Corporate Governance, Operations, Finance, HR and Compliance

The objective of this KRA is in seeing the improvement and efficient administration and management of the day to day corporate interested with day-to-day the operations and efficient running of the Department to ensure smooth operations of the technical divisions/branches and welfare of the staff. Specific objectives and strategies are outlined in Table 9 below.

Table 9: Corporate Operations Objectives and Strategies

Objectives	Strategies
<ol style="list-style-type: none"> 1. To ensure efficient operations of the Department through an effective administrative support system and process 2. To ensure staff development through staff performance appraisals. 3. To provide efficient social security programmes for all staff while being employed by the department 4. Establish and maintain an effective IT System and Operation 5. To ensure good governance is achieved in the administration of all departmental affairs 6. To uphold internal controls and compliance to systems and process at all times 	<ol style="list-style-type: none"> 1. Effective Human Resource Planning and Management, including Learning and Development 2. Adhere to Occupational Health and Safety Standards 3. Development of Internal Corporate Policy's and Guidelines for Efficiency and Performance 4. Implementation of Effective Staff Discipline and Management System 5. Mainstreaming GESI Policy and Objectives 6. Effective Preparation, Management and Reporting of DNPM Budget and Accounts 7. Functional IT Infrastructure and Efficient ICT Services to the Department 8. Effective Good Governance Practices and Reporting 9. Effective Compliance to Planning, Monitoring and Reporting Standards

Key Performance Indicators

- Annual Corporate and Statutory Reports Completed
- DNPM Training Policy and Plan developed in 2020
- Occupational Health and Safety Plan Developed in 2021
- Establish Disciplinary Committee in 2020
- 6 Monthly Staff Performance Appraisals
- Completion of Staff Recruitment and Placement by 2020
- Establish ICT Committee in 2020
- Improve and Upgrade ICT Infrastructure and Services
- Improve Media and Publicity Activities
- Establish Internal Procurement and Assets Committee
- Internal Audit Committee Established in 2020
- Quarterly GESI Reports Provided
- 6 Project Audits Per Year Conducted
- Budget Implementation and Monitoring Committee
- Effective and Satisfactory Website Operations

11. IMPLEMENTATION PLAN, MONITORING AND REVIEW

11.1 ANNUAL IMPLEMENTATION PLANS

The KRAs and their expected deliverables will be translated and operationalised into individual Annual Work Plans and supported with reasonable funding where required. Each officer will be allocated certain responsibility and collectively, they will undertake critical activities and generate outputs (KPIs) thereby contributing to an outcome and achieving the higher-level Strategic Result Area (SRA).

To ensure optimal results and efficiency of operations, the various work areas need to consult with their counterparts in other work areas to minimise duplication and wastage of resources. During implementation, all divisions and branches need to coordinate and interface with each other especially in the annual work plan implementation.

11.2 RESOURCING THE PLAN

Each Division's annual appropriation will be used to implement their respective Annual Works Plans. Based on their respective manpower capacities, each work area will decide on the optimal strategies to implement their respective work plans.

It is highly advisable for staff to leverage each other's experiences and expertise as not everything will require money. The most critical resource is human resource and therefore officers must consult and collaborate at every stage of planning, implementation, monitoring and reporting.

11.3 IMPLEMENTATION MONITORING AND REPORTING

The Department's Performance Management and Reporting System, to be consolidated during the course of this Plan will be used to effectively assess the performance and achievements against each of the KRAs. Each officer is expected to produce outputs or deliver services on a periodic basis to generate an outcome for the SRA. A robust and reliable performance monitoring and reporting system will be in place to inform the Executive Management and their respective Divisional Heads on the achievement of all activities within this Plan.

Each Division is required to manage and monitor the progress of their work plans and activities on a quarterly or annual basis. Progress reports should capture overall achievements on their expected annual outputs (KPIs) and outcomes. Quarterly progress reporting and annual operation reviews should be carried out to ensure that all DNPM's policies, plans, programmes or projects are tracked and reported in accordance with the annual operational plan and budget. Any implementation challenges or lessons learnt should be documented to fine-tune future annual planning and sharpen management strategies.

11.4 MID-TERM REVIEW OF CORPORATE PLAN

The Corporate Services Division will conduct a mid-term review of the Corporate Plan to ensure that it is being implemented as planned, check if the assumptions remain valid, and the original objectives and expected outcomes as per the KRAs are achievable and realistic. Any emerging new priorities and strategies will be included in a revised Corporate Plan.

11.5 POST-IMPLEMENTATION (OUTCOME) EVALUATION

The Plan will be evaluated at the end of its implementation period (around end of 2022 and beginning of 2023) so that the overall performance and outcomes of the Plan, including challenges and lessons learnt can inform the formulation of the next Corporate Plan 2024-2028. Part of the evaluation will be to review and streamline the Department's monitoring and evaluation system to ensure that the Divisions' objectives, strategies, key performance indicators and targets are monitored, evaluated and reported in line with the DNPM management and other partners' information needs.

11.6 MTDP III PERFORMANCE REVIEW

Performance of the MTDP III will be through the Results Monitoring Framework (RMF), instituted by the PMRA, 2016 which the Department will use to measure annual and periodic performance of the implementation of the Budget, Programmes and Projects and generally development. The MTDP RMF is a tool intended for Government to track progress in the implementation of the MTDP but has being used scantily. Since the MTDP is concerned with enhancing the social and economic development of our nation, the MTDP RMF answers the question "Is PNG developing?" head-on and will be updated annually.



11.7 CAPABILITY DEVELOPMENT

In order for effective and satisfactory implementation over the life of this Plan, the Department will focus on the following capabilities to support our leadership, risk and workforce diversity strategies.

Table 10. Capability Development Plan of Key Areas

Capability	Focus Under this Plan
1. ICT Systems, Data and Research	ICT systems infrastructure and associated data-banks and information management system are necessary to add value to the work of DNPM. The Department will need to ensure the development of the appropriate database and information management systems, including a Geographic Information System capability to support development planning. This will also assist in managing and sharing information with stakeholders. The Department currently oversees the PNG Strategy for Development of Statistics Policy 2018 – 2028, which will enable effective management of statistics, databases and information systems. A new Division in the Policy and Planning Wing is created is dedicated to ensure this function is operational and sustained.
2. Improved Public Investment Programme Planning Process and Guidelines	A revised and improved PIP Guideline and Process in the Department will provide substantial thrust to provide a robust, coordinated and rigorous approach to project and program planning, budgeting, implementation and monitoring. The completion of the Revised PIP Guideline and associated Toolkits will support Government in ensuring all projects planning and project management requirements are strong beneficial to Government. The PIP Guideline will support the IFMS management in budget data input, monitoring and reporting that links to MTDP Outcome Based Reporting.
3. Workforce Planning and Placement	With the partial completion of recruitment and placement of staff internally, the DNPM needs to move on with external recruitment in 2020 to enable full coverage of all positions with competent and capable staff. This Corporate Plan cannot can only be successful with full capacity of staff on board. Immediate learning and development programmes must be developed to give new staff in acquiring the necessary skill sets, tools and knowledge to be able to enhance their productivity and output.
4. Communication, Visibility and Public Engagement	Improving capacity for effective engagement through media and communication to be able to have visibility and awareness to inform program project design and delivery. Utilising available platforms. Ensuring the engagement of appropriate personnel, having an interactive website and social media platforms, effective visibility and communications plans for major projects and programs etc are all part of this plan to improve communication and raise awareness on DNPM and Government's investment projects and programmes. Stakeholder perception and demand for information is necessary at this age.

12. RISKS, CHALLENGES AND OPPORTUNITIES

With a broad scope of responsibilities, the Department is challenged with the high expectations of stakeholders. It is important to reduce the risks and focus on successful implementation and delivery of the Corporate Plan. As tabulated below, the obvious risks and challenges are listed and ranked as high, medium or low in terms of their likelihood of occurring. For each risk and challenge, possible management measures are laid out to manage them when they occur. At the same time, the Department has identified some opportunities it intends to take advantage of whilst implementing the Plan.

Table 11: High Level Risks and Management Measures

Risks	Likelihood	Impact	Management Measures
Political instability	Medium	High	<ol style="list-style-type: none"> To develop a strong and clear focus of the Department to minimise political influence Adopt a public relations and communication strategy to disseminate achievements. Revise the PMRA, 2016 to give more legislative powers politicising of projects and programs. Establish stringent Development Budget implementation guidelines and procedures Promote and engage effectively in awareness and communication of key development policies and implementation updates.
Frequent Management Changes	High	High	<ol style="list-style-type: none"> Make substantive appointments and retain over longer employment contracts. Apply proper process in dealing with management for disciplinary matters. Improve the implementation of performance management system to empower management.
Duplication and Overlap in divisional functions and responsibilities	High	High	<ol style="list-style-type: none"> Improve communication between staff and SMC on roles and responsibilities Review Structure through Mapping and Business Process Analyses Clear demarcation of roles and functions on job descriptions.
Inconsistency in political directives from Government	Low	Medium	<ol style="list-style-type: none"> Improve Clarity of Information to Government to be able to attain sound directives. Provide policy-based advice in alignment with existing political intentions and statements including the Marape Manifesto, Alotau Accord II. Provide advice based on appropriate and relevant legal instruments such as PFMA and Budget Documents.

Table 12: Challenges and Management Measures

Challenges	Likelihood	Impact	Management Measures
Weak governance, accountability and enforcement	Medium	High	<ol style="list-style-type: none"> 1. Restructure Organisation to enhance good governance and accountability status. 2. Ensure timely and effective compliance of Public Service Management Act. 3. Enhance capacity of Internal Audit.
High Staff Turnover	Medium	High	<ol style="list-style-type: none"> 1. Improve efficiency in salary processing and other career incentives. 2. Ensure there is Shared Values and Visions 3. Improve recruitment and selection process. 4. Improve performance management.
Limited staff capacities in terms of necessary technical skills	High	High	<ol style="list-style-type: none"> 1. Implement a comprehensive Human Resource capacity development program 2. Invest in staff training, mentoring and development linked back to performance management.
Inadequate Human Capital	High	High	<ol style="list-style-type: none"> 1. Ensure vacant positions are filled with qualified personnel. 2. Recruitment and selection will be done through the implementation of the Corporate Plan.
Inadequate Office Space	High	High	<ol style="list-style-type: none"> 1. Seek avenues for additional Office space. 2. Review to rearrange current office setting to be more functional and accommodating.
Demoralised staff	Medium	High	<ol style="list-style-type: none"> 1. Develop and implement a comprehensive human resource strategy to include Training and Career Path Development. 2. Adequately resource officers to do their jobs. 3. Enable Counselling Services In DNPM.
Lack of equipment and supplies	Medium	High	<ol style="list-style-type: none"> 1. Ensure proper procurement planning and management for equipment and office supplies. 2. Delegation of procurement powers on for Equipment and Office Materials and Supplies and ensure accountability. 3. Enforce internal controls and sanctions.

Corruption Perception by Public	High	High	1. Proactively deal with perceptions as and when they arise to prove to the public that the Department is equally concerned about corruption and it will do its part by dealing with such cases.
Lack of priority given to competency-based training	High	High	1. Undertake Training Needs Analysis. 2. Develop Staff Training Plan and conduct need- based and tailored training.

Table 13: Opportunities and Management Measures

Opportunity	Likelihood	Impact	Capitalising Measures
Ensure Highly professional Senior Management committed to achieving strategic results	Medium	High	1. Increase delegations and responsibility (Empowerment). 2. Increase opportunities for professional development. 3. Promote teamwork and values for the Department. 4. Competitive and motivated staff.
Strengthen/ Promote Department's role within the whole of Government	Medium	High	1. Create internal and external awareness among staff of the critical role of the Department.
Support from Development Partners	Medium	Medium	1. Operationalise the Development Cooperation Policy to ensure Partners compliance and support. 2. A Capacity Development Strategy to be undertaken collaboratively with Development Partners. 3. Ensure all partners promote and implement harmonisation.
Unique management information systems are enhanced (DAISy, DevInfor, Economic Modelling, PIP Database)	Medium	High	1. Intra-division and departmental training and sustainability actions are required to assure the regular update and relevance of development databases and information systems.

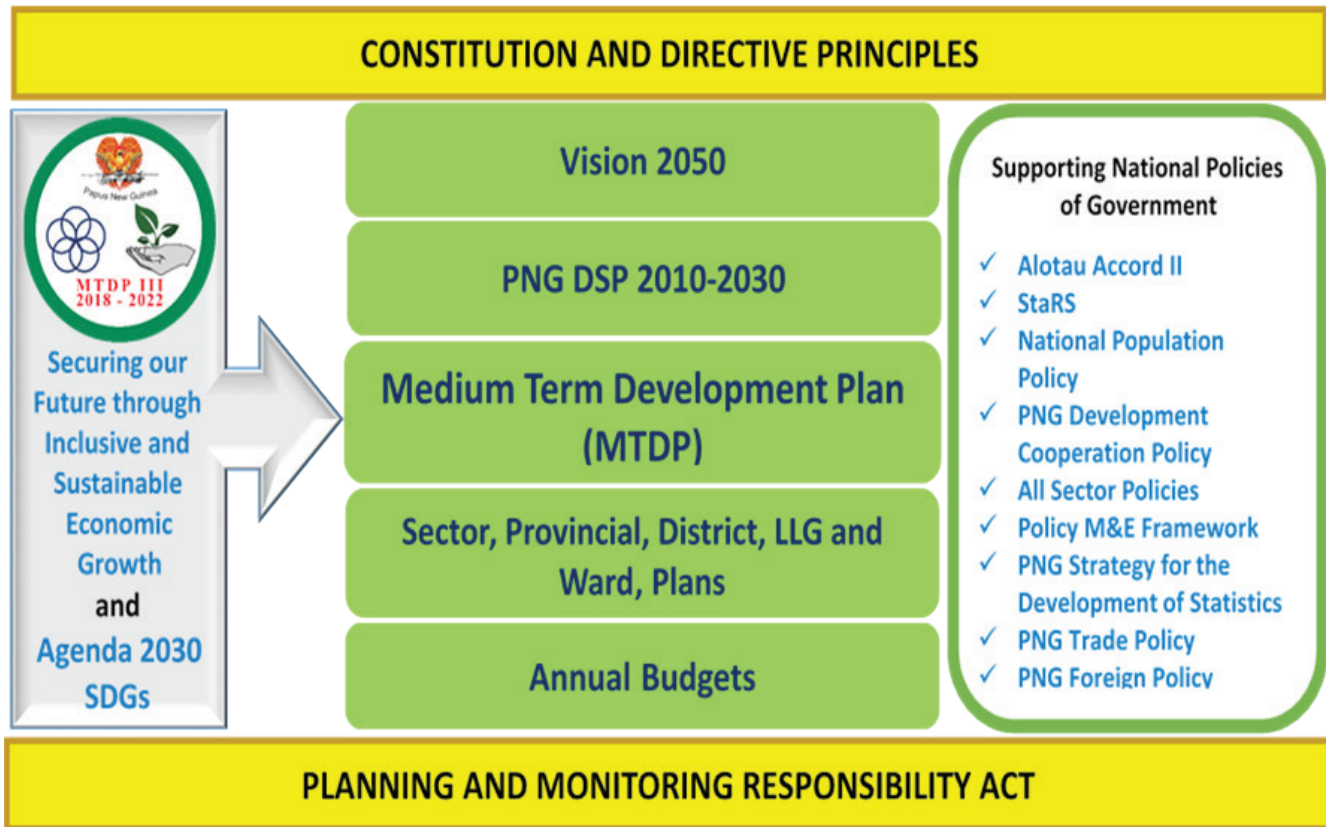
13. APPENDICES

APPENDIX 1: ACRONYMS

ASD	Administration Sector Division
BFP	Budget Framework Paper
CACC	Central Agencies Coordination Committee
CBA	Cost Benefit Analysis
CIP	Capital Investment Programme
CGCD	Corporate Governance and Compliance Division
CP	Corporate Plan
CSD	Corporate Service Division
CSO	Civil Society Organisation
DAISy	Development Assistance Information System
DCMD	Development Cooperation Management Division
DID	Development Information Division
DFAT	Department of Foreign Affairs and Trade
ESD	Economic Sector Division
EUD	European Union Delegation
EU-NAOSU	European Union-National Authorising Office Support Unit
FBO	Final Budget Outcome
GESI	Gender Equality and Social Inclusion
GFS	Government Finance Statistics
GoPNG	Government of Papua New Guinea
HLF	High Level Forum
IAU	Internal Audit Unit
IDG	Infrastructure Development Grant
IFMS	Integrated Financial Management System
ISD	Infrastructure Sector Division
ITCS	Infrastructure Tax Credit Scheme
JICA	Japan International Cooperation Agency
KPIs	Key Performance Indicators
LJNSD	Law, Justice and National Security Division
LLG	Local Level Government
MEC	Ministrial Economic Committee
MPD	Macro Planning Division
MBO	Mid-Term Budget Outcome
MTDP	Medium Term Development Plan
MTDP - RMF	Medium Term Development Plan – Results Monitoring Framework
NEC	National Executive Council
NNP	National Nutrition Policy
NPA	National Procurement Act
NPF	National Planning Framework
NPP	National Population Policy
PBD	Policy and Budgets Division
PIP	Public Investment Programme
PFMA	Public Finance Management Act, 1995
PMMRA	Public Money Management and Regularisation Act, 2017
PMU	Project Management Unit
PNG-DCP	PNG Development Cooperation Policy
PNGPMRA	Papua New Guinea Planning, Monitoring and Responsibility Act, 2016
PNGDSP	Papua New Guinea Development Strategic Plan
PPW	Policy & Planning Wing
PSMA	Public Service Management Act, 2014
SDG	Sustainable Development Goal
SSD	Social Sector Division
SRAs	Strategic Result Areas
StaRS	Strategy for Responsible Sustainable Development
TFF	Tuition Fee Free
WaSH	Water Sanitation and Hygiene

APPENDIX 2: NATIONAL PLANNING FRAMEWORK

PNG Planning and Monitoring Responsibility Act 2016 establishes the National Planning Framework (NPF), the National Service Delivery Framework (NSDF), the National Monitoring and Evaluation Framework (NMEF), linking the National Budget to the MTDPs through an Annual Budget Framework Paper. The PNG Planning and Monitoring Responsibility Act 2016 mandates the Medium Term Development Plan (MTDP) III 2018-2022 as the national development planning framework for the country.





Department of National
Planning and Monitoring

