



Government of Papua New Guinea

**DEPARTMENT
OF
PROVINCIAL AND LOCAL
GOVERNMENT AFFAIRS**

CORPORATE PLAN

2008 – 2012

FOREWORD

In 1995 PNG passed its reform-oriented *Organic Law on Provincial and Local-level Government*. The Organic Law provides for the substantial decentralization of governance responsibilities to sub-national levels of Government in the expectation that a government that is more proximate to the people will correspondingly be more responsive to their needs and aspirations.

The Organic Law also envisages that the *Department of Provincial and Local Government Affairs* (DPLGA) plays a key role in supporting sub-national levels of Government in their assumption and fulfilment of this significant responsibility. Among all of the national government agencies, none is better placed to facilitate the effective functioning of sub-national levels of government than the DPLGA.

As the Minister of Inter-Government Relations, I personally hold DPLGA accountable for the fulfilment of this critical mandate. It is therefore with pleasure that I note the new determination of the Management of DPLGA to pursue greater excellence and effectiveness in undertaking this mandate as evidenced through DPLGA's new Corporate Plan.

I sincerely wish the Management of DPLGA and its entire staff every success in addressing and achieving each of the goals and targets specified within this Corporate Plan. The Management's primary goal should be for DPLGA to emerge as a true leader and catalyst of reform and performance excellence, both through example and active guidance to all government agencies at the sub national level.

Honourable Job Pomat, MP
Minister for Inter-Government Relations

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Introduction

Most public sector essential services today, under the *Organic Law on Provincial and Local Level Government*, are delivered by and through sub national agencies. And it is DPLGA's responsibility, under this law, to support and motivate excellence-in-performance by provincial and local level governments.

This is a heavy and significant responsibility which must be planned for carefully and delivered with commitment and persistence.

This Corporate Plan of DPLGA for the period 2008 to 2010 reflects the determination of DPLGA's management and staff to make a difference in public sector performance at a sub national level over the period of the current MTDS. The Plan incorporates concrete and tangible goals and targets which if achieved, will substantially contribute to better governance and more efficient services at the sub national level.

The Plan has been based on the collective thinking and aspirations of DPLGA's entire staff and management. It was developed through a series of staff workshops during 2007-08. The collaborative and participative approach adopted reflects the resolve of DPLGA to re-invent itself into an efficient and effective public sector organization, dedicated to better responding to the needs of its primary clients viz the provincial and local level governments.

It is the sincere hope of DPLGA that it will make a tangible difference in the lives of people of PNG through its contributions to better public sector performance at the sub national level.

Mr. Manasupe Zurenouc
Secretary
Department of Provincial and Local Government Affairs

I. Context

- DPLGA's Corporate Plan (2008 – 2012) is anchored in the mandates given to DPLGA by the *Organic Law on Provincial and Local Level Governments* (LLGs) and the current *Medium Term Development Strategy* (MTDS).
- The MTDS is the country's leading strategic document, and all government agency corporate plans must necessarily be anchored in it. It establishes a clear framework for the contribution of provincial and local level governments to the national development process. Its key strategic objectives are:
 - Good Governance and Public Sector Reform for all levels of government
 - Export-driven Growth
 - Rural Development, Poverty Reduction, Human Development
- All of the above three strategic objectives of the MTDS fall squarely within the mandate of the provincial and local governments. Little can be achieved in any of the three without major improvements in the performance of sub national governments.
- The Organic Law has recognized the importance and significance of the role of provincial and LLGs. They are the arms of government that can be best responsive to the needs of the people. They are best able to hear the voice of the people and be accountable to them.
- Herein lies the *challenge and the Mission* of DPLGA. DPLGA is quite literally the key link between the provincial and LLGs on the one hand, and national government on the other. It is the channel through which national government primarily communicates to sub national governments, and the mechanism by which these lower level governments express their needs and requests at the national level. In many ways, the efficiencies and effectiveness of lower level governments reflect the effectiveness of DPLGA whose primary mandate is to support provincial and local level governments

II. Clients of DPLGA

DPLGA has two sets of clients:

- The **Provincial and Local Level Governments** who seek its support on a wide spectrum of fronts, and
- The **National Executive Council (NEC), Members of Parliament, and the Central Agencies Coordinating Committee (CACC)** who wish to better communicate with and to be informed on the performance of the Provincial and Local Level Governments (DPLGA is their key link with the Provinces)

DPLGA's Strategic and Corporate Objectives must necessarily be responsive to the *expectations* and *needs* of these clients. What are these expectations and needs?

The expectations and needs of Provincial and Local Level Governments from DPLGA may be summarized as follows:

- *Support in their Policy and Legislative Responsibilities*
 - Support in their drafting of legislation
 - Provision of continuing Legal Advice
 - Facilitating their policy drafting and Submissions to NEC
 - Clarifying for them the Policies and Strategic Directions emanating from the NEC and other national bodies
- *Monitoring and Coordinating their overall Governance and Service Delivery Performance*
 - Establishing Common Performance Standards
 - Facilitating receipt and proper use of allocated budgets (Coordination with Treasury, Finance, DNPM, ORD)
 - Strengthening human resource competencies
 - Information database on Provinces and LLGs
 - Periodic Reporting of their performance to bodies such as the PLLSMA, CACC and the NEC
 - Coordination of Sectoral Agency support for Provinces and LLGs

- Instituting and managing a Performance Rewards and Incentives System
- *Capacity Building for LLGs*
 - Assisting in the preparation of Corporate Plans
 - Providing required capacity building support
 - Developing and providing explanatory Handbooks and Operating manuals on performance management, legal and policy issues etc
 - Training
 - Best practice and information sharing

Needs and Expectations of the National Executive Council (NEC), Members of Parliament, and the Central Agencies Coordinating Committee (CACC) from DPLGA may be summarized as follows:

- Continuing and consistent dissemination of Policy and Strategic Directions emanating from the NEC
- Establishment of National Standards of Governance and Service Delivery Performance
- Reports on the Performance of Provinces and LLGs to the PLLSMA and the NEC
- Information on Provinces and LLGs
- Coordinated implementation of National and Sectoral Programs

These expectations are in most cases, aligned with those of the Provinces and LLGs, though from the national and macro point of view.

DPLGA is thus quite literally the link-pin between the top-down expectations of key national bodies on the one hand, and the bottom-up needs of provinces and LLGs on the other.

III. The Mission of DPLGA

The mission of DPLGA should appropriately be deduced from the expectations of its clients on the one hand, and the requirements of the MTDS on the other.

It may be summarized as under.



Mission of DPLGA

To provide the vital link between the national and provincial / local government levels, while empowering and building the capacity of provincial and local level governments to fulfil their mandates for the benefit of the people of PNG

IV. The Strategic Result Areas of DPLGA (Areas of Core Business)

DPLGA's Strategic Result Areas (SRAs), or its Areas of Core Business also derive from its clients' expectations. These are the areas of results in which DPLGA must deliver outputs and outcomes (impacts/benefits to clients) in order to fulfil its mandate and client expectations. These SRAs must be kept to the minimum in the context of the scarce resources of DPLGA and the need to excel in the performance of core business.

These are DPLGA's unique contributions to the working of government

1. Provide Policy and Legislative Support to Provincial and Local Governments

2. Support the 'Provincial and Local level Services Monitoring Authority' (PLLSMA) to coordinate, monitor and report on the performance of Provincial and Local Governments

3. Help Build the Capacity of Provincial and District Administrations

4. Provide Advisory Support to Local level Governments

5. Undertake Special Projects and Support Border Management as required by National Government

6. Strengthen DPLGA's internal Human Resource Management and Financial Administration

V. Priority Outputs / Objectives of DPLGA (2008 – 2012)

Strategic Result Area 1:

Provide Policy and Legislative Support to Provincial and Local Governments (Policy and Legal Division)

Priority Outputs / Objectives	Performance Indicator/ Completion Date (s)	Division Accountable
<p>1.1 Legal Advisory Services to Provinces / LLGs</p> <ul style="list-style-type: none"> - On Powers available to them - On Interpretations - Drafting - Representations in court 	<p>1.1.1 Develop <i>Shortlist of Legal Issues</i> on which Provinces and LLGs need clarification – mid 2008</p> <p>1.1.2 Undertake an <i>Legislative Assessment Survey of Provinces/LLGs</i> to identify legislative areas that need assistance – by end 2008</p> <p>1.1.3 Develop a <i>program of workshops and on-job training</i> for the provinces based on the needs identified under 1.1.1 and 1.1.2 above.</p>	<p>Policy, Legal & Information Technology (PLIT) Division</p>
<p>1.2 Legal and Advisory Services to the Minister /NEC/Other Agencies on Provincial and Local Government matters</p>	<p>1.2.1 Develop a <i>Program and Schedule of Legislative Work Priorities</i> in consultation with the Minister by mid 2008. Start work program as per schedule</p> <p>1.2.2 In particular, support the Minister in addressing the following <i>pending policy and legal issues</i> during 2008/09–</p> <ul style="list-style-type: none"> • creation of new provinces; • direct election of Local-level Government Presidents; • extension of Local-level Government elections; • review of the <i>NCDC Act</i> and amendments to the <i>Motu Koitabu Assembly Act</i>; • Oro state emergency; • autonomy requests; and • litigation. <p>1.2.3 Undertake <i>Gazettal Notices of all Provincial and LLG laws</i>. Ongoing.</p>	<p>PLIT</p>

	<p>1.2.4 Draft <i>periodic Circular Instructions</i> from the Minister to the Provinces/LLGs on legal issues. Ongoing</p> <p>1.2.5 Service on going requests of the Minister for legal advice. Ongoing.</p>	
1.3 Establish and maintain the Database on Provincial and LLG laws	<p>1.3.1 Complete <i>Inventory and Database</i> of Provincial and LLG Laws by end 2008</p> <p>1.3.2 Institute appropriate <i>data system and software management</i> to facilitate access to these laws by any government official: complete by end 2009</p>	PLIT
1.4 Guide the Review of Sub national Government Structures as has been required by the NEC	<p>1.4.1 Coordinate with the <i>Task Force</i> appointed by the NEC</p> <p>1.4.2 Initiate and complete by mid 2009 an detailed <i>analysis of the Options</i> that have been developed for structures of sub national government</p> <p>1.4.3 Support process for NEC decision making on optimal option</p> <p>1.4.4 Follow through with preparing required <i>legislation</i></p>	PLIT
1.5 Facilitate national Policy Dissemination to Provinces and LLGs	<p>1.5.1 Develop and maintain a <i>database of national policies and directives from NEC</i> that have relevance to provincial and local governments – complete by end 2008</p> <p>1.5.2 Provide <i>Summary Circulars</i> on key policy directives, and post on DPLGA website.</p>	PLIT

Strategic Result Area 2:

Support the ‘Provincial and Local level Services Monitoring Authority’ (PLLSMA) to coordinate, monitor and report on the performance of Provincial and Local Governments (Standards and Inspection Division)

Priority Objectives	Outputs / Performance Indicator/ Completion Date (s)	Division Accountable
<p>2.1 Finalize and facilitate passing of PLLSMA Legislation</p>	<p>2.1.1 Prepare <i>Strategy for passing of the legislation</i> by April 08. Ensure legislation is passed latest by 3rd quarter 2008</p> <p>2.1.2 After legislation is passed, ensure copies of legislation with news announcement is widely circulated</p>	<p>Policy & Legal Div (PLD)</p> <p>Standards and Inspection Division (SID)</p>
<p>2.2 Support PLLSMA Sub Committees to help implement national polices and plans</p>	<p>2.2.1 Liaise with <i>National Agriculture Department</i> – finalize sub committee’s ToRs and Action Plan by end February 08 on implementation of Agricultural Development Plan through provinces. To be presented at first quarter 08 PLLSMA meeting</p> <p>2.2.2 Liaise with <i>Department of Transport</i> – finalize sub committee’s ToRs and Action Plan mid 2008. To be presented to 2nd quarter 08 PLLSMA meeting.</p> <p>2.2.3 <i>Health & Education</i> – Link up with key executive and technical personnel in these departments to encourage setting up of a sub committee for each sector to coordinate policy implementation and performance monitoring.</p> <p>2.2.4 <i>Function Assignment Sub Committee</i> – help <u>NEFC’s</u> finalize and implement the Specification of Service Delivery Responsibilities over 2008 – 2009.</p>	<p>SID</p>
<p>2.3 Strengthen Provincial Coordination and Monitoring of Services</p>	<p>2.3.1 Operationalize the <i>Provincial Coordination and Monitoring Committees</i> in all Phase 1 and Phase 2 Provinces in 2008 – Central, EH, ENB, MB, Oro, Simbu, WS, WNB.</p>	<p>SID</p>

	<p>2.3.2 Ensure 2008 <i>S119 Reports</i> are prepared (starting 2009) by PCMCs on a collaborative and province-wide basis.</p> <p>2.3.3 Review role and practicality of '<i>provincial inspectorates</i>' as required by S110 of the Organic Law</p>	
<p>2.4 Act as secretariat for PLLSMA, Governors' and Administrators' Conferences</p> <p>Improve quality of these meetings</p>	<p>2.4.1 Strengthen process and quality of the <i>PLLSMA Meetings and Governors' / Administrators' Conferences</i> during 2008</p> <p>2.4.2 Improve <i>representation at the PLLSMA meetings</i>. Endure agendas are appropriate. Seek alternative venues.</p> <p>2.4.3 Improve reporting on <i>implementation of decisions</i> of PLLSMA</p> <p>2.4.4 Improved <i>dissemination of proceedings and decisions</i> of PLLSMA meetings and Governor's conferences.</p>	<p>SID</p> <p>SID</p> <p>SID</p>
<p>2.5 Manage the Annual Provincial Reporting Process to the Minister by each Province</p>	<p>2.5.1 Strengthen the <i>Annual Provincial Reporting Process</i> (Sec 119 Org Law) – ongoing</p> <p>2.5.2 Provide consistent <i>Report Formats and Guidance</i> – ongoing</p> <p>2.5.3 Provide <i>Summary Comparative Provincial Performance Report</i> to CACC/NEC and other related Agencies in the first quarter 2008, and each year then on.</p>	<p>SID</p> <p>SID</p> <p>SID</p>

Strategic Result Area 3: *Capacity Building Support*

Priority Objectives	Outputs / Performance Indicator/ Completion Date (s)	Division Accountable
<p>3.1 Expand the Provincial Performance Improvement Initiative (PPII) to cover all provinces by end 2009</p>	<p>3.1.1 Provide <i>corporate plan workshops</i> during 2008 – 09 to Morobe, East Sepik, N Ireland</p> <p>3.1.2 Follow through with Gulf, Enga, Madang and Manus on the <i>finalization of their respective corporate plans</i> before end 2008</p> <p>3.1.3 Assist <i>Bougainville</i> with its corporate plan before end 2008</p> <p>3.1.4 Assist <i>NCD</i> with its corporate plan in 2008</p>	<p>Reforms Coordination & Monitoring Division (RCM)</p> <p>RCM</p> <p>RCM</p>
<p>3.2 Continue ongoing Capacity Building support to the 8 provinces currently in Phases 1 and 2 of the PPII</p>	<p>3.2.1 Specific support to each province in key target areas as agreed in their <i>Capacity Building Plans</i> over the period of this plan</p> <p>3.2.2 Assist the current Phase 1 provinces (MB, Oro, Simbu, WNB, WS) to <i>graduate to Phase 2</i> by end 2009</p> <p>3.2.3 Assist current Phase 2 provinces (Central, EH, ENB) meet <i>with all required criteria for Phase 2</i> by end 2009.</p>	<p>RCM</p>
<p>3.3 Strengthen sustainability of the PPII and its whole-of-government approach</p>	<p>3.3.1 Establish increase in <i>PIP funding</i> from GoPNG from 2009 onwards</p> <p>3.3.2 Strengthen <i>awareness of other departments of PPII</i> and role of DPLGA, and promote w-o-g approach to capacity building of sub national governments.</p> <p>3.3.3 Link in with <i>PSWDI</i> – District Administrator Executive Development Program</p> <p>3.3.4 Link in with <i>DPM</i> on devolution of HR management powers – ENB, ES, Morobe</p>	<p>RCM</p> <p>RCM</p>

	<p>3.3.5 Link with <i>PCaP, FMIP and SPIA</i> to ensure that Phase 1 and Phase 2 Provinces are a priority.</p> <p>3.3.6 Link with <i>ORD and DNPM</i> on effective use of DSIP, DSG funding</p>	
<p>3.4 Establish a database and disseminate findings on best practice, both as an incentive (recognition) of well performing Provinces, Districts and LLGs and as a guide for others</p>	<p>3.4.1 Establish <i>Database of Best Practice</i> starting 2008</p> <p>3.4.2 Initiate a <i>Newsletter on Best Practice</i> starting mid 2008</p> <p>3.4.3 Post Newsletter on <i>DPLGA website</i></p>	<p>PLIT</p> <p>PLIT</p> <p>PLIT</p>
<p>3.5 Strengthen political support for the PPII in all provinces</p>	<p>3.5.1 Brief all <i>provincial assemblies</i></p> <p>3.5.2 Provide annual report to <i>Parliament</i> on progress of PPII</p> <p>3.5.3 Assist strengthening of <i>JBPBPC, JDPBPC</i> so they function more effectively</p>	<p>RCM</p> <p>RCM</p>
<p>3.6 Develop and Roll out Technical Modules for Corporate Plan KRAs</p>	<p>3.6.1 <i>Integrated Planning, Budgeting, Financial Management and Performance Reporting - 2008</i></p> <p>3.6.2 <i>Model Budget - 2008</i></p> <p>3.6.3 <i>HR Management - 2008</i></p> <p>3.6.4 <i>Asset management - 2009</i></p> <p>3.6.5 <i>Project/Contract Management - 2009</i></p>	<p>RCM</p>
<p>3.7 Enhance focus on District capacities</p>	<p>3.7.1 Lead the <i>PSWDI Executive Development Program</i> for District Administrators in selected pilot Provinces over March to August 2008</p> <p>3.7.2 Link with <i>ORD and NEFC</i> (in early 2008) to examine the new Guidelines for DSIP funding, and how PPII can support districts (with input from Provinces) in more effective use of DSIP funds</p> <p>3.7.3 Organize annual <i>District Administrators Retreat</i></p> <p>3.7.4 Coordinate with <i>EU-supported program</i></p>	<p>Local Government Advisory Services Division (LGAS)</p>

Strategic Result Area 4: *Advisory Support to Local level Governments (LGAS Division)*

Priority Objectives	Outputs / Performance Indicator/ Completion Date (s)	Division Accountable
4.1 Orientation for Newly Elected and Appointed LLG Members	<p>4.1.1 Support provinces conduct orientation workshops for newly elected LLG members</p> <p>3.1.5 Finalize Guide and Training Materials and conduct ToT in each of the Phase 1 and 2 provinces during 2008</p>	<p>LGAS Division</p> <p>RCM</p>
4.2 Build capacity of the LLG and Ward level leaders and executives through the EU program	<p>4.2.1 Finalize program design with EU and start up by 2008</p> <p>4.2.2 Link up with PPII so that these initiatives are complementary</p> <p>4.2.3 Begin implementation in coordination with Provincial Management teams, so that support is sustained</p>	LGAS
4.3 Review District, LLG, Ward and Village-based data and profiling, and update as appropriate	<p>4.3.1 Review use of the Village Book</p> <p>4.3.2 Examine the various District and LLG databases currently available</p> <p>4.3.3 Organize, with the PLD and CBD, a cohesive approach to collection and management of district, ward and village data</p>	LGAS
4.4 Review legal provisions on Special Purposes Authorities (SPAs)	<p>4.4.1 Prepare NEC submission to amend Local-level Governments Administration Act.</p> <p>4.4.2 Review and update Proclamations of SPAs.</p>	LGAS
4.5 LLG SPA Annual Reports Review	<p>4.5.1 Draft circular on compliance with S52 OLPLLG</p> <p>4.5.2 Receive, analyze and comment on Annual Reports.</p> <p>4.5.3 Prepare draft responses from Minister</p>	LGAS

Strategic Result Area 5: Undertake Special Projects and Support Border Management as required by National Government (Border and Special Projects Division - BSPD)

Priority Objectives	Outputs / Performance Indicator/ Completion Date (s)	Division Accountable
<p>5.1 Facilitate transmission of deceased estates and acquisition of land for State purposes under <i>Section 125 of Land Registration Act</i> and perform custodian functions under <i>Section 134 of Lands Act</i>.</p>	<p>5.1.1 Prepare materials on Guidelines and Procedures for Transmission of Deceased Estate for provincial workshops_- by end of 2008.</p> <p>5.1.2 Process Deceased Estates – ongoing.</p> <p>5.1.3 Examine Land Investigation Reports and issue Certificate of Alienability for acquisition of customary land for State and Mission purposes as required - on going</p> <p>5.1.4 Maintain database on all alienated land – on going</p> <p>5.1.5 Develop new format for Land Investigation Report (for alienation of customary land) – by end of 2009</p>	<p>BSPD</p> <p>BSPD</p> <p>BSPD</p> <p>BSPD</p> <p>BSPD</p>
<p>5.2 Coordinate implementation of <i>Bilateral Agreements</i> relating to internal administration of international <i>borders, refugee policies</i> and <i>border development</i> programme</p>	<p>5.2.1 Organize joint official opening of Wutung Border Post – by June 2008</p> <p>5.2.2 Implement Cross Border Vehicle Movement Arrangements between Vanimo/Jayapura – end of 2008</p> <p>5.2.3 Relocation of border crossers from Vanimo and Bula settlements to East Awin refugee camp – by end of 2008</p> <p>5.2.4 Conduct census/survey on closed border camps and develop NEC Policy Paper proposing local integration through Permissive Residency – by end of 2009</p> <p>5.2.5 Facilitate construction of Kiunga/Mindiptana road link – by end of 2009</p>	<p>BSPD</p> <p>BSPD</p> <p>BSPD</p> <p>BSPD</p> <p>BSPD</p>

	<p>5.2.6 Facilitate Voluntary Repatriation of Refugees/Permissive Residents to Indonesia – by end of 2010</p> <p>5.2.7 Review MOU between PNG/Indonesia on Traditional / Customary Border Crossing Arrangements – by end 2010</p> <p>5.2.8 Prepare NEC Policy Submission to seek endorsement for Weam/Sota road link – by end of 2010</p> <p>5.2.9 Establish Border Post in Bougainville for PNG/Solomon Islands border – by end of 2012</p> <p>5.2.10 Conduct workshop in Bougainville for Leaders of the Border Area on special arrangements relating to Border Agreement and provision for Traditional Border Crossings Arrangements – by end of 2012</p> <p>5.2.11 Review Refugee Contingency Plan – annually</p> <p>5.2.12 Oversee implementation of Border Development Projects – on going</p>	<p>BSPD</p> <p>BSPD</p> <p>BSPD</p> <p>BSPD</p> <p>BSPD</p> <p>BSPD</p> <p>BSPD</p>
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Strategic Result Area 6: *Strengthen DPLGA's internal Human Resource Management and Financial Administration*
(HR and Finance Divisions)

Priority Objectives	Outputs /	Performance Indicator/ Completion Date (s)	Division Accountable
6.1	Ensure <u>clarity of accountability</u> among divisions, units and staff for delivery of targeted outputs	6.1.1 Consideration and recommendation of an <u>alternative organization structure</u> better aligned with the new Strategic Result Areas - before end 2008 6.1.2 Introduction of a <u>Performance Management System (PMS)</u> at the Department, Divisions and individual Officer level – implemented by end 2008	Human Resources Division (HRD)
6.2	Improve <u>Staff Competencies</u> <ul style="list-style-type: none"> • technical skills • computer software skills • client management skills • time management skills • writing skills 	6.2.1 Strengthen the <u>Staff Development Program</u> with a more systematic and comprehensive approach to training – design new program by mid 2008; implement starting immediately	- HRD - Division Heads
6.3	Improve <u>Staff Motivation and Commitment</u>	6.3.1 Initiate a <u>Manager Development Program</u> to strengthen People Management Skills – begin by mid 2008 2.2 Initiate a <u>Performance Management System (PMS)</u> as indicated in 6.1.2 above – by 2008 4.3 Initiate <u>Gender Sensitivity Training</u> for Managers so they better manage their female staff – design by end 2008; implement starting 2009 4.4 Initiate a <u>Work Ethic Program</u> to promote staff productivity and discipline – design by end 2008; implement starting 1 st qtr 2009	- Secretary - HRD - Secretary - Dy Secretaries - HRD - Division Heads - HRD

<p>6.4 Improve Information and Administrative <u>Systems and Processes</u></p> <ul style="list-style-type: none"> • Internal Information Systems • Filing System • Printing System • Management of Assets 	<p>6.4.1 Review <u>Information Flows</u> within DPLGA and streamline – mid 2008</p> <p>6.4.2 Strengthen system of weekly <u>Divisional Meetings</u> as part of the PMS to facilitate information flows – ongoing</p> <p>6.4.3 Review and improve <u>Filing System</u> – review by end 2008; implement by mid 2009</p> <p>6.4.4 Consider establishing a <u>central Printing Facility</u> – review by end 2008; implement by end 2009</p> <p>6.4.5 Establish a system for better <u>managing assets</u> of DPLGA – review by end 2008; implement by end 2009</p>	<p>- Secretary - Senior Mgt Group</p> <p>- Divisional Heads</p> <p>- Finance & Administration (F & A) Division</p> <p>- F & A Division</p>
<p>6.5 Inter – Divisional <u>Coordination and Collaboration</u></p>	<p>6.5.1 Review <u>Inter-divisional Information Flows</u> – refer 6.4.1</p> <p>6.5.2 Strengthen regularity and content of <u>Inter-divisional Heads Meeting</u> to exchange views and concerns on meeting of targeted outputs - ongoing</p>	<p>- Secretary - Division Heads</p> <p>- Division Heads</p>
<p>6.6 Equipment & Technology</p> <ul style="list-style-type: none"> • Computers • Audio-visual equipment • Printers • Internet access 	<p>6.6.1 Develop a <u>Plan for Upgrading Equipment and Technology</u> of the Department and seek funding through the capital budget and from donors – Plan prepared by September 2008; implemented over 2009/10</p>	<p>- F & A Division</p>
<p>6.7 Address <u>Office Space</u> constraints</p>	<p>6.7.1 Prepare Submission requesting approval to move to a NEW OFFICE.</p> <p>6.7.2 Identify convenient alternative office with better facilities</p> <p>6.7.3 Review Tenancy Agreement</p>	<p>- F&A Division</p>

Corporate Values

Supporting the Strategic and Corporate Plan

- **Responsiveness to Clients**
 - Constant attentiveness to Client Needs
 - Continuing improvements to better address Client needs
- **Teamwork**
 - Create a collaborative atmosphere
 - Engender joint commitment to common goals
- **Commitment and Accountability**
 - A disciplined approach to work
 - The contribution of every single staff is critical; if one does not perform, the burden falls on others
 - Managers and Supervisors lead by example
- **Respect for Others**
 - Irrespective of position level, ethnic background, or level of skills
- **Openness to Innovation and Change**
 - Always seeking new solutions
 - Encouraging provinces and local governments to experiment with new approaches
- **Transparency**
 - In communication, in decision making, in the provision of rewards and sanctions

Monitoring System

- The planned strategic and corporate outputs / objectives of this Plan will become the primary annual objectives of the Annual Work Plan of each Division
- Progress on each Output will be reported to Management by each Division on a quarterly basis
- The Annual Performance Report of each Division and of DPLGA as a whole will be built around the reporting on progress on each strategic output /objective, and corporate initiative
- The Annual Performance Report will be submitted to the Minister, the CACC, with copy to all Department Heads
- The Office of the Secretary will coordinate the consolidation of Divisional Reports and the preparation of the Annual Report
- DPM will be invited after 24 months (early 2010) to undertake an independent review of DPLGA's progress on the strategic and corporate objectives it has set itself in this Plan.

DPLGA's Organization Structure

