



THE GOVERNMENT OF PAPUA NEW GUINEA
DEPARTMENT OF PROVINCIAL AND LOCAL
GOVERNMENT AFFAIRS

CORPORATE PLAN 2014 - 2017



“Providing the vital link to empower and build the capacities of Provinces, Districts & LLGs to deliver services to the people of Papua New Guinea”

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**DEPARTMENT OF PROVINCIAL AND
LOCAL GOVERNMENT AFFAIRS
(DPLGA)**

CORPORATE PLAN 2014 – 2017

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ABBREVIATION & GLOSSARY

AusAID	:	Australian Agency for International Development
CACC	:	Central Agencies Coordinating Committee
CPMU	:	Corporate Performance Management Unit
CPBRC	:	Corporate Planning & Budget Review Committee
DDAA	:	District Development Authority Act
DFAT	:	Department of Foreign Affairs & Trade
DNPM	:	Department of National Planning and Monitoring
DIRD	:	Department of Implementation & Rural Development
DPLGA	:	Department of Provincial and Local Government Affairs
DPM	:	Department of Personnel Management
DoF	:	Department of Finance
DoT	:	Department of Treasury
DSIP	:	District Services Improvement Program
PNGDSP	:	Papua New Guinea Development Strategic Plan
GoA	:	Government of Australia
GoPNG	:	Government of Papua New Guinea
LLG	:	Local-level Government
LLGSIP	:	Local Level Government Service Improvement Program
MTDP	:	Medium Term Development Plan
NEC	:	National Executive Council
PNGNSP	:	Papua New Guinea National Strategic Plan
PCMC	:	Provincial Coordination Monitoring Committee
PLGP	:	Provincial & Local Government Program
PLLSMA	:	Provincial Local Level Services Monitoring Authority
PPII	:	Provincial Performance Improvement Initiative
SMT	:	Senior Management Team
SRA	:	Strategic Result Area
SPA	:	Special Purpose Authority

FOREWORD



The Department of Provincial & Local Government Affairs through the Ministry of Inter-Government Relations performs an important role in service delivery as the mother department to all Provincial and Local Level Governments in the country.

Our Constitution provides the basis for the three tier decentralised system of Government in our country. The Organic Law on Provincial and Local Level Governments provides substance and articulates the working of the second and third tiers of government as well as their relationship with the National Government.

The spirit and intent of this system is to bring government closer to the people and to allow greater participation in decision making by the people and to make those decisions more relevant and responsive to local needs. Each level of government in the three tier system has a complimenting and yet distinct purpose in relation to each other. Among all the national government agencies, none is better placed to facilitate and coordinate the effective functioning of sub-national levels of government than the DPLGA.

The National Government's primary purpose is to provide policy and strategic direction for the development of our country as a whole. The Vision 2050 "***A smart, wise, fair, healthy and happy society in 2050***" is the National Government overarching goal of PNG Development cascading down to the PNG Development Strategic Plan and the Medium Term Development Plan.

Provincial and Local Level Governments have a primary purpose of translating National Government policies and plans and making them more relevant locally while at the same time making decisions governing the distribution of basic services to our people, the majority of which are spread across the rural areas of PNG. The National Government has a duty to support and empower Provincial & Local Level Governments to carry out their mandate effectively. However, for far too long support to these lower levels of governments had been lacking resulting in lack of capacity to deliver.

The O'Neill/Dion Government recognises this and has made history by being the first National Government to focus its support direct to Provincial and Local Level Government and directing a very significant portion of national development budget directly to Provinces, Districts and LLGs. What our government is really doing is delivering the greatest "decentralisation" of decision making and spending since independence.

The message is clear for all national agencies to align themselves with the Government to empower Provincial and Local Level Governments and their administrations to deliver services to our people. The Department of Provincial and Local Level Government Affairs as mandated under the Organic Law plays a leading role in this regard and I am pleased that this revised Corporate Plan now sets the direction for a new approach on how we deliver to meet our clients' expectations.

As the Minister responsible, I give my assurance to our clients and the people of Papua New Guinea that I will hold the Department accountable for the fulfilment of this mandate.

**Grand Chief Hon. Leo J. Dion ,GCL ,CMG,QPM, MP
Deputy Prime Minister and Minister for Inter Government Relations**

INTRODUCTION



Through this revised Corporate Plan, DPLGA has realigned core functions, programs, activities and resources to meet its objectives for the next 4 years. In the long term, it will be our contribution to the achievement of the *PNG Strategic Development Plan* and most importantly *Pillar 3 of Vision 2050*. Through this Corporate Plan we are making our commitment to do our part in meeting the government's policy expectations to coordinate implementation for improved service delivery in Provinces, Districts and LLGs. We are the lead agency responsible for ensuring that our system of government is functional at its different levels.

In late 2013, we came together as a Department with the funding support from our development partner AusAID to review and align our Corporate Plan SRA's and Targets to the O'Neill-Dion Government Development Priorities, the Alotau Accord and Ministerial Priorities. This revised Corporate Plan is now more outward looking and prioritized to meet the needs of our clients especially with the current government focus now on empowering Districts and LLGs in addition to the Provinces.

As mandated under the Organic Law (OLPLLG), DPLGA has taken it upon itself through its support to the Organic Law Review to guide the review to focus on addressing issues to improve administration in order to provide an enabling environment for front line actors to effectively deliver services to the large mass of our rural majority. We are committed to continuing our effort through these four main themes;

1. Enhancing the capacity of DPLGA to undertake capacity development activities in the Provinces, Districts and LLGs. We will increase our efforts to ensure compliance with the requirements of the Organic Law.
2. Further improve provincial capacity building activities in public administration for improved service delivery and improving the monitoring of performance and reporting.
3. Improve our support to LLGs to address weaknesses in governance, funding, systems and service delivery.
4. Strengthening our role as secretariat to PLLSMA to monitor and coordinate implementation of national policies in the Provinces, Districts and LLGs.

This Corporate Plan is structured around five Strategic Result Areas (SRAs): Within each SRA we describe key outcomes that we would like to achieve through our contribution as the mother department for the provinces in Waigani.

The Department has made further improvements in 2013 for the first time by aligning its Annual Activity Plans to its Annual Budget and having a performance management system in place to monitor and evaluate the implementation of the Annual Activity Plan. Most importantly we would like to track our progress in achieving the Corporate Plan SRA and Targets that we have set. This is a new direction we are now embracing.

I am very pleased that this Corporate Plan has been completed. I take this opportunity to acknowledge the senior management and staff of the department who participated in the process. I acknowledge the assistance, support and contributions from DFAT and the technical input from the Provincial & Local Level Government Program team.

I now endorse this revised Corporate Plan 2014 to 2017 to the Department and all our stakeholders.

A handwritten signature in black ink, appearing to read 'Munare Uyassi'.

Munare Uyassi
Secretary

1. OUR MANDATE

The Department's mandate comes from the *Organic Law on Provincial Governments and Local Level Governments* (Organic Law) and the legislation assigned to the Minister by the National Executive Council.

1.1 The Organic Law

The *preamble* to the *Organic Law* establishes the provincial and local level governments as legitimate governments within the three tiers of government in Papua New Guinea.

It also stipulates that the key rationale for this division of responsibility is to provide basic services in water, health, education, transportation, communication, accommodation and social order through self reliance; where each and every citizen of the nation is given the opportunity to participate and benefit in development. It explicitly states that the provincial governments and local level governments were established and given the responsibility for improved service delivery.

The *Organic Law* provides for PLLSMA, the provincial administrators and district administrators responsibilities for monitoring and coordinating the implementation of national policies; building the capabilities of staff in the provinces, and developing their capacities to operate as governments efficiently and effectively.

With the current review done to the Organic Law on Provincial & Local Level Government (OLPLLG), major issues and challenges experienced in the provision of goods and services to the rural communities can be highlighted and impediments to services delivery rectified. The review will deliver fiscal autonomy, introduce enabling legislations to facilitate service delivery and remove legal obstacles and for political autonomy.

The Department's prime responsibility is to support provinces and local-level governments to perform their duties under the Organic Law.

1.2 Other Legislation

The other main legislation administered by the department for the minister:

- *Provincial Government Administration Act 1997*
- *Local-level Governmental Administration Act 1997*
- *National Capital District Commission Act 2001*
- *Organic Law on the Boundaries of the National Capital District Commission*
- *Organic Law on Provincial Boundaries*
- *Organic Law on Provincial Governments and Local-level Governments 1998*
- *Animals Act (Chapter 329) 1952; Cemeteries Act (Chapter 302) 1955; and Cities Act (Chapter 4) 1971*

The Minister has portfolio responsibility for the following:

- *Disaster Management Act (Chapter 403) 1984* (administered by the National Disaster Office not the Department)
- *Fire Services Act (Chapter 64) 1962* (administered by the Fire Services not the Department)

- *Liquor Licensing Act (Chapter 312) 1963 and Liquor (Miscellaneous Provisions) Act (Chapter 313 1973* (administered by the Liquor Licensing Commission not the Department)

The Secretary has responsibility for:

- Section 167 *Land Registration Act (Chapter No. 191) 1981* as Custodian for trust land
- Sections 134 and 135 *Land Act (Chapter 45) 1996* - protection of the interests of customary landowners including service on customary landowners.
- Section 125 *Land Registration Act (Chapter No. 191) 1981* - transmission of deceased estates entitled to claim land.

1.3 Representation

The Department is represented on a wide number of inter-department committees, authorities and project teams including:

Central Agencies Coordinating Committee	National Volunteer Service Council
Climate Change & Environment Sustainability Taskforce	Nambawan Super Limited
Commonwealth Local Government Forum	NCDC Urban Youth Employment Strategic Project Steering Committee
Consultative Implementation and Monitoring Council	OTML & Government Working Group
Department of Health - Capacity Building Service Centre	Permissive Residency Screening Committee (Limited Integration Policy for Irian Jaya refugees)
Department of Personnel Management – Inter departmental Committee	Petroleum Advisory Board (PAB) Oil and Gas Act
Department of Personnel Management - Pre-Screening Committee	Provincial Local Level Services Monitoring Authority
Economic and Public Sector Program Management Group	Provincial Performance Improvement Initiative Steering Committee
Finance Management Capacity Development Operation Committee	PNG/Australia Security Consultation Talks
Government Team on Community Mine Continuation Agreement	PNG/Australia Torres Strait Joint Advisory Council
Inter-Departmental Census Committee	PNG Coral Triangle Initiative National Coordination Committee
Inter-Departmental Electoral Committee	PNG/Indonesia Joint Border Committee & sub-committees
Koiari Technical Task Force	PNG/Solomon Islands Joint Border Committee
Kokoda Track Authority (KTA)	Public Employees Association
Mining Advisory Council	Seasonal Workers Taskforce
National Climate Change Coordination Committee	State Working Group on Extractive Industry Transparency Initiative (SWG for EITI)
National Integrated Community Development Advisory Committee	Strongim Pipol Strongim Nesen Program Management Group
National Economic and Fiscal Commission	Technical Evaluation Committee (for Wutung Pilot Border Post)
National Fisheries Authority	Technical Working Group on Security & Border Management
National Health Board	Torres Strait Treaty Liaison Officers Meeting
National Land Development Programme	Torres Strait Treaty Traditional Inhabitants Meeting
National Land Transport Board	
National Security Advisory Committee	

2. SERVICE DELIVERY



Government's policy framework for improved service delivery has come together through the cascading logic of policy direction from Vision 2050, the Development Strategic Plan 2010 - 2030, the Medium Term Development Plan 2011-2015 and the recently launched National Strategy for Responsible Sustainable Development. Provinces and Local Level Governments now have clearly identified service delivery roles and responsibilities: Through the Determination and Assignment of Service Delivery Function and Responsibilities (2009).

2.1 Vision 2050

In November 2009, the National Government launched the *Papua New Guinea Vision 2050* which maps out the future directions for the country and reflects the aspirations of the people.

The Seven Pillars of Vision 2050 are:

1. Human capital development, gender, youth and people empowerment
2. Wealth creation
3. Institutional development and service delivery
4. Security and international relations
5. Environmental sustainability and climate change
6. Spiritual, cultural and community development; and
7. Strategic planning, integration and control.

The third pillar Institutional Development and Service Delivery reaffirms the three-tier political and administrative system and seeks a clear devolution of responsibilities with a continuation of public sector reform. The strategic focus area for this Pillar is '*reform of the public service, legal and political systems to be effective and efficient, and to improve the delivery of services to citizens*'. The priority activity is to '*cultivate organisational ethics and work culture*' with the outcome being '*the public service at national, provincial and district levels delivering services*'.

Specific sub-objectives are:

- *Maintain the three-tier system of government and improve service delivery to local-level governments in accordance with the Resolutions of the August 2009 Morobe communiqué;*
- *Ensure direct funding to local level-governments through appropriate legislation;*
- *Develop a clear policy on the devolution of responsibilities.*

This Corporate Plan has been prepared with the objective of supporting these policies. Vision 2050 contains the specific objectives for each of the other Pillars. The Department, the Provinces, Districts and LLGs contribute to achieving these objectives.

2.2 NEC expectation and the Vision

Prime Minister Honorable Peter O'Neill during the Leaders Summit in Port Moresby on February 2014 declared "2014 as the Year of Accelerating Implementation". In his opening speech, O'Neill highlighted Key Priority Areas that his government will give prominence to from 2014 onwards. In his key message, O'Neill pointed that the success of his government in terms of service delivery will be measured by the following indicators;

1. Well being of People
2. Access to better Opportunities, and
3. Access to Education, Health and Law & Justice Services

With the current government service delivery reforms, there is now an increase in funding directed to all Districts and LLGs in addition to the Provinces. This direct funding will enable Districts & LLGs to determine their needs themselves rather than by other people dictating to them what to do. This is an extra challenge for Governors, District Leaders and their Administrators. The concept to making this a reality was for;

- a. Participatory decision making at Community Level on the type of services required and the development needed.
- b. Communities to turn Community Needs into Community Projects to utilize direct government funding.
- c. Partnership to be established and developed to improve Service Delivery, and
- d. The true test of service delivery working is '*improvement in welfare of the people*' of Papua New Guinea.

Through this approach as highlighted above, the O'Neill/Dion government is making sure that the three levels of government and administration below the national government see it as an opportunity – and not just a challenge. This is an opportunity to provide good governance and service to our people. It is believed that service delivery at the grass roots level needs to be managed by those who are trusted by their people, either elected or appointed at the grass roots level. Furthermore, it is an opportunity for national and provincial leaders and officials, to work together in ensuring government is more efficient and accountable.

Apart from Education, Health, Law & Order, Infrastructure and State Owned Enterprises; O'Neill also mentioned that Public Sector Reforms will see;

- a. The revised Public Service Management Act to be tabled in Parliament.
- b. District Development Authorities (DDA) in each District to facilitate delivery of services at all levels, and
- c. Empowerment of the Public Service to help deliver services effectively and efficiently.

Our government has acknowledged the need for decentralization of the decision making process as well as funding flows to the decentralized levels of government. This will of course have major challenges which we must be prepared to deal with through improved governance reforms such as this Corporate Plan. It must be stressed that government Key Priority Areas can only be achieved if all Leaders and Public Servants work together.

2.3 Development Budget Strategy

The O'Neill-Dion Government Development Budget Strategy is aimed to empower Provinces, Districts and LLGs for effective participation in inclusive and sustainable growth to diversify the economy, expand PNG's productive base, and therefore improve livelihood. According to the 2013 Budget Presentation by the then Treasury Minister Don Polye, this strategy is supported by high impact and productive investments in the Development Budget, providing access and opportunities to the rural majority through roads infrastructure to lay the foundations for sustainable growth.

The Development Budget is structured around the following principles:

- Directing resources to the Provinces, Districts and LLGs;
- Delivering a policy-driven Budget in line with the Alotau Accord and MTDP;
- The appropriation of funding across all sectors of the economy, with particular focus on the eight MTDP Key Enablers so as to maximize social and economic returns;
- Redirection of expenditure towards the MTDP enablers and away from lower priority, pet projects and ineffective programs, so as to guarantee tangible outcomes and clear, measurable impacts;
- Close alignment with the Recurrent Budget as well as funds held in Trust Accounts so as to minimize duplication of resources and ensure the sustainability of investments made; and
- An effective and aligned relationship between Government, National Agencies, Sub National Agencies and our Development Partners.

2.4 Papua New Guinea Development Strategic Plan 2010 – 2030

The Papua New Guinea Development Strategic Plan (DSP) soon followed Vision 2050. *'The 20 year development plan sets long term goals and targets and performance indicators that will guide development planning and more importantly will set priorities for development expenditure.'*

The policy context for improving service delivery is largely found under the sectoral strategy of rural development:

"The Government's priority is to improve service delivery in rural areas. For this reason, deliverables in all sectors of the MTDP are focused on rural communities. Rural prosperity can therefore be seen as an overarching goal of the PNG DSP and hence of the MTDP 2011 – 2015".

2.5 The Medium Term Development Plan 2011 – 2015

The Medium Term Development Plan 2011 – 2015 (MTDP) has a major focus on investment in key "enablers" – land, law, justice & order, transport, higher & technical education, primary & secondary education, utilities & health. The MTDP is revolutionary because its 'emphasis is no longer an expenditure on priorities but is policy driven.' The emphasis is now on getting the preconditions right, the basic infrastructure, institutions and systems and processes to a compatible standard to pave the way for effective service delivery and private sector led growth.

Significant funding will be allocated:

“to improve the efficiency and governance of institutions that deliver services as well as opening up and expanding the productive capacity of the economy throughout transport and infrastructure connectivity”. And

“calls for performance in terms of delivering the desired results and promotes a performance based culture throughout the public service system”.

In order to improve the current systems and processes to be more effective and efficient, DPLGA has established institutional ‘*Minimum Standards for Districts and LLGs*’. The minimum standards comprises of 6 components; Good Governance, Planning and Budgeting, Financial Management, Monitoring and Reporting, Human Resources and Infrastructure. Creating the enabling environment and having an effective system and process in place is the way forward to empower key enablers to effectively and efficiently deliver services.

The Department is the prime link between National, Provincial and Local Level Government. It empowers and builds capacity in Provinces and LLGs as governments to fulfil their mandates for the benefit of the people of Papua New Guinea.

The Department as a Secretariat to PLLSMA, among other functions, is charged with monitoring and coordinating the efficiency and effectiveness of these two governments and monitoring and coordinating the implementation of the national policies.

2.6 Sustainable Development Strategy

The recently launched National Strategy for Responsible Sustainable Development is a product of reviews done by the Government on other plans such as Vision 2050 and the Medium Term Development Plan and taking a different approach to them. It is a smarter way to development that responds to PNG’s guiding goals and directive principles. *“The strategy stems from the Alotau Accord and does not replace our development plans but elevates within them the principles of responsible development and strategic planning so that PNG can lead the way through a development revolution”.*

Prime Minister Peter O’Neill who officiated at the launching said the country’s economy had been relying heavily on the development of its resources. “We are at the mercy of a cycle determined by others when we develop these resources which are subject to fluctuations in mineral prices and supply and demand,” he said. There are other aspects which are part of the strategy which includes population sustainability, biodiversity, tuna resources, major culture and heritage, rain forest and mineral and petroleum resources.

2.7 Provinces, Districts and LLG Plans and Perspectives

All provinces are responsible for completing their own Provincial Development Plans. Many started their Development Plans with a bottom-up approach from Wards, LLGs through to Districts. National sector plans (e.g. education and health) are recognized and are aligned to these plans. The national government’s annual function grants are closely linked to funding the Minimum Priority Activities in education, agriculture, health, transport, law and justice and administration.

Two of the challenges for all levels of government are to achieve some level of policy consistency and to maintain standards in service delivery implementation. Provinces often do not comply with policies, legal requirements or minimum standards where they exist. The reporting of performance is weak. The national government is often weak in following up with inspections and encouraging compliance.

To this end, DPLGA is introducing the Minimum Standards for Districts and LLGs to assist Members of Parliament invest more in creating an enabling environment for which services can be delivered. Reporting of Provincial Performance will be strengthened through the work of the PLLSMA Sub-committees.

2.8 Convergence of Policies Achieving Coherence

This corporate plan is a road-map for this Department to make a start in achieving greater policy consistency across all levels of government. We cannot do it on our own but we will make a start. We have developed the Kundu Drum 'model' to illustrate our role in this process:



Figure 1: The Convergence Kundu

2.9 DPLGA Impact Projects 2013 - 2015

Through this Corporate Plan, DPLGA has re-aligned its priorities with the current government focus. We have listed some of these Key Priority Areas as our Targets for implementation for the next 3 years .

Development of Minimum Standards for Districts and LLGs:

These standards are requirements that should exist in all Districts and LLGs to enable them to provide basic services to the rural majority. The 6 major categories of Minimum Standards are (1) Governance (2) Planning & Budgeting (3) Financial Management (4) Human Resource (5) Infrastructure and (6) Monitoring & Reporting

Auditing of Facilities and Capacities in Districts and LLGs:

Auditing of facilities and capacities will be done throughout all the Districts and LLGs to ascertain whether there exist the required Minimum Standards for service delivery.

Provincial Profiling:

From the information gathered through the Audits, Provinces can then be ranked accordingly. Category 1 are provinces with **ZERO** or no facilities present. Category 2 are provinces with **PARTIAL** or some facilities present and Category 3 are provinces with **FULL** or having all the requirements present.

Organic Law Review:

DPLGA's role in the Organic Law Review is to guide the review to focus on addressing issues to improve administration in order to provide enabling environment for front line actors to provide service delivery.

And finally, support to the Minister in implementing the Alotau Accord and Ministerial Priorities

3. KEY CLIENTS AND EXPECTATIONS

3.1 Clients

The Department's key clients are: the Minister, Vice Minister, the NEC, CACC, PLLSMA, the Provincial Governments, Provincial Administrations, Districts, LLGs, National Agencies, Development Partners and others.

3.2 Expectations

1. **National Government** - develop policy guidelines for government to guide and assist implementation, monitoring, and evaluation of performances of government policies; be a leader to promote and encourage dialogue between governments key partners; represent government on behalf of Minister.
2. **Provincial Governments** - be a mother department to assist and promote their interests; provide support to encourage and enhance performance; monitor and evaluate performance and suggest improvements; provide policy advice and guidance.
3. **Districts** - Implement government policies and effect service delivery working with the Open Members, National Agencies, Provincial Administration and the Communities.
4. **LLGs** - provide support to encourage performance; provide policy advice and guidance; promote LLG plans and seek support from key partners.
5. **National Government Departments** – contribute to improving service delivery by bringing the provincial perspective and needs into policy dialogue and implementation arrangements.
6. **Others** - create awareness on government policies; encourage and promote community participation.

3.3 Development Partner Management Strategy

DPLGA realizes that donor support is all about building partnership for sustainable development. The Department welcomes assistance from all development partners who are keen to partner with it to help deliver its program as a Coordinating Agency. The Department will always take the lead in setting the reform priorities; building our capacity, and accepting responsibility for our performance. We can contribute to enhancing aid effectiveness if, jointly, we plan and undertake activities that support the strategies, objectives and priorities as set out in this Corporate Plan.

Our strategy for engagement are as follows;

- Prior approval to be given by the Senior Management Team (SMT) for any Development Partner to engage or carryout their Programs. The SMT is the vetting body ensuring that the proposed support suits the Department's priorities and strategies through this Corporate Plan.
- Where possible, the Department will engage and seek funding from different donor sources rather than depending on one or two donor support to help drive and implement the Department's priority programs where government funding is lacking.
- The Department will look forward for assistance that support and strengthen staff competencies, work practices, systems and processes of the divisions and the overall capacity of the department to perform its role as set out in this Corporate Plan.

4. MISSION AND VALUES

4.1 Our Mission

To provide the vital link between the National Government, Provincial Governments and Local Level Government, while empowering and building their capacity to service the people through sound mentoring, capacity development, monitoring, coordination and partnership activities.

4.2 Our Values

The following core values are the recently launched Government of PNG Core Values. The Department will seek assistance to build its skills in these areas and will measure its performance so that it can improve in those areas where it requires more improvement

1. *Engagement with stakeholders*

- Encourage and support our stakeholder's participation in planning, policy, implementation and monitoring
- Constant attention to our client needs seeking to improve when and where possible
- Seek our client's assessment of our performance

2. *Teamwork*

- Create a collaborative atmosphere and avoid working in 'silos'
- Keep managers involved and informed – 'no surprises'
- Engender joint commitment to common goals

3. *Accountability and Responsibility*

- A disciplined approach to work
- Everyone contributes, every single staff member is critical
- Managers and Supervisors lead by example

4. *Respect*

- Respect for all irrespective of position, ethnic background, gender, or level of skill
- Promote gender equality and eliminate discrimination in our organisation and in our work with stakeholders

5. *Openness to Innovation and Change*

- Seek new solutions when appropriate and enhance and strengthen proven ones
- Encourage provinces and local governments to experiment with new approaches

6. *Transparency*

Share information in communicating and in decision making and when providing rewards and sanctions

7. *Honesty*

Living a personal & professional life consistent with Christian principles; social norms, family expectations and applies it to the compliance of Public Service policies and procedures

8. Integrity

DPLGA staff have steadfast adherence to moral and ethical principles both in their private and public life in a manner that attracts respect, trust and a sense of dependability

9. Wisdom

- DPLGA staff possess and practice a capacity for deeper level of understanding of issues involving discernment, intuition, experience and maturity
- Having the ability to inspire and encourage action from their peers to overcome challenges for the advancement of the people of PNG

5. STRATEGIC RESULT AREAS

Overview of SRA Alignment

The Five Key Strategic Result Areas (SRAs) are briefly explained to clearly highlight what we are expected to do as our role under each SRA. We have listed in bullet points the outcomes or results of our work which we think our key clients would want us to achieve during the life of this Corporate Plan. The expansion of the targets or desired achievement is the result of aligning our focus to capture the current government's development priorities and inclusion of recent NEC Decision to integrate DIRD to become part of DPLGA. Through our Performance Report to CACC annually, we can then accurately report on our performance against the bench mark set therein.

We have also identified lead divisions within DPLGA with primary responsibility for each SRA and Targets together with supporting divisions. We have committed our self to take a "Whole of Department" approach working with the Whole of Government in all our Programs and Activities.

The SRAs are broad and will be relevant for the four years covered by this revised Corporate Plan. They are built on previous Corporate Plans and current government policies and directives. The divisions in the Department will use the SRAs, and the Targets, to formulate their Annual Activity Plans. The budgets for the divisions will then link government and development partner funding to the corporate plan through the set of divisional annual activity plans.

The Divisional Annual Activity Plans then translates down to individual activity plan for each officers describing their contribution to the objectives. Find below is a diagrammatic illustration of the linkages (bottom up) to the Corporate Plan.

- Individual Work Plan linkage to the Divisional Annual Activity Plan through officers contribution.
- Divisions Annual Activity Plan linkage to the consolidated Department's AAP. Divisions contribute through the implementation of their Program to achieving the Corporate Plan SRA Targets ; and
- Implementation of the Ministerial Priorities & Alotau Accord and DPLGA Impact Projects. These are government directives which are captured for immediate action.



Figure 2: Corporate Plan Linkages

STRATEGIC RESULT AREA #1

Conducive Enabling Environment for Improved Service Delivery Performance at Provinces, Districts and LLGs

Our Role:

The primary responsibility for service delivery in Papua New Guinea is entrusted to Provinces, and Local Level Governments as prescribed in the Organic Law and subsequent enabling legislation. The Government has been working tirelessly over the years to address multiple constraints to ensure effective Service Delivery.

DPLGA's role is to contribute to enhancing the administrative and implementation capacity of Provincial Governments and Local-Level Governments to deliver key services. As a Department, we want to have a greater focus on attending to implementation constraints at the Provincial, District and LLG levels of government. Our target is to get all Provinces, Districts and LLGs working at least at the minimum standards of governance and public administrative performance.

Our Targets:

Target 1.1: *Capacity Development Assistance delivered to Provinces, Districts & LLGs to improve Governance and effective Service Delivery by these institutions*

Lead Divisions: Provincial Capacity Development
Local Level Government Support Services

Support Divisions: Performance Monitoring & Coordination
Policy Planning & External Liaison
Legal Support Services

Success for the Department:

- a. Up-to-date Provincial Corporate Plans supporting improvements in service delivery.
- b. Provincial Capacity Development activities in: public administration, performance monitoring and reporting of Provinces and LLGs; compliance with legal obligations taking place in provinces and through them to Districts and LLGs resulting in improved planning and service delivery.
- c. Enhanced government and development partner resources supporting Provincial and District capacity development.
- d. Capacity Development Programs and Interventions are monitored to improve effectiveness.

Target 1.2: *Special Capacity Development support to new provinces of Hela, Jiwaka and ABG*

Lead Divisions: Provincial Capacity Development
Local Level Government Support Services

Support Divisions: Performance Monitoring & Coordination
Policy Planning & External Liaison
Legal Support Services

Success for the Department:

- a. Policy paper developed on department's position on Capacity Development to ABG.
- b. MOA signed between DPLGA and ABG via Joint Supervisory Body (JSB) to specify department's capacity development support for ABG.
- c. DPLGA Capacity Development support successfully implemented and be seen as fulfilling GoPNG support for ABG referendum.
- d. Hela & Jiwaka Capacity Development activities in: public administration, performance monitoring and reporting of Provinces and LLGs; and, compliance with legal obligations taking place in the provinces and through them to Districts and LLGs resulting in improved planning and service delivery.
- e. Enhanced government and development partner resources supporting provincial capacity development.
- f. Development Programs and Interventions are monitored to improve effectiveness.

Target 1.3: *Provincial, Districts & LLG interests represented across government*

Lead Divisions: Provincial Capacity Development
Local Level Government Support Services
Policy Planning & External Liaison

Support Divisions: Performance Monitoring & Coordination
Legal Support Services
PLLSMA Support Services

Success for the Department:

- a. Regular participation, consultation and liaison across government, particularly with central agencies, on: service delivery policy development, the needs of provinces and LLGs, removing service delivery implementation constraints and enhancing performance.
- b. Regular participation, consultation and liaison with development partners, with the Department of National Planning & Monitoring, on activities and programs involving provinces; districts and LLGs.
- c. Provinces consulted and engaged in government service delivery policy with the Department playing a role in linking up layers of government.

Target 1.4 : *Minimum Standards fully implemented in the Districts & LLGs with support of other key stakeholders*

Lead Divisions: Local Government Support Services
Provincial Capacity Development

Support Divisions: PLLSMA Support Services
Policy Planning & External Liaison
Legal Support Services

Success for the Department:

- a. DPLGA Awareness of the Minimum Standards Guidelines.
- b. Awareness and Integration of Minimum Standards into existing structures and processes in Provinces, Districts & LLGs.
- c. PSIP and DSIP Funds are distributed to support the implementation of Minimum Standards.
- d. Provincial Governors and Open Members supporting implementation of Minimum Standards in Provinces and Districts.

Target 1.5: *District Development Authority Act fully implemented with support from other key stakeholders*

Lead Divisions: Local Level Government Support Services
Provincial Capacity Development
Policy Planning & External Liaison

Support Divisions: PLLSMA Support Services
Legal Support Services

Success for the Department:

- a. Identification of key responsibilities in terms of implementing DDA in the Districts.
- b. Awareness and Integration of District Development Authority Act requirements with DPLGA staff.
- c. Awareness and Integration of District Development Authority Act (DDAA) requirements with Provinces, Districts & LLGs.
- d. DDAA application into existing structures and processes in Districts and LLGs.
- e. Capacities at the Districts & LLG addressed to successfully implement DDAA requirements.

Target 1.6: *Strengthened Governance in Districts and LLGs including SPAs*

Lead Divisions: Local Level Government Support Services
Provincial Capacity Development

Support Divisions: Performance Monitoring & Coordination
Policy Planning & External Liaison
Legal Support Services

Success for the Department:

- a. Legislative and Policy change to improve the governance of Districts, LLGs and SPAs based on submission by department.
- b. Capacity development activities carried out with Districts and LLG SPAs to comply with their legal obligations including increased supervision and monitoring by the Department.
- c. Enhanced management of, and reporting by, Districts, LLGs & SPAs with a timely annual report from the Department to the Minister.

Target 1.7: *Establishment of criteria for new LLGs, Wards to facilitate LLG Elections*

Lead Division: Local Level Government Support Services

Support Division: Provincial Capacity Development
Performance Monitoring & Coordination
Policy Planning & External Liaison
Legal Support Services

Success for the Department:

- a. Policy paper on establishing criteria for new LLGs and Wards in all Provinces.
- b. Submission and approval of Policy paper by NEC.
- c. Inclusion of new criteria in the Organic Law responsible for LLGs.

STRATEGIC RESULT AREA# 2

Compliance with Governance and Legislative requirements by Provinces, Districts and LLGs

Our Role:

Papua New Guinea has three levels of government which directly support the Second National Goal (Equality and Participation) of the National Goals and Directive Principles of the Constitution. The department is responsible for supporting the second (provincial governments) and third (local-level governments) tiers established under *Part VIA (Provincial Governments and Local-level Governments)* of the Constitution:

- Provinces – defined and empowered under the Organic Law and the *Provincial Governments Administration Act 1997*; and
- Local-Level Governments – defined and empowered under the Organic Law and the *Local Level Governments Act 1997*.

Having an effective working system of government accessible and closer to the people is important for the purpose of being responsive to local needs and provision of services. DPLGA is the lead government agency responsible for making the three tiered system work.

Within the system there are parliamentary and administrative aspects that are not being complied with by provinces and LLGs. For example, some provincial assemblies are not meeting four times a year. Some are not meeting in the province. Some are not following open and transparent procedures. These breaches weaken our democracy. The department will be reviving its inspection role in Provinces and LLGs to monitor compliance with these laws.

There are issues which the department seeks to address within the *Constitution* and the *Organic Law* on the national government's powers to suspend provinces. Also, confusion needs to be removed from within the legislative framework as to whom provincial administrators are formally accountable to.

With many LLGs being neglected over the years and incapable of supporting service delivery, the department has taken it upon itself through the *Organic Law Review* and *Auditing of District and LLG facilities* project to ascertain and recommend ways to address the gaps that act as impediments to service delivery.

An on-going major reform program coordinated by the department is implementing and advising on the national government's power-sharing policy. The new provinces of Hela and Jiwaka will need support to establish their systems of government.

The department supports the Minister and the NEC at cabinet, Parliament and in numerous inter departmental committees. Government and provinces need regular high quality advice on current programs and new reforms to meet public policy expectations.

Our Targets:

Target 2.1: *Improved governance in Provinces, Districts and LLGs*

Lead Divisions: Local Level Government Support Services
Policy Planning & External Liaison
Legal Support Services

Support Divisions: All Divisions

Success for the Department:

- a. Provinces, Districts & LLGs aware of legislation and governance requirements.
- b. Provinces, Districts and LLGs operating within the legislative and governance requirements.
- c. Regular governance and assessments are conducted and reported by the Department to the Minister.

Target 2.2: *National, Provincial and Local Level Governments receiving quality policy and legal advice from DPLGA*

Lead Divisions: Policy Planning & External Liaison
Legal Support Services

Support Divisions: Local Level Government Support Services
Provincial Capacity Development
Performance Monitoring & Coordination

Success for the Department:

- a. Timely and quality advice given to NEC, Minister, Provinces and LLGs.
- b. NEC decisions relating to provinces and LLGs interpreted clearly to the respective levels of government and departmental support given with the implementation of the decision.

Target 2.3: *Enhanced Decentralisation of powers to Provincial & Local Level Governments*

Lead Divisions: Policy Planning & External Liaison
Legal Support Services

Support Divisions: Provincial Capacity Development
Local Level Government Support Services
Performance Monitoring & Coordination

Success for the Department:

- a. The national government conducting orderly and respectful negotiations leading to power-sharing of functions with provinces that have the capacity to use those powers for the people.
- b. Monitoring the performance of provinces under power-sharing and using that experience and learning to improve future negotiations and practice.
- c. New provinces being established properly, particularly Hela and Jiwaka provinces and the new provincial administrations in place.

Target 2.4: *Complete Review of the Organic Law on Provincial & Local Level Government*

Lead Divisions: Policy Planning & External Liaison
Legal Support Services

Support Divisions: Provincial Capacity Development
Local Level Government Support Services
Performance Monitoring & Coordination
PLLSMA Support Services

Success for the Department:

- a. Completed enquiries and consultations with selected National Agencies, Provinces; Districts & LLGs.
- b. Review of Organic Law completed.
- c. The Submission of the Complete Review Report and recommended policy and legislative changes.

Target 2.5: *Strengthen DPLGA powers under the Organic Law to carry out full discipline powers for Provinces, Districts & LLGs*

Lead Divisions: Policy Planning & External Liaison
Legal Support Services

Support Divisions: All Divisions

Success for the Department:

- a. Compilation of policy paper to be submitted to the NEC via the Minister on the need for DPLGA to strengthen its powers.
- b. A legislative reform package:
 - prepared and sent to the NEC on (a) improving governance and efficiency of provincial government within the three-tier system of government; (b) clarifying the power to suspend provincial governments; and (c) improving the accountability of provincial administrators; and
 - if and when the new laws are enacted, the laws are enforced through a linked system of inspections, audits and reporting.
- c. NEC approval of paper and inclusion of policy in the Organic Law Review.
- d. Passing of the Revised Organic Law in Parliament.
- e. Minister and or Secretary executing inspection; suspension and other forms of discipline for offending provinces, districts and LLGs.

STRATEGIC RESULT AREA# 3

Coordination, Performance Measurement and Reporting, Driving Change

Our Role:

Performance measurement is a priority for the government and requires a more concerted and systematic level of attention than was received in the past. Increased capacity rarely leads to better service delivery in the absence of a clear demand for better performance. Such demand for performance can be exercised:

- through the accountability and compliance of local level governments and provincial administrations to the national government for the use of funding (*e.g. the national function grants for Minimum Priority Activities*),
- by ensuring that provincial and district administrators have access to performance information that allows them to hold their staff to account and to make strategic resource allocation decisions,
- by supporting civil society, including women's groups and youth to engage in local planning, implementation and monitoring; and
- by ensuring that the political leadership at provincial, district, LLG and ward levels are fully engaged in the planning, budgeting and review of provincial and district plans, budgets, spending and activities

PLLSMA's mandate and functions are derived from the *Organic Law* (Section 110) including:

- coordinating the implementation of national policies;
- establishing minimum standards for services and monitor maintenance of these standards;
- assisting the Auditor General to carry out performance audits of Provincial and Local Level Governments;
- developing, coordinating and monitoring training needs of public service at the sub national level, and
- assess the effectiveness and efficiency of Provincial and Local Level Governments

DPLGA as the Secretariat to PLLSMA is responsible for Policy Development, Minimum Standards, Capacity Development and Performance Monitoring of Provinces. The shared mission is to strengthen coordination, monitoring and reporting in delivering basic services in PNG between the three levels of government and to support the capacities of the lower levels of government. We need to promote a culture of performance and accountability that can reinforce the capacity building support. Improvements need to be made at all levels.

Our Targets:

Target 3.1: *Completed regular performance monitoring of Provinces, Districts and LLGs*

Lead Divisions: Performance Monitoring & Coordination
Local Level Government Support Services

Support Divisions: Provincial Capacity Development

Success for the Department:

- a. Performance of Provinces and Districts are effectively assessed and evaluated.
- b. Timely and accurate S119 reports on the performance of Provinces.
- c. Timely and accurate S114 reports on the performance of Provinces.
- d. Provincial Profiling carried out and capacity gaps identified.

Target 3.2: *PLLSMA functioning with wider support from stakeholders*

Lead Divisions: PLLSMA Support Services

Support Divisions: Performance Monitoring & Coordination
Local Level Government Support Services
Provincial Capacity Development
Policy & External Liaison
Legal Support Services

Success for the Department:

- a. PLLSMA has established and institutionalised National Standards for Provincial Performance Monitoring in Service Delivery.
- b. Regular PLLSMA meetings with participation by member Agency Heads.
- c. PLLSMA facilitating and promoting effective coordination of national policy on Service Delivery at National Level.
- d. PLLSMA are facilitating and monitoring effective service delivery at Provincial Level.
- e. PLLSMA establishes linkages with key national and provincial agencies and bodies.

Target 3.3: *Provinces, Districts and LLGs reporting to National Governments and the people*

Lead Divisions: Performance Monitoring & Coordination
Local Level Government Support Services

Support Divisions: Provincial Capacity Development
PLLSMA Support Services
Internal Audit

Success for the Department:

- a. PCMCs working in all provinces effectively engaging with civil society, women and the private sector.
- b. Provinces completing their s. 119 reports on time with good information.
- c. Annual monitoring and reporting of the performance and compliance with the law (*e.g. assemblies, PECs, LLGs*) and reporting to national government. The new National Gender Policy can be supported if the monitoring includes capturing data on the participation of women leaders in government at all levels.
- d. Provinces and LLGs reporting on the implementation of Minimum Standards to PLLSMA.

Target 3.4: *Review PLLSMA Bill with the view of strengthening PLLSMA and PCMC roles and responsibilities and include the changes in the Organic Law Review*

Lead Divisions: Policy Planning & External Liaison
Legal Support Services

Support Divisions: All Divisions

Success for the Department:

- a. Review s.110 in the Organic Law with a view to strengthen PLLSMA's function, roles, membership, responsibilities, and chair person's authority to call to action national agencies not complying to PLLSMA's requests/directives and linkages to the provinces via PCMC.
- b. Policy paper identifying areas of strengthening PLLSMA functions, roles and responsibilities completed.
- c. Reviewing PLLSMA Bill in line with Policy Paper.
- d. Submission and approval by NEC.
- e. Revised PLLSMA Bill enacted by Parliament.

Target 3.5: *Provinces and relevant stakeholders receive feedback on the performance of Provinces, Districts & LLGs*

Lead Divisions: Performance Monitoring & Coordination
Local Level Government Support Services

Support Divisions: Provincial Capacity Development
PLLSMA Support Services
Policy Planning & External Liaison
Legal Support Services

Success for the Department:

- a. Provincial Audit reports completed.
- b. Performance report completed with capacity gaps identified and feedback given to Provinces and LLGs.
- c. Sector Performance Report provided to responsible Agency.

STRATEGIC RESULT AREA# 4

Enhanced Performance of Internal Administration of PNG International Borders & Customary Land and Deceased Estate

Our Role:

The Secretary has responsibilities relating to the protection and interest of customary landowners when it comes to the alienation of customary land by the State, including the redistribution of freehold and leasehold land to the customary landowners. The responsibilities were vested in the Secretary of this department in colonial times and continue today.

Specifically, the Secretary is appointed under section 167 of the *Land Registration Act (Chapter No. 191) 1981* as Custodian for trust land in Papua New Guinea. The Custodian is empowered to discharge his responsibilities under sections 134 and 135 of the *Land Act (Chapter 45) 1996* that relates to the protection of interests of customary landowners including service on customary landowners.

The Custodian is also empowered under section 125 of the *Land Registration Act* to authorise transmission of deceased estates by custom to the next of kin through the Office of Registrar of Titles with the Department of Land and Physical Planning.

The Department is responsible for the coordination and implementation of bilateral agreements relating to the internal administration of Papua New Guinea's international borders, including the borders with the Republic of Indonesia, the Commonwealth of Australia and Solomon Islands.

The Department is also responsible for the coordination and implementation of government policies relating to operational aspects of West Papuan refugees. In particular there is the on-going situation with the administration of West Papuan refugees including the management of East Awin Refugee Camp. This is done in close consultation and collaboration with the United Nations High Commissioner for Refugees (UNHCR) through its offices in Papua New Guinea and Australia.

Our Targets:

Target 4.1: *Effective administration of Refugee and International Borders*

Lead Divisions: Border & Special Projects

Support Divisions: Legal Support Services
Policy Planning & External Liaison

Success for the Department:

- a. Efficient management, effective coordination and good policy advice to government on border administration and the handling of refugees particularly managing programs for West Papuan refugees.
- b. Resettlement and monitoring of Refugees particularly managing programs for West Papuan refugees.

Target 4.2: *Effective Administration of Customary Land & Deceased Estates*

Lead Divisions: Border & Special Projects

Support Divisions: Legal Support Services
Policy Planning & External Liaison

Success for the Department:

- a. Efficient administration for the Secretary of statutory and delegated functions relating to protection of customary landowner's interest in customary land including the proper examination of Land Investigation Reports for issuance of Certificates of Alienability for land to be alienated to the State.
- b. Efficient administration of deceased estate requests made under section 125 of the *Land Registration Act*.

STRATEGIC RESULT AREA# 5

Effective and Value for Money Corporate Management

Our Role:

Corporate Services are sometimes complex and multi-faceted. They are the 'glue' that holds the Department together as a cohesive functioning unit. Corporate Services encompass the following priority function areas ;

- Human Resource Management
- Finance & Administration
- Information & Communication Technology
- Corporate Performance Management
- Internal Audit

Our Targets:

Target 5.1: *Good Corporate Administration*

Lead Divisions: Corporate Support Services
Senior Management Team

Support Divisions: All Divisions

Success for the Department:

- a. Undertaking corporate functions efficiently and effectively and in compliance with the public service laws, policies and procedures.
- b. Undertaking internal audit functions in a timely manner with governance issues being resolved.
- c. Timely and quality support to the Minister.

Target 5.2: *Enhanced Corporate Performance Management and Reporting*

Lead Divisions: Corporate Support Services

Support Divisions: All Divisions

Success for the Department:

- a. DPLGA Divisional Performance monitored, assessed and communicated to divisions.
- b. Quarterly Reviews carried out by the Senior Management Team (SMT).
- c. Using technology to share information, engage with stakeholders and create a learning environment.
- d. Communicating and reporting the department's achievements to government, provinces and the people.
- e. Report annual performance both to PLLSMA and the Government.

Target 5.3: *An ethical and performing Senior Management Team leading their divisions' demonstrating the Public Service Values & its Values Based Leadership & Management Framework*

Lead Divisions: Senior Management Team
Corporate Support Services

Support Divisions: All Divisions

Success for the Department:

- a. Targeted Awareness for all DPLGA staff on the Public Service Values and the Values Based Leadership & Management Framework carried out.
- b. Implemented Leadership Development Program for DPLGA SMT based on the Leadership & Management Framework carried out.
- c. Supervisory Development Program for DPLGA Middle Managers based on the Leadership & Management Framework carried out.
- d. Leadership & Management Framework assessment carried out by SMT on an annual basis and compared to previous assessment to track progress.
- e. Leadership & Management Framework applied in all HR Practices - Staff Performance Appraisal, Recruitment and also in Coaching and Mentoring.
- f. Public Acknowledgement and Reward of Directors & Assistant Directors who live and lead everyday basing their behaviour on the Public Service Values and the Public Service Leadership & Management Framework.

Target 5.4: *Responsive, Competent and Action Oriented Human Resources (HR)*

Lead Divisions: Corporate Support Services

Support Divisions: All Divisions

Success for the Department:

- a. HR queries logged and responded to within 10 working days after receipt of query.
- b. Recruitment completed within 3 months from closing date of advertisement.
- c. Disciplinary action undertaken within 3 months from date of receipt of staff offence report with HR.
- d. Awareness on the Public Service Values and the Ethics & Values Based Leadership & Management Framework carried out.
- e. Skills based capacity development undertaken for all staff.
- f. All staff signed annual performance plans with their Supervisors.
- g. Bi-annual staff performance review carried out for all staff by their Supervisors.
- h. Staff living the Public Service Values confirmed via annual values assessments.
- i. Public Acknowledgement and Reward of DPLGA Staff who live and demonstrate their behaviour based on the Public Service Values and the Leadership & Management Framework.

Target 5.5: *Prudent Finance & Asset Management in compliance with PFMA, PSMA, Public Service General Order and Other Legislations*

Lead Divisions: Corporate Support Services

Support Divisions: All Divisions

Success for the Department:

- a. Accounts are processed in accordance with PFMA and Instructions.
- b. Paid vouchers and other Accounting records as well as Bank Reconciliation are maintained up to date.
- c. DPLGA Asset Procurement and Disposal are in accordance with PFMA and Instructions.
- d. DPLGA Asset register is maintained up to date.

Target 5.6: *Effective client focussed and fit for purpose Information & Technology Management*

Lead Divisions: Corporate Support Services

Support Divisions: All Divisions

Success for the Department:

- a. All DPLGA software and hardware needs and issues are effectively addressed.
- b. All staff have access to Department's Internet, Email and Telephone services working 75% of the time.
- c. Efficient management advice on ICT infrastructure and information management.
- d. DPLGA has established and maintained Central Database relevant to its needs.

Target 5.7: *Implemented mainstreamed development and social inclusion policies*

Lead Divisions: Corporate Support Services

Support Divisions: All Divisions

Success for the Department:

- a. Compilation and SMT endorsed strategies, plans and programs for implementing the mainstreamed development and social inclusion policies.
- b. Implementing within the department, and its programs, key aspects of the government *Gender Equality and Social Inclusion Policy*.
- c. Implementing an HIV/AIDS workplace plan.

Target 5.8: *Completed merging of the Department of Implementation and Rural Development (DIRD) into DPLGA maximizing synergies to deliver services to the Provinces, Districts & LLGs*

Lead Divisions: Executive Management Team
Corporate Support Services
Policy Planning & External Liaison

Support Divisions: All Divisions

Success for the Department:

- a. Completed and agreed to framework and road map to integrate DIRD functions into DPLGA after receiving the Ministerial Determination of functions.
- b. Completed and approved DPLGA Structure Integrating the agreed DIRD functions.
- c. Operationalized DPLGA structure, working effectively and carrying out their mandated and administrative functions.

6. MONITORING & EVALUATION

6.1 DPLGA Internal Assessment:

The Internal Performance Assessment process is a well-used methodology that the Department can adapt to conduct its own annual assessment of its own performance, service and its needs. The broad topics for that assessment will include:

- i. **Management Teamwork**
 - *Senior management team work*
- ii. **Relations with Stakeholders**
 - *Working effectively with Minister, Central Agencies, Provinces, Development Partners and Civil Society*
- iii. **Performance Management**
 - *Performance Planning, Monitoring, Reporting of Divisional and Individual Performance*
- iv. **Managing the Budget and Financial Systems**
 - *Effective links between Budget and Plans; Integrated Budget*
- v. **Managing Human Resources**
 - *Motivation, Productivity, Skills Development, Discipline*
 - *Staff on Strength vs. Vacancies and Staff Turnover*
- vi. **Cross-cutting Issues**
 - *Mainstreaming of Gender Equality and HIV workplace activities*
- vii. **Using Technology and Communications**
 - *Working systems and Effective Communications*
- viii. **Managing Assets**
 - *Inventory Control, Maintenance*

Bringing together the appropriate indicators and then making the actual assessment will be a combined effort for the Senior Management Team. The results of the annual assessment will be addressed through the DPLGA Annual Capacity Development Plan. It will identify functional capacity gaps in the Department and teams of individuals and then link these to actual support. Management and organisational-learning should improve and will be measured. Accountability will improve through regular assessment and the reporting of achievements.

6.2 Annual Plans

Each Division will prepare its Annual Activity Plan and Budget to support the implementation of this Corporate Plan. Activities will be prioritised in discussion with the Minister, Secretary and Senior Management Team. Each officer will prepare his or her Annual Work Plan to support the Division in achieving its Targets. These plans can then be used to monitor progress Monthly, Quarterly and Annually.

6.3 Quarterly Reviews and Annual Reports

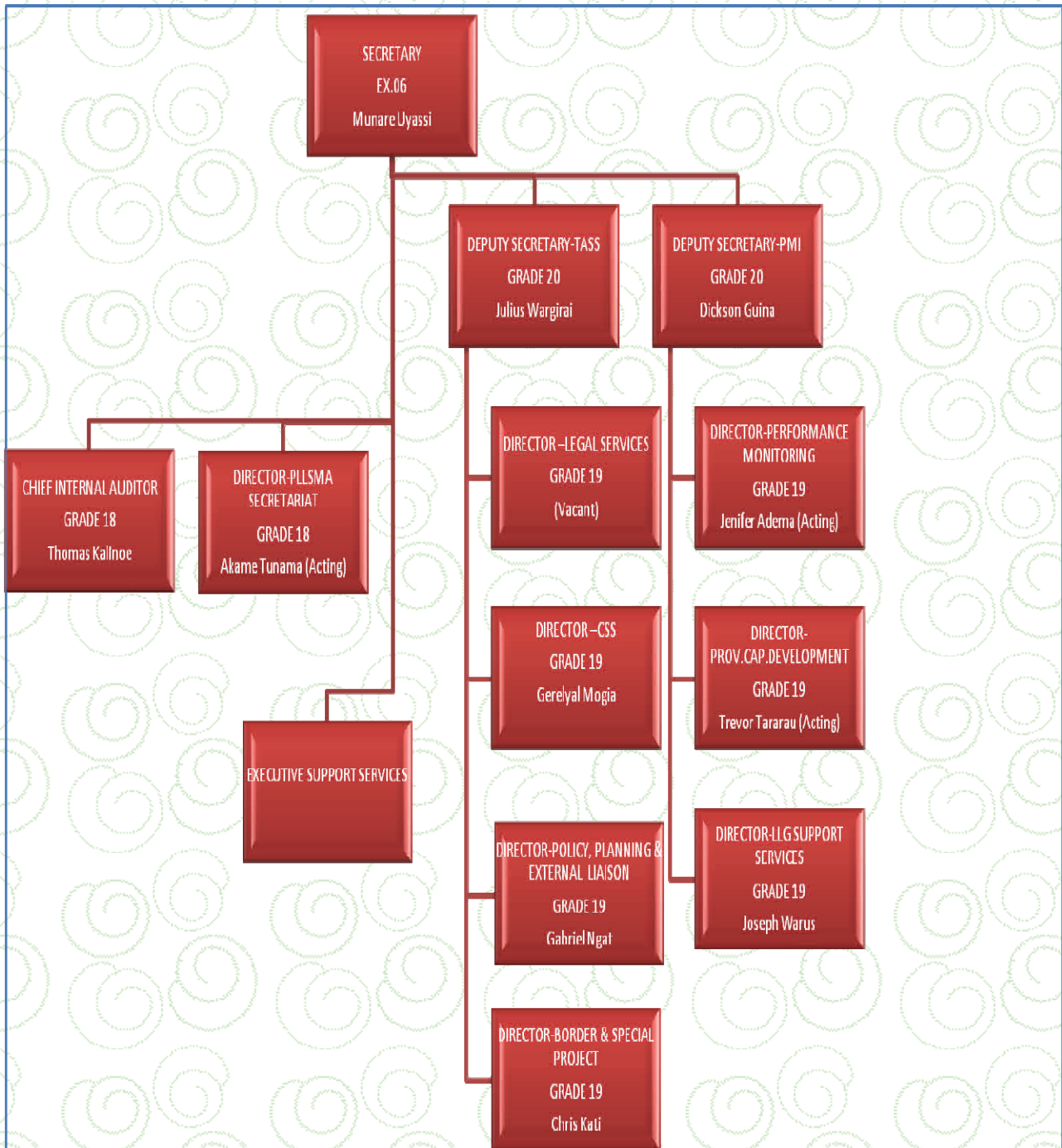
The Corporate Performance Management Unit through the Corporate Planning and Budget Review Committee (CPBRC) will be responsible for ensuring that each Division's Annual Activity Plan is reviewed quarterly against respective Quarterly Activity Plan. The CPBRC will then report progress to the Secretary and the Deputy Secretaries on the performance of each division and the Department as a whole so informed decisions can be made at the Executive Management Level. Three consecutive reviews will be done annually and all reports gathered will be compiled to form the Department Annual Performance Report which is provided to the Central Agencies Coordinating Committee (CACC).



APPENDIX

ORGANISATIONAL STRUCTURE

TOP MANAGEMENT



FUNCTIONS OF DIVISIONS

The functions of the key divisions (*in alphabetical order*) are as follows:

1. Borders and Special Projects:

- Coordinate implementation of bilateral agreements relating to internal administration of PNG's international borders,
- Process acquisition of customary land for public purposes and facilitate transmission of deceased estates, and
- Management of programs for West Papuan refugees in partnership with UNHCR and other stakeholders

2. Corporate Support Services:

Provision of internal corporate support services to DPLGA in the management of;

- Human Resource
- Finance and Physical Assets Administration
- Information and Communication Technology
- Corporate Planning and Reporting
- Internal Audit

3. Local Level Government Support Services:

- Support Minister and the Secretary to implement LLG provisions of the Organic Law
- Provision of technical support to provincial and local level governments by ensuring and promoting good governance,
- Developing and strengthening institutions of government and by helping to design, implement, and manage intervention programs in support of good governance and institution development at sub national level.

4. Legal Support Services:

- Provide legal advice to the Department, Minister, NEC, CACC, other government agencies and Provincial and Local Level Governments
- Provide legal representation for the department and Minister
- Review of legislation relating to Provincial and Local Level Governments
- Carry out legislative drafting as required by the Department, Minister, NEC, FLC, and Provincial and Local Level Governments

5. Performance Monitoring & Coordination:

- Establish and build capacity of PCMCs
- Support provinces with capacity development assistance for reporting under the Organic Law

6. PLLSMA Secretariat:

- Implement PLLSMA Legislation
- Undertake secretariat functions for PLLSMA
- Support PLLSMA sub-committees
- Compile Annual Performance Report to Parliament

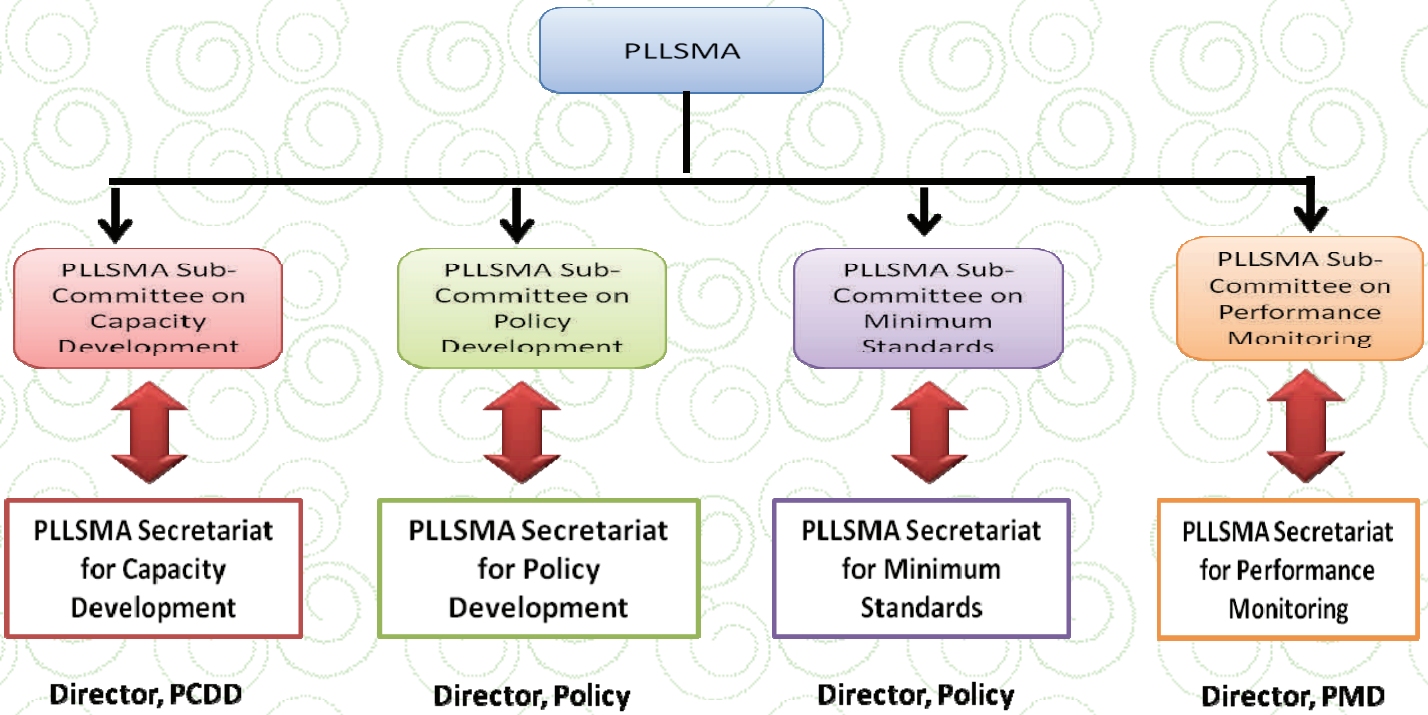
7. Provincial Capacity Development:

- Identification of capacity building needs and priorities of Provincial and District Administrations
- Mobilization of political, technical and/or financial support and assistance from National Government, DPLGA divisions, national agencies and external donors for capacity building programs for Provincial and District Administration
- Development of plans and strategies for capacity building of Provincial and District Administrations
- Coordination of implementation of capacity building plans and strategies
- Monitoring and evaluation of capacity building activities undertaken by DPLGA and other national agencies

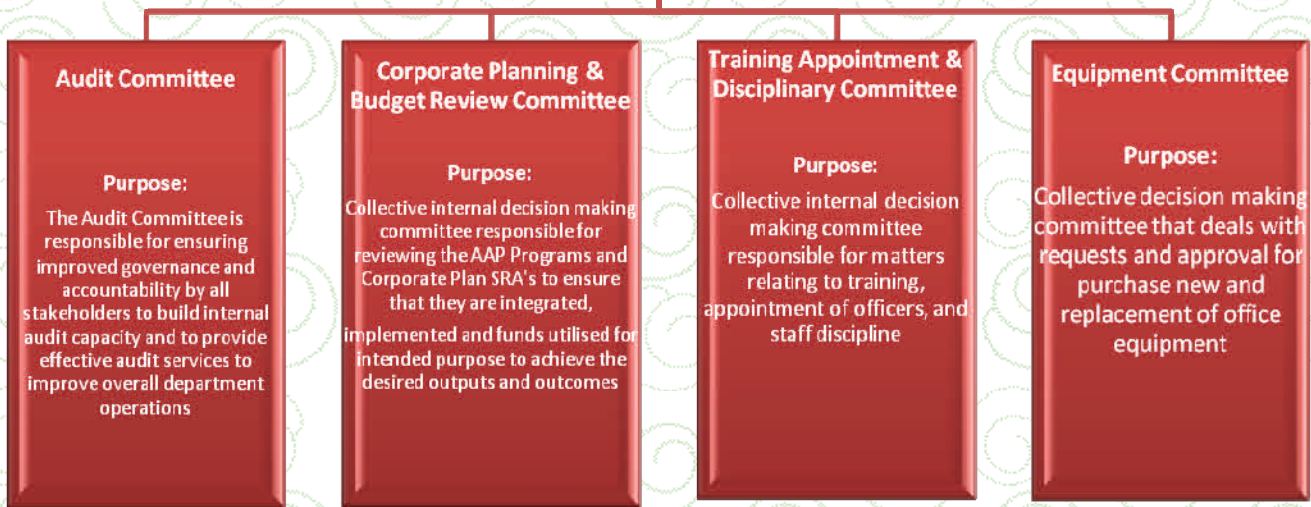
8. Policy Planning & External Liaison:

- Policy advice to the Department, Minister, NEC, CACC and other Government Agencies
- Guide sub - national governments on research, review and advice on relevant public policy issues
- Facilitate national policy dissemination
- Public Investment Program Coordination
- Facilitate donor engagement for DPLGA

GOVERNANCE COMMITTEES IN DPLGA



DPLGA Senior Management Team (SMT)
Purpose:
 Collective internal decision making body on matters concerning the department operation



DPLGA STAFF COMPOSITION BY DIVISION

No.	Division	Ceiling	Staff on Strength	% of Staff on Strength
1	Executive	11	07	64%
2	Internal Audit	04	03	75%
3	PLLSMA	05	03	60%
4	Provincial Capacity Development	15	12	80%
5	Local Government Support Services	18	10	56%
6	Performance Monitoring & Coordination	17	11	65%
7	Border & Special Projects	12	09	75%
8	Legal Support Services	10	05	50%
9	Policy Planning & External Liaison	07	04	57%
10	Corporate Support Services	04	02	50%
11	Human Resource	14	09	64%
12	Finance & Administration	15	11	73%
13	Information & Communication Technology	08	06	75%
TOTAL		140	92	66%

DPLGA RECURRENT BUDGET (2012-2014)

Year	Recurrent	PIP
2012	K10,827,000.00	K7,545,000.00
2013	K12,505,000.00	Nil
2014	K15,733,800.00	Nil

Compiled by
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