

DEPARTMENT OF WORKS - PNG



CORPORATE STRATEGIC PLAN

2011 > 2015

”Sustainable, well managed transport infrastructure - enhancing quality of life for all sections of the community.”



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Contents

<i>From Our Minister</i>	7
<i>From Our Secretary</i>	9
<i>About The Department of Works</i>	11
<i>Our Vision</i>	11
<i>Our Mandate</i>	11
<i>Our Purpose/ Mission</i>	11
<i>Our Values</i>	11
<i>Our Aims</i>	12
<i>Our 3 Key Strategies and Priority Activities</i>	13
<i>PLAN ON PAGE (POP)</i>	14
<i>Strategic Planning (Integration & Control)</i>	16
<i>Institutional Development & Service Delivery</i>	18
<i>Wealth Creation, Natural Resources & Growth Nodes</i>	19
<i>Human Capital Development & People Empowerment</i>	20
<i>Security & International Relations</i>	21
<i>Climate Change & Environmental Sustainability</i>	22
<i>Church and Community Development</i>	23
<i>Attachments</i>	24

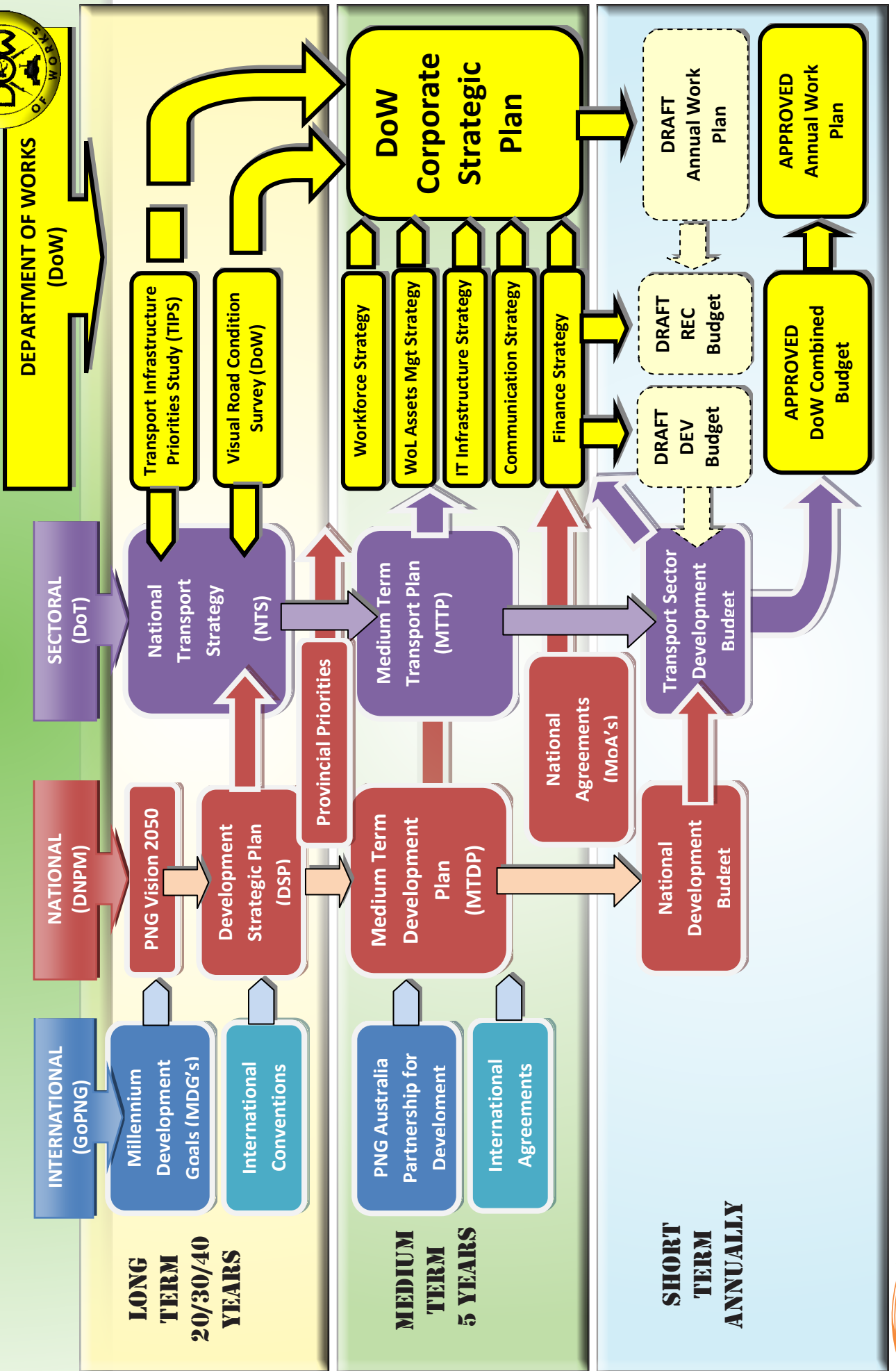


TERMS & ABBREVIATIONS

AusAID	Australian International Development (<i>Donor</i>)
ADB	Asian Development Bank (<i>Donor</i>)
ABP	Activity Based Planning
AM	Asset Management Services Branch
AMS	Asset Management Strategy
AS	Assistant Secretary (Branch Head)
ASB	Architectural Services Branch
AWP	Annual (Activity Based) Work Plan
BAMS	Bridge Asset Management System
CAS	Contract Administration Services Branch
CCS	Corporate Communications Strategy
CSO	Community Service Obligation
CSTB	Central Standards and Tenders Board
CSP	Corporate Strategic Plan
CSTB	Central Supply and Tenders Board
DoF	Department of Finance
DoT	Department of Transport PNG
DoW	Department of Works PNG
DPM	Department of Personnel Management
D/Sec TS	Deputy Secretary Technical Services
D/Sec SS	Deputy Secretary Shared Services
DSP	Development Strategic Plan
DPLGA	Department of Provincial and Local Government Affairs
EU	European Union (<i>Donor</i>)
FAS	First Assistant Secretary (Divisional Head)
FMA	Financial Management Act
FMS	Financial Management System
GE	General Engineering Branch
GoA	Government of Australia
GoPNG	Government of Papua New Guinea
HIV/AIDS	Human Immunodeficiency Virus / Acquired Immune Deficiency
HRD	Human Resource Development
HRM	Human Resource Management
ITC	Information Technology and Communications Branch
ITS	Information Technology Strategy
JICA	Japan International Cooperation Agency (<i>Donor</i>)
LDP	Leader development Program
LGS	Local Government Services Branch
LLG	Local Level Government
LNG	Liquid Natural Gas (Project)
LTDS	Long-Term Development Strategy
MDG	Millennium Development Goal (United Nations)
MIS	Management Information System
MoU	Memorandum of Understanding
MTDP	Medium Term Development Plan

MTDS	Medium Term Development Strategy (2005-2010)
MTFS	Medium Term Fiscal Strategy (2008-2012)
NRA	National Roads Authority
NRSC	National Road Safety Council
NSP	National Strategic Plan (PNG Vision 2050)
NTDP	National Transport Development Plan (2005-2010)
NTS	National Transport Strategy (2010-2030)
PPP	Public Private Partnerships Policy
P&P	Policy and Planning Branch
PC	Project Coordination Services Branch
PNGV2050	PNG Vision 2050 (National Strategic Plan)
PLLSMA	Provincial; and Local Level Services Monitoring Authority
PSMA	Public Service Management Act 1995
PTD	Plant and Transport Division (formerly PTB)
PWM	Provincial Works Manager
RAMS	Road Asset Management System
R&B	Roads and Bridges Branch
R&MT	Research and Materials Testing Branch
S&L	Survey and Lands Branch
SDM	Service Delivery Model
Sec	Secretary, Department of Works
SME	Small to Medium Enterprise
SP	Succession Plan
T&D	Training and Development
TIPS	Transport Infrastructure Priorities Study
TSMIC	Transport Sector Monitoring and Implementation Committee
TSSP	Transport Sector Support Program (<i>AusAID Funded</i>)
WB	World Bank (<i>Donor</i>)
WDS	Workforce Development Strategy
WDP	Workforce Development Plan

STRATEGIC LINKS - CORPORATE STRATEGIC PLANNING



From Our Minister



It is with great pleasure I present the **Corporate Strategic Plan 2011-2015** for the Department of Works (DoW); our first corporate plan in this format, incorporating *PNG Vision 2050*, the *Development Strategic Plan (DSP)*, *Medium Term Development Plan (MTDP)* and the *National Transport Strategy (NTS)*.

Under *PNG Vision 2050* the DoW is given ownership and technical responsibility for the complete PNG road network, which comprises significant public assets across the country. Maintaining the existing national road network has been a significant challenge on its own for DoW, however with the additional expectation of growing this network to incorporate **'missing link roads'** and **priority economic corridors** whilst continuing to upgrade existing and reclaimed roads will require us to work more effectively and efficiently than we have in the past. This includes working much closer with our sectoral agencies (DoT, NRSC and the NRA) and our central government partners through a more effective Service Delivery Model.

It is widely recognised that *"insufficient or poorly maintained roads have a severe limiting effect on economic growth, depriving rural communities of opportunities for greater participation in the economy and reducing their access to basic government services such as education and health"*. The aim of *'missing link roads'* is to improve connectivity and access to government services particularly for those in remote areas; with the new *"priority economic corridors"* designed to open up our country's significant natural resources for development.

The government's aim in regard to our road network is to maximize social and economic returns on its investments in transport infrastructure and to achieve this we must prioritise and plan more effectively; developing and implementing operational practices that improve "quality" as well as the reliability, safety and accessibility of our roads.

The government recently implemented its own long-term *PNG Vision 2050* (Dec 2009) which includes, among its 7 pillars the requirement for institutional reform and strengthening and in response to this DoW remains committed to the road sector reform program it began as an MTDS initiative some years ago. In addition the transport sector's new *National Transport Strategy (NTS)* will seek to better define the roles and responsibilities of DoW and its partners for the years ahead.

This Corporate Strategic Plan aligns DoW operations from 2011 to 2015 to the *PNG Vision 2050*, the *Development Strategic Plan (DSP)*, *Medium Term Development Plan (MTDP)* and the *National Transport Strategy (NTS)* and in doing so it addresses the expectations of government and the ongoing needs of all PNG citizens. It draws on key government policy and national plans as well as international and donor agreements to manage a continuously improving framework for land transport infrastructure through 2015 and beyond. I again look forward to working with all staff within the agency to ensure full implementation of this plan and the maximisation of benefits from our developing economy for all PNG citizens.



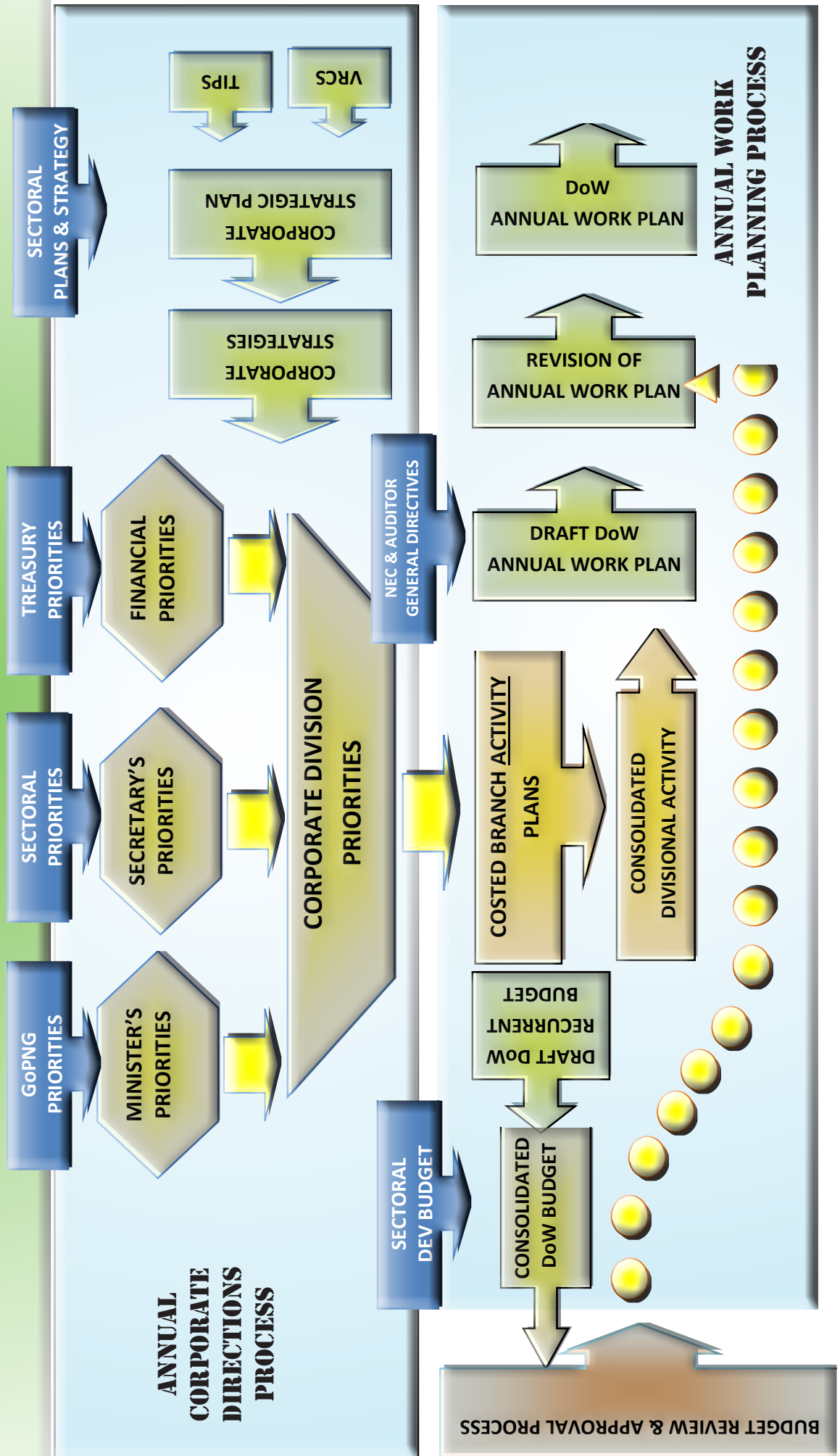
HON. FRANCIS AWESA, MP

Minister for Transport and Works

A handwritten signature in blue ink, appearing to read 'Francis Awesa', written over a white background.



CORPORATE LINKS - 'DIRECTIONS' & ANNUAL PLANNING



From Our Secretary

In developing this Corporate Strategic Plan, we have come to better understand, as an organisation, the importance of longer range planning and for establishing clear and achievable agency goals linked to sector and national priorities.

National priorities for this plan have been derived from the *PNG Vision 2050*, the *Development Strategic Plan 2010-2030 (DSP)* and the *Medium Term Development Plan (MTDP)*, with sectoral priorities emerging from the new *National Transport Strategy 2011-2030 (NTS)*.

In developing the **Corporate Strategic Plan 2010-2015** we sought to establish from the outset a robust framework for reporting progress against the plan, commencing with development of Key Performance Indicators (KPI's) and the implementation of the systems needed to collect and report data against those KPI's on a quarterly basis; these indicators and processes will continue to be refined over the life of the plan to provide regular feedback to DoW and our GoPNG partners on our performance.

The DoW Strategic Links Diagram (p 6) demonstrates how DoW's Corporate Strategic Plan cascades from the relevant GoPNG and Sectoral policy and strategies, while the Corporate Links Diagram (opposite) demonstrates how the Corporate Strategic Plan will cascade to our Annual Work Plans. Annual Work Plans are more regularly reviewed and updated to identify efficiencies and savings and establish the funding base for prioritised activities, which in-turn are linked to higher level GoPNG and Sectoral policy.

This plan while linked to *PNG Vision 2050's* 7 pillars also continues to operate through our own three key strategies of ***Core Service Delivery, Strategic Partnerships*** and ***Credible and Sustainable Systems and Practices***.

The past year has highlighted the benefits of using an activity based annual planning process within DoW and with the clear long-term focus of this plan to guide us I am confident we will continue to pursue:

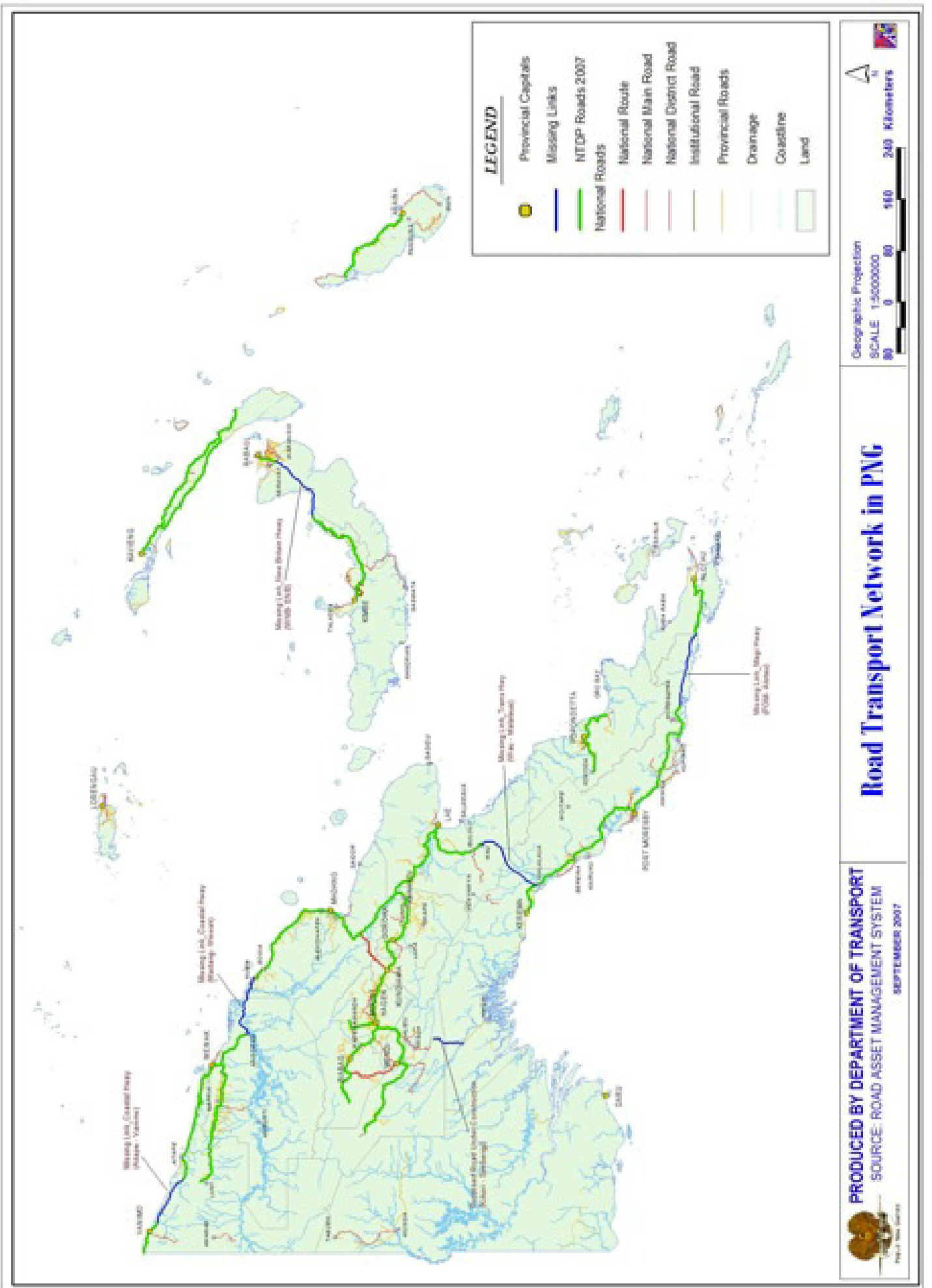
- An improved focus on core service delivery,
- Transparent management of resources,
- Improved strategic and annual planning systems,
- Accountable performance management and reporting,
- Improved public access to government services, and ...
- Ownership through citizen participation in economic development.



A stylized, handwritten signature in blue ink, consisting of a large initial 'J' followed by a series of loops and a long horizontal stroke.

JOEL LUMA
Secretary, Department of Works





About The Department of Works

Our Vision

“Sustainable, well managed land transport infrastructure - enhancing quality of life for all sections of the community.”

Our Mandate

“In concert with transport sector partners, support a national road network and other technical infrastructure within the nation, facilitating intra-regional connectivity.”

ROAD NETWORK RESPONSIBILITIES:

Roads in PNG are classified into three main categories, namely National, Provincial and Local-level roads. *Road (Classification and Standards) Regulation 2010*

Responsibility for roads in PNG:

1. Ownership and Technical Management responsibility for all PNG roads is currently mandated to DoW,. (*PNG Vision 2050*)
2. Existing roads brought up to good condition and those where cost-recovery (user-pays) can be undertaken will to be transitioned to full NRA responsibility.
3. DoW retains maintenance, rehabilitation and construction responsibility for the remainder of the road network including roads with a Community Service Obligation (CSO) funding component.
4. DoW retains responsibility for the construction of new road links, such as the proposed Economic Corridors and Missing Link Roads. (*National Transport Strategy 2011-2030*)



Our Purpose/ Mission

“Improve opportunities for economic participation and reliability of access to core Government services for all PNG citizens through an effective and efficient transport infrastructure management service.”

Our Values

“Our Values are the foundation upon which we operate. They stem from our Melanesian culture, guide our behaviour, and influence our decision-making and relationships with key stakeholders.”

We value:

Our Melanesian culture

- *respecting and supporting communities*

Opportunities to improve

- *achieving mutually acceptable goals.*
- *enhancing public access to basic services and economic participation.*

Effective Systems

- *more responsive to stakeholder and community needs.*

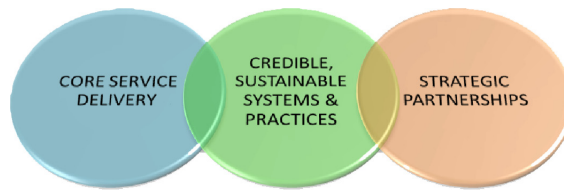
Effective People

- *applying their expertise and acting with integrity.*

Our Aims

1. **Economic participation by local groups and private businesses** in the construction and maintenance of transport infrastructure assets - increasing opportunities for economic growth and local employment. (MDG- DSP - PPP impact)
2. **Reliable and equitable access to government services**, especially health and education services in Provinces and Districts, reducing significant causal effects of 'population drift'.(MDG – DSP impact)
3. **Efficient and effective transport asset infrastructure** providing focused, transparent and accountable asset development and management services in a cost effective manner.(MTDP- DSP - NTS impact)
4. **Prioritisation and coordination of transport sector infrastructure projects** in partnership with the NRA, Provincial , District and LLG authorities, based on agreed criteria through a transparent selection process.(MTDP- DSP- NTS impact)
5. **Design and planning of transport sector infrastructure projects in partnership with the NRA, NRSC, Provincial and LLG authorities** based on improving economic impact and/or impact on MDG's; (MTDP-NTS- DSP impact)
6. **Development, tendering, quality management and oversight of transport sector infrastructure contracts**, providing enhanced quality assurance and compliance; (MTFS-MTDP impact)
7. **High quality technical services and advice**, linked to a national strategy for the development, recruitment and retention of professionally qualified staff; (MTDP-NTS-DSP impact)
8. **Partnerships with Provincial, District and Local Level Governments** to determine development and maintenance priorities and infrastructure resource allocations.(MTDP –DSP-NTS impact).





Our 3 Key Strategies and Priority Activities

DoW has developed three over arching “Key Strategies” to focus unit, branch and divisional activities toward GoPNG and Departmental goals. These Key Strategies and associated priority activities are the foundation of this plan along with sub-strategies implemented at a unit/branch/division level through Annual Work Plans.

Focus on “Core Service Delivery”

1. Review transport infrastructure strategies in our region, and other comparable operating contexts, to see what can be learnt and applied, creating strategic alliances of mutual benefit (impact Institutional Development and Service Delivery / Climate Change and Environmental Sustainability);
2. Develop a pilot to support creation of Province/District Model for service delivery to rural and remote areas.
3. Lead GoPNG discussion on Public Sector outsourcing to develop a National Policy that supports “Core Service Delivery” (impact Institutional Development and Service Delivery, and Public Private Sector Partnerships (PPP),
4. Identify and give priority to the core business activities DoW must focus on to meet changing GoPNG expectations (refer to NTS), fulfilling our mandate (impact Institutional Development and Service Delivery);
5. Review non-core business activities, developing business plans (including Cost-Benefit Analysis) to determine the ongoing viability of activities within DoW. (impact Institutional Development and Service Delivery / Wealth Creation).

Focus on “Strategic Partnerships”

1. MoU between Department of Transport (DoT) and DoW to clarify roles, responsibilities and communication imperatives (impact Strategic Planning);
2. MoU between DoW and National Roads Authority (NRA) to clarify roles, responsibilities, resourcing and communication imperatives (impact Strategic Planning);
3. Lead and facilitate development of a whole of government strategy to improve professional skill and retain professionals in the public sector (impact Human Capital Development, Gender, Youth and People Empowerment);
4. Support development and implementation of prioritised nation-wide work plans (i.e. National, Provincial and District) in concert with the National Roads Authority (impact Institutional Development and Service Delivery / Climate Change and Environmental Sustainability).
5. Develop strategic partnerships and practices that facilitate greater interaction with District, LLG and Provincial Authorities.
6. Develop and implement performance based contracting models that regulate the type and size of contracts and facilitate greater local participation and MDG outcomes (impact Institutional Development and Service Delivery / Wealth Creation / Church and Community Development).

Focus on “Credible and sustainable systems and practices”

1. Establish and manage DoW Budgeting, Planning and Reporting Framework (impact Strategic Planning).
2. Develop and implement DoW Leadership Development Program (LDP), to enhance leadership capabilities, provide succession planning and recognise excellence in leadership (impact Human Capital Development, Gender, Youth and People Empowerment);
3. Establish and manage DoW Strategies, Policy and Procedures Framework (impact Institutional Development and Service Delivery / Climate Change and Environmental Sustainability).
4. Develop and implement a Whole of Life Transport Infrastructure Asset Management Strategy and Policy [TSMIC recommendation] linked to a 5 year DoW Asset Management Plan for inclusion in the next Corporate Plan (impact Institutional Development and Service Delivery).
5. Develop and implement a 5 year DoW Workforce Plan, aligned to the Corporate Plan to address cross cutting issues such as staff retention, HIV/Aids, Domestic Violence, Gender etc. (impact Human Capital Development, Gender, Youth and People Empowerment);
6. Continue to refine DoW Financial Management and Budget development systems (impact Institutional Development and Service Delivery).
7. Commence a phased shift to more responsive and market competitive organisational structure, through natural attrition and targeted recruitment (impact Institutional Development and Service Delivery).





DEPARTMENT OF WORKS CORPORATE STRATEGY

VISION Sustainable, well managed transport infrastructure contributing to improved quality of life for all sections of the Provincial and LLG levels.

MISSION Improve opportunities for economic participation and reliability of access to core Government services

Vision 2050 Pillars	KEY DoW STRATEGIES	KEY DoW ACTIVITIES
Strategic Planning (Integration and Control)	Prioritised Coordination and Effective Management of Infrastructure Projects	Manage Strategic partnerships (internal and external) to achieve GoPNG goals and objectives
	<ul style="list-style-type: none"> Develop and manage MOUs with DoT, NRA and Provincial Authorities. 	<ul style="list-style-type: none"> Negotiate and implement MOU's (with legal status) and other operational guidelines that facilitate clear operational and administrative boundaries and responsibilities.
	<ul style="list-style-type: none"> Review and manage DoW Planning Framework. 	<ul style="list-style-type: none"> Corporate Strategic Planning. Annual Activity Based Planning. Monitoring, evaluation and reporting (Quarterly/Annually) of Corporate Performance.
	<ul style="list-style-type: none"> Implement Workforce Development Strategy. 	<ul style="list-style-type: none"> Recruit and retain professional and trade trained staff. Manage staff performance/productivity.
	<ul style="list-style-type: none"> Implement Information Technology Strategy. 	<ul style="list-style-type: none"> Apply emerging technologies.
	<ul style="list-style-type: none"> Implement Whole of Life Asset Management Strategy. 	<ul style="list-style-type: none"> Develop Whole of Life Asset Management Strategy and Practice. Prioritised nation-wide work plans in consultation with the NRA.
	<ul style="list-style-type: none"> Implement Financial Management Strategy. 	<ul style="list-style-type: none"> Standardised, transparent and accountable financial practices. Linking Recurrent and Development Budgets.
	<ul style="list-style-type: none"> Implement Corporate Communications Strategy. 	<ul style="list-style-type: none"> Establish and maintain key corporate communications.
Institutional Development and Service Delivery	Public Sector Reform (GoPNG PSR)	Implement structures, systems and practices to achieve greater participation by Provincial and LLG authorities
	<ul style="list-style-type: none"> Build capacity of Provincial, District and LLG Asset Managers. 	<ul style="list-style-type: none"> Develop and implement policies for devolution of asset management responsibilities. Develop and implement systems for priority setting and tendering to facilitate greater participation by Provincial, District and LLG authorities.
	<ul style="list-style-type: none"> Develop Rural Community Services Access. 	<ul style="list-style-type: none"> Develop systems and functions to support rural communities. Ensure Project and maintenance priorities linked to MDGs in rural and remote areas. Provinces and LLG's linked to a national strategy for development.
	<ul style="list-style-type: none"> Review/Develop Contract Delivery Model 	<ul style="list-style-type: none"> Simplify tendering to facilitate participation by community groups and enhance quality assurance and compliance in Provinces and Districts through consistent policy and procedures.
	<ul style="list-style-type: none"> Provide high quality technical services and advice. 	<ul style="list-style-type: none"> Recruitment and retention of professionally qualified staff.
Wealth Creation, Natural Resources and Growth Nodes	Private, Public and Community Participation (GoPNG PPP)	Promote opportunities for economic participation and local employment
	<ul style="list-style-type: none"> Implement SME performance based contracting model. 	<ul style="list-style-type: none"> Open up tender competition to smaller enterprises and community groups.
	<ul style="list-style-type: none"> Review DoW's non-core business activities . 	<ul style="list-style-type: none"> Develop business plans (including Cost-Benefit Analysis) to determine ongoing viability of non-core activities in DoW.
	<ul style="list-style-type: none"> Lead GoPNG discussion on Public Sector outsourcing. 	<ul style="list-style-type: none"> Develop and implement systems for greater engagement of public sector and communities in infrastructure development and maintenance.
	<ul style="list-style-type: none"> Identify priority development areas. 	<ul style="list-style-type: none"> Develop and implement project/program ranking system.
Human Capital Development and People Empowerment	Improve access to GoPNG services in rural and remote areas	Prioritise infrastructure projects in partnerships with Provincial and Local Level Governments
	<ul style="list-style-type: none"> Cooperate with Health and Education Departments to improve service access. 	<ul style="list-style-type: none"> Seek inclusion in Core Service Agency planning processes to facilitate access to expanded services.
	<ul style="list-style-type: none"> Develop and retain skill of key professionals and trades persons in the public sector. 	<ul style="list-style-type: none"> Identify priority professions and trades for development and facilitate policy to improve existing skills and recruit/retain skilled professionals.
	<ul style="list-style-type: none"> Development community entrepreneurial skills 	<ul style="list-style-type: none"> Develop systems and practices that encourage SME's to tender for contracts Facilitate capacity building programs for SME's.
	<ul style="list-style-type: none"> Establish and maintain Leadership and Professional Development Program (LDP). 	<ul style="list-style-type: none"> Review "hard "and :soft "skills requirements for Leadership Group. Scope a Leadership Recognition Scheme.
	<ul style="list-style-type: none"> Manage employee Health and Wellbeing. 	<ul style="list-style-type: none"> Develop and implement HIV and AIDS Policy and Action Plan. Develop and implement Gender Equality Policy and Action Plan. Review DoW Health and Lifeskills and recommend Policy / Procedural changes.
Security and International Relations	Safety, security and inter-connectivity	Manage legislative framework
	<ul style="list-style-type: none"> Manage Legislative Framework for management of National Road Assets in concert with NRA and DoT. 	<ul style="list-style-type: none"> Facilitate implementation of <i>Protection of Transport Infrastructure Bill 2010</i>. Facilitate <i>Roads (Classification and Standards) Regulation 2010</i>.
	<ul style="list-style-type: none"> Take technical ownership of and grow road networks throughout PNG. 	<ul style="list-style-type: none"> Audit of PNG Road Networks. Consult with infrastructure asset managers to transition technical ownership to DoW.
	<ul style="list-style-type: none"> Plan for Regional Economic Corridors. 	<ul style="list-style-type: none"> Plan, survey, design, cost and evaluate priorities for each economic corridor. Develop capacity and systems to manage long-term projects. Commence land acquisitions as required.
	<ul style="list-style-type: none"> Effective Management of Foreign/Donor Aid to GoPNG Priorities. 	<ul style="list-style-type: none"> Work closely with donors to maintain awareness of GoPNG priorities. Ensure donor projects have clear outcomes linked to MDG's or PNG Vision 2050.
Climate Change and Environmental Sustainability	Planning of transport sector infrastructure projects that address climate change and environmental sustainability	Develop and manage environmental strategies
	<ul style="list-style-type: none"> Address climate change issues through Environmental Strategy. 	<ul style="list-style-type: none"> Develop and implement DoW Environmental Policy.
Church and Community Development	Community participation in transport sector infrastructure projects	Develop and facilitate partnerships with Provincial / LLG authorities and rural communities
	<ul style="list-style-type: none"> Promote community participation in project and program prioritisation. 	<ul style="list-style-type: none"> Regulate the type and size of contracts to facilitate greater local participation.

KS -PAPUA NEW GUINEA

STRATEGIC PLAN 2011-2015

Empower the community, through enhanced economic participation and reliability of access to core services, such as health and education at

for all PNG citizens through an effective and efficient transport infrastructure management service.

KEY PERFORMANCE INDICATORS (KPIs)	LEAD RESPONSIBILITY
	Deputy Secretary Shared Services / FAS Management Services
<ul style="list-style-type: none"> # of current MOU on DoW Register of MoU's # of noncompliance issues regarding MoU 	AS Policy and Planning Branch
<ul style="list-style-type: none"> Approved, current and implemented Corporate Strategic Plan (Progress reported in Annual Report). Approved, current and implemented Annual Activity Based Work Plan and Budget (Progress reported in Quarterly and Annual Reports). Quarterly and Annual Performance Reports accepted by relevant stakeholders. 	AS Policy and Planning Branch
<ul style="list-style-type: none"> # of key vacancies X # months vacant. # person/work days lost due to absenteeism. 	AS HRM Branch
<ul style="list-style-type: none"> # hours downtimes for IT / Communication systems. 	AS ITC Branch
<ul style="list-style-type: none"> # of infrastructure projects incorporating WoL Asset Management criteria. # Provincial infrastructure work plans actioned through DoW Annual Work Plan. 	AS Asset Management Branch
<ul style="list-style-type: none"> # days inside/outside Budget submission time lines. Annual Activity Based Works Plan linked to Recurrent and Development Budgets. 	AS Finance and Budgets Branch
<ul style="list-style-type: none"> # of key Stakeholders satisfied with Corporate Communications. 	AS Policy and Planning Branch
	DoW Senior Executive / FAS Management Services
<ul style="list-style-type: none"> # and PGK value of new projects and current projects in rural / remote areas. # and PGK value of programs and projects awarded to private sector and community groups. 	Deputy Secretary Technical AS Local Government Branch/ Regional managers Operations
<ul style="list-style-type: none"> # of current projects designed to enhance access to health and education facilities. # of Provincial and LLG infrastructure development plans aligned to PNG Vision 2050 	DoW Senior Executive / Regional Managers Operations AS Local Government Branch / Regional Managers Operations
<ul style="list-style-type: none"> Ratio and PGK value of DoW tendered works awarded to private sector and community groups v. public providers 	FAS Contract Management Division
<ul style="list-style-type: none"> Succession Strategy (WFDS) implemented. 	Deputy Secretary Technical/ AS HRD Branch
	Deputy Secretary Technical / FAS Operations
<ul style="list-style-type: none"> # of first time project/program partnerships with DoW X PGK value. 	FAS Contract Management Division
<ul style="list-style-type: none"> # of DoW non-core units operating cost neutral or out sourced. 	All Divisional Heads (FAS)
<ul style="list-style-type: none"> % Stakeholders satisfied with GoPNG Policy and Procedure support for "Core Service Delivery" and "Community/Private Partnerships" 	Deputy Secretary Shared Services / FAS Management Services Division
<ul style="list-style-type: none"> Ratio of projects/programs being prioritised using agreed ranking system. 	FAS Finance and IT / AS Project Coordination
	DoW Secretary
<ul style="list-style-type: none"> # of new projects linked to core service agency consultations. 	DoW Senior Executive /AS Policy and Planning Branch
<ul style="list-style-type: none"> # of professional/skilled vacancies against DoW approved establishment 	FAS Management Services / AS HRM Branch
<ul style="list-style-type: none"> # of SMEs and community groups tendering for and completing DoW contracts # of training programs conducted in support of SMEs and community groups 	FAS Management Services / AS HRD Branch
<ul style="list-style-type: none"> % of senior managers with a succession plan implemented. Excellence in Leadership being recognised. 	AS HRM Branch/ AS HRD Branch
<ul style="list-style-type: none"> # of cross cutting and administrative policies implemented. DoW Health and Lifeskills Strategy developed and implemented. 	FAS Management Services Division /AS HRM Branch
	DoW Secretary
<ul style="list-style-type: none"> Whole of Life Road Asset Management Strategy implemented. 	Deputy Secretary Technical Services/ AS Asset Management Branch
<ul style="list-style-type: none"> Kms of Road Network Audit completed. PNG Roads Register developed and populated including trunk and feeder roads. 	Deputy Secretary Technical Services FAS Operations
<ul style="list-style-type: none"> # of Economic Corridor plans fully scoped, surveyed and costed. # of projects exceeding 1 year funding cycle X project years. Km of national priority roads with legal road corridor acquisitions. 	Deputy Secretary Technical Services FAS Operations
<ul style="list-style-type: none"> # of donor projects linked to Vision 2050, DSP and MTDS goals. 	Deputy Secretary Shared Services Deputy Secretary Technical Services
	Deputy Secretary Technical / Environment Unit
<ul style="list-style-type: none"> DoW Environment Policy implemented. % of new projects including Environmental Policy goals. 	AS Environment Unit
	DoW Secretary / Deputy Secretary Technical
<ul style="list-style-type: none"> Progress against MDG targets. # Community Service Obligations (CSO's) and Service Agreements in place. 	AS Local Government Branch

Strategic Planning (Integration & Control)

Prioritised Coordination and Effective Management of Transport Sector Infrastructure Projects

Develop and manage MoU's with DoT, NRA and Provincial Authorities

Develop effective Memoranda of Understanding (MoU) with key stakeholders to clarify roles and responsibilities to enhance the effective and efficient provision of service. Develop and manage *DoW Register of MoU/MoAs*.

- *MoU with the Department of Transport (DoT)* - fundamental to DoW efforts in coordinating sector-wide development and policy initiatives to address GoPNG priorities – clarifying operational and administrative boundaries and responsibilities, minimising service delivery overlaps and ensuring DoW is in full compliance with current GoPNG Policy.
- *MoU with the National Roads Authority (NRA)* - fundamental to DoW efforts to work with transport sector partners in delivery of priority services to PNG communities – minimising service delivery overlaps and ensuring accountability for the quality and quantity of work undertaken. The agreement with the NRA is particularly important as it will define road network handover and maintenance strategies for the future.
- *MoU's with Provincial Authorities* will be critical to the effective and staged devolution of capacity and improved management of rural and remote transport assets. While DoW is expected to retain technical responsibility for these roads the development of capacity to prioritise and manage projects at a local level is a fundamental element of this plan.

MEASURES: # of current/legal MOU (DoW Register): # of MoU non-compliance issues (DoW Register)

LEAD RESPONSIBILITY: Deputy Secretary Shared Services / Assistant Secretary Policy and Planning Branch

Review and manage DoW Planning Framework [PNG Vision 2050 1.17.11.6]

This DoW 5 year *Corporate Strategic Plan* cascades from key GoPNG and Sectoral Policy and Plans (refer diagram p.6) and is the keystone of the *DoW Planning Framework*. Other elements of this framework include the *Annual Directions Process, Planning and Reporting Cycle, Annual Activity Based Work Plans, Quarterly Performance Reports* and *Annual Performance Reports*. Deliverables from the Planning Framework include:

- A current *5 year Corporate Strategic Plan* and planning cycle linked to MTDP time frames, priorities and initiatives.
- *Annual Activity Based Work Plan*, planning cycle and associated Budget (inclusive of Recurrent, Development and Trust funded activities).
- *Quarterly and Annual Reports* to key stakeholders that monitor, evaluate and report corporate performance against the Corporate Strategic Plan and Annual Plan.

MEASURES: Approved, current and implemented Corporate Strategic Plan: Approved, current and implemented Annual Activity Based Work Plan and Budget: Quarterly and Annual Performance Reports accepted.

LEAD RESPONSIBILITY: Deputy Secretary Shared Services / Assistant Secretary Policy and Planning

Implement Workforce Development Strategy 2011-2015 [PNG Vision 2050 1.17.7.2]

The *DoW Workforce Development Strategy (WDS)* forms part of this plan (refer Attachment 1) and was initiated to address both public sector reform and human capital development as longer-term initiatives. The WDS consists of;

- *Workforce Development Strategy (WDS)* - with sections on recruitment (direct, apprentice and graduate), retention (particularly in regard to professional and trade's staff), Training and Development (T&D), Leadership Development (LD) and succession planning (SP). Other key elements to be developed include a Business Plan for the HRD Branch, Business Plan for Plant and Transport Division (PTD), Management of Leave, Discipline, Attendance, Payroll etc..
- *Workforce Development Plan (WDP)* - designed to prioritise and guide the implementation and monitoring of changes in structure, workforce composition and workforce capacity to meet the changing demands and expectations of GoPNG and the PNG community. The WDP will inform and guide human resources and Branch Heads in their annual activity planning and resourcing of organisational change.

MEASURES: # of key vacancies X # months vacant / # person/work days lost due to absenteeism

LEAD RESPONSIBILITY: Deputy Secretary Shared Services / First Assistant Secretary Management Services

Implement Information Technology Strategy 2011-2015

The *DoW Information Technology Strategy (ITS)* forms part of this plan (refer Attachment 5) created to improve DoW's application of emerging technologies in its day-to-day work; establishing and maintaining sustainable information technology assets and building on these to more effectively support the work of DoW through:

- Provision of an effective *Management Information Service (MIS)* – assisting logical and ethical decision making across the organisation
- *Financial Management System (FMS)* that tracks and manage financial transactions and reporting (including the

- Provincial Works). and
- an enhanced ability to provide open accountability through organisational systems that accurately record, store and allow recall of a range of organisational data, records and information.

MEASURES: # hours IT / Communication systems downtimes

LEAD RESPONSIBILITY: Deputy Secretary Shared Services / Assistant Secretary Information Technology

Implement Whole of Life Asset Management Strategy 2011-2015

The *Whole of Life Asset Management Strategy (AMS)* forms part of this plan (refer Attachment 3) and was developed to more effectively manage fixed land transport assets (i.e. road corridors, roads, bridges etc.). In future development, the strategy will seek to more effectively manage all DoW's corporate assets (i.e. vehicles, office accommodation, office equipment, IT assets etc.). The AMS will support;

- More effective prioritisation and scheduling of road development and maintenance work, and ...
- Transparent and accountable practices in the long-term management of National transport assets and DoW operational assets.

MEASURES: # of infrastructure projects incorporating WoL Asset Management criteria / # Provincial infrastructure development plans linked to DoW Annual Work Plan

LEAD RESPONSIBILITY: Deputy Secretary Technical / First Assistant Secretary Operations

Financial Management Strategy 2011-2015

The *Financial Management Strategy* forms part of this plan (refer Attachment 4) and was designed to assist Treasury and National Planning departments in effectively resourcing national development and maintenance priorities - tracking expenditure over extended budget cycles. The nature of DoW's current and future operations will include to some extent asset development and maintenance projects that extend beyond the annual budget cycles; this demands that DoW develop and manage its ability to extend expenditure and liabilities beyond the annual finance and treasury focus. The main aims of the *Financial Management Strategy* are;

- Standardise financial practices (including Provinces and Districts) making them more efficient, transparent and accountable,
- Link development budget, recurrent budget and trust funded activities to better reflect and report DoW activity and performance, and ...
- Support the work of Treasury and National Planning in long-range assessment of resourcing requirements for current and future priority projects and activities.

MEASURES: # days inside/outside Budget submission time lines / Annual Activity Based Works Plan linked to Recurrent and Development Budgets

LEAD RESPONSIBILITY: Deputy Secretary Shared Services / Assistant Secretary Finance and Budget

Implement Corporate Communication Strategy 2011-2015

The *Corporate Communication Strategy (CCS)* forms a significant part of this plan (refer Attachment 2) providing communication leadership, guidance, standards and policy to improve collaborative activities; those which develop, support, and implement Transport Policy and other Strategic initiatives. In concert with the Department of Transport (DoT) DoW, will embrace a leadership and facilitative role on behalf of the sector to promote the significance and value of an effective and sustainable land transport infrastructure in PNG

The DoW *Communications Strategy* focuses on the benefits of international, intergovernmental and public/private collaboration to enhance decision-making, leverage resources, minimize duplication and develop approaches for the sharing of information for the greater benefit of PNG. The main aims of the Communication Strategy are:

- National and Sector Plans and Policies communicated to stakeholders through effective presentations and media.
- Prioritised and equitable development of transport sector infrastructure occurs across PNG.
- DoW is a leader in the public works community for policy, guidance, standards and promoting programs.
- "Annual Planning Directions" teams fully supported, in creating implementing and monitoring DoW's Annual Plan and Budget submissions.
- Best practice and success stories publicised; demonstrating a collaborative national transport infrastructure strategy.
- Relevance and importance of performance data is communicated to stakeholders and the wider community.
- Benefits of sharing data, working together to share information, collaboration, and making information available is communicated to all strategic partners.

MEASURES: # of key Stakeholders satisfied with Corporate Communications

LEAD RESPONSIBILITY: Deputy Secretary Shared Services / Assistant Secretary Policy and Planning

Institutional Development & Service Delivery

Public Sector Reform (GoPNG PSR)

Build capacity of Provincial, District and LLG Asset Managers

Development of Local Level Government (LLG), District and Provincial construction capacity is critical to addressing current and expected service delivery shortfalls in the land transport sector, particularly where these relate to service delivery in rural and remote communities.

The combined DoW and PNG private sector capacity to deliver infrastructure projects at this time is insufficient to meet the growing needs of communities and other key development projects such as the Liquid Natural Gas (LNG) Project. In reality this means that unless we are able to expand the domestic construction industry or access overseas construction services, many communities will continue with limited access to core government services such as health and education and be unable to equitably access economic development opportunities.

- The first step in this process is to *grow the capacity of LLG, District and Provincial Authorities* to initiate, manage and monitor key development and maintenance projects while transitioning DoW systems and practices to support local level service delivery.
- The second step is to *create and implement priority setting and tendering systems* that facilitate greater participation by Provincial, District and LLG authorities especially where these will improve local employment.

MEASURES: # of new projects and existing maintenance projects in rural / remote areas / % PGK value of programs and projects awarded to private sector and community groups

LEAD RESPONSIBILITY: Deputy Secretary Technical / Assistant Secretary Local Government/Assistant Secretary Human Resource Development

Rural Community Services Access [PNG Vision 2050 1.25]

Access to basic government services is the right of every citizen and the DoW take their role in facilitating this access extremely seriously.

To achieve this goal DoW must extend its impact and influence deeper into rural and remote PNG by re-thinking its Service Delivery Model (SDM) and ensuring maintenance and development priorities are clearly inked to positive impacts for health, education, agricultural and economic participation outcomes. DoW will focus on improving the capacity and economic performance of its operational units in providing such access and economic opportunities.

- The first stage in this process will be to *establish a pilot program across a number of Provinces and their respective Districts*. Initial fact finding as part of the development process will include liaison with stakeholders, identification and prioritising of road assets, identification of resources for development, ensuring road corridors have been correctly acquired and surveyed, etc. (approximately 2 years)
- The next stage will be to *develop and implement an agreed Service Delivery Model (SDM)* across the selected Provinces and Districts (approximately 1 year) while monitoring and adapting the model as required (additional 2 years)
- The final step will be to *expand the SDM to all other Provinces* to meet targets set in PNG Vision 2050.

MEASURES: # of current projects designed to enhance access to health and education facilities / # of Provincial, District and LLG infrastructure development plans aligned to PNG Vision 2050

LEAD RESPONSIBILITY: Deputy Secretary Technical / First Assistant Secretary PTD/Regional Manager's Operations

Review/Develop Contract Delivery Model

One of the keys to opening up economic participation in infrastructure projects will be *simplification of current tendering /contracting processes* and *increasing DoW's ability to create sub-projects within larger projects*, which can be easily managed by smaller contractors or community groups. This will be achieved by;

- Revising current tender and contract practices within FMA and CSTB Guidelines to make them more appealing to smaller contractors,
- Facilitating community based training for rural and remote community groups, in small contract tendering, small project management and meeting design specifications,
- Developing and implementing systems for 'deconstructing' large projects into manageable sub-projects that can be undertaken by small contractors or community groups.

MEASURES: Ratio and PGK value of DoW tendered works awarded to private sector and community groups v. public providers

LEAD RESPONSIBILITY: Deputy Secretary Technical / First Assistant Secretary Contract Management

High quality technical services and advice

DoW's future is thought to lie more in the administration and management of GoPNG priority infrastructure maintenance and development projects than in the physical completion of such projects – however, full transition to this is expected to take several years while private and community construction capacities are grown. To undertake this transition DoW needs to:

- Develop its ability to *recruit, train and retain key professional and trades staff* (currently this is being adversely affected as professional staff are being leached to other development projects such as the LNG Project),
- Develop a clear understanding of GoPNG and community expectations and *establish processes and practices that support timely and accurate feedback on both project progress and how projects contribute to positive community outcomes*. One method for achieving this will be the creation and management of a *Citizen/Stakeholder Report Card* (also addressed in the DoW Communication Strategy (refer Attachment 5))

MEASURES: *Succession Strategy (WFDS) implemented*

LEAD RESPONSIBILITY: *Deputy Secretary Technical / First Assistant Secretary Operations / Assistant Secretary Human Resource Development*

Wealth Creation, Natural Resources & Growth Nodes

Private, Public Participation (GoPNG PPP)

Develop and implement SME performance based contracting models

A key strategy behind this plan, one directly derived from the GoPNG initiative of *Private and Public Partnerships*, is to *improve community and small to medium enterprise (SME) access to economic opportunities*, which flow from infrastructure maintenance and development projects. To achieve this DoW needs to:

- Facilitate *internal systems, procedures and practices* that will support this concept, (this requires a re-think of current contracting and contract management models and methodologies to provide systems and processes, which are user friendly for small to medium enterprises) and ...
- Develop the *capacity of private and community contractors* to meet the standards and reporting requirements of participation in such projects (this will require development and delivery of targeted training programs, particularly for rural and remote areas and in areas where significant infrastructure activity is planned).

MEASURES: *# of first time project/program partnerships with DoW X PGK value*

LEAD RESPONSIBILITY: *Deputy Secretary Technical / First Assistant Secretary Contract Management*

Review DoW's non-core business activities [PNG Vision 2050 1.17.7.2]

DoW provides a range of services that have evolved over a number of years to the current DoW structure and mandate. DoW recognises the need to review and rationalise these services and its structure to better align with *PNG Vision 2050* outcomes and in doing so will identify these services as either “core” or “non-core”.

Core Services will generally be retained and streamlined while *Non-core Services* will be transitioned to a commercial/cost recovery basis or out sourced. The criteria for service outsourcing will generally be ‘**where services can be more effectively or more efficiently provided by other providers**’ and/or where they cannot be retained as a minimum on a cost recovery basis. Where Non-core services are retained they will be subjected to a full *Cost Benefit Analysis* and expected to operate to an annual business plan and not be funded from recurrent expenditure following full transition. Initial investigations in regard to commercialisation and outsourcing will include;

- DoW Human Resource Development Branch,
- DoW Provincial Works Units,
- DoW Plant and Transport Division, and ...
- DoW Printing and Records Unit.

MEASURES: *Non-core services operating cost neutral or are profit-making*

LEAD RESPONSIBILITY: *Deputy Secretary Shared Services / First Assistant Secretary Finance and Information Technology*

Lead GoPNG discussion on Public Sector outsourcing [PNG Vision 2050 1.17.7.2]

Through a number of its policy and planning documents, GoPNG encourages wherever possible the devolution of service provision to the private sector as a key strategy in invigorating the economy and opening up opportunities for economic participation. In response to this DoW accepts responsibility as a leader both in facilitating discussion on and implementation of “outsourcing” wherever this is deemed viable and reasonable.

DoW expects through its rationalisation of *Core Services* a number of outsourcing and cost recovery opportunities may arise and as such it will demonstrate support for the GoPNG stance by creating cross agency dialogue on these issues and where appropriate pilot the outsourcing of services identified as non-core and/or commercially viable. In accordance with *PNG Vision 2050* DoW will evaluate a variety of new and innovative service delivery mechanisms as part of its public sector reform program, including but not limited to commercialisation of provincial works elements, developmental and operational support to small to medium private sector enterprises (SME's) and establishing of contracting practices that allow greater citizen participation in road maintenance and construction projects.

MEASURES: % stakeholders satisfied with GoPNG Policy and Procedure support for “Core Service Delivery” and “Community/Private Partnerships”

LEAD RESPONSIBILITY: Deputy Secretary Shared Services / First Assistant Secretary Management Services

Identify and Prioritise Development Areas

Another key strategy behind this plan, derived from *PNG Vision 2050*, is to *improve participation in the determination of project/program priorities* in partnership with Provincial, District and LLG authorities. To achieve this DoW needs to:

- Develop and implement *Project/Program ranking system*. A model for this ranking system is currently under development as part of *TIPS 2010* and is expected to provide a useful tool for cost-benefit analysis in regard to road work. The applicability of this model to DoW Projects and Programs and usability by Provincial, District and LLG authorities is yet to be determined and some adaptation may be required.

MEASURES: Projects/Programs prioritised using approved ranking system

LEAD RESPONSIBILITY: FAS Finance and IT / AS Project Coordination

Human Capital Development & People Empowerment

Improve Access to GoPNG Services,[PNG Vision 2050 1.17.1.2] specifically in Rural Areas

Liaise with Health and Education Authorities to enhance service access

DoW acknowledges one of its key responsibilities to PNG communities is the provision of reliable access to GoPNG services. In order to achieve this DoW must be actively involved in the preliminary planning of new services and in the review of existing services. Health and Education facilities, particularly in remote and rural areas are of critical importance in achieving *PNG Vision 2050* goals in relation to the *Human Development Index (HDI)* and improving life expectancy. To achieve this DoW needs to:

- Develop and maintain *close working relationships with sectoral planning and policy leaders*, and...
- Seek early *inclusion of DoW in key agency Core Service Planning activities* to facilitate improved reliability and access to health and education facilities.

MEASURES: # of new projects linked to core service agency consultations.

LEAD RESPONSIBILITY: DoW Executive/ Assistant Secretary Policy and Planning

Professional Skill Development and Retention of Professionals

With significant private sector development across PNG, particularly in regard to LNG Projects, DoW along with many other government departments is under some duress in retaining and recruiting skilled professionals and trades people. This is a cross government issue with significant impact on DoW's ability to provide core services and as such we will seek to take a leadership role in establishing a cross government approach to the issue. To achieve this DoW needs to:

- Commence a *phased shift to a more responsive and appropriate organisational structure*, managed through natural attrition, and...
- *Identification of priority professions and trades*, developing recruitment, upskilling and retention strategies that allow the public sector to compete for the best staff available.

MEASURES: # Professional and Skilled vacancies X length of vacancy, Graduate Recruitment.

LEAD RESPONSIBILITY: First Assistant Secretary Management Services / AS Human Resource Management Branch

Develop Community Entrepreneurial Skills [PNG Vision 2050 1.17.6.14]

PNG currently has a small construction industry dominated by a few larger enterprises. This situation is not conducive to the essential expansion of the industry sector - limiting competition across the industry. DoW acknowledges a need to develop the core skills of people wishing to enter or operate more effectively in the sector and will seek to facilitate the growth of SMEs capable of bidding for and successfully completing whole projects or discreet project elements, thus sharing economic opportunities more broadly in the community. To achieve this DoW needs to:

- Develop *systems and practices that encourage SMEs to tender for and complete land transport construction and maintenance projects*, and...
- Identify, develop and either provide or out source *skill development programs designed to assist SMEs to compete* for land transport infrastructure projects.

MEASURES: # SMEs tendering for and completing DoW contracts / # of training programs conducted in support of SMEs and community groups

LEAD RESPONSIBILITY: First Assistant Secretary Management Services/ AS HRD Branch

Leadership and Professional Development Programs (LDP/ PDP) [PNG Vision 2050 1.19.2]

DoW has recognised for a number of years now the critical importance of leadership and professional development, particularly in regard to their impact on staff morale and motivation. Our previous Corporate Plan started the process of developing these programs and this revised plan seeks to capitalise on the work already done and move this initiative forward. To achieve this DoW needs to:

- Review “hard”and “soft” *capacity and skills* requirements of DoW leadership and professionals - developing and implementing a program that targets skill shortfalls and facilitates succession planning, and...
- Scope, develop and implement a *Leadership Recognition/Incentive Scheme* and *Professionals Career Stream* designed to reward and recognise consistency and quality among organisational professionals and leaders.

MEASURES: % of senior managers with a succession plan implemented / Excellence in Leadership being recognised.

LEAD RESPONSIBILITY: Deputy Secretary Shared Services /First Assistant Secretary Management Services

Employee Health and Wellbeing [PNG Vision 2050 1.20.1]

DoW recognises the critical importance of the health and well being of staff and the impact this has on overall organisational productivity and performance. While essentially a leadership responsibility it is incumbent on DoW to establish clear policy and guidelines in regard to occupational health and safety issues while encouraging all staff to pursue an active and safe lifestyle. In this regard DoW will:

Develop and implement:

- an *HIV and Aids Policy and Action Plan* designed to inform all staff, encourage contractors to meet basic minimum standards and support those who may become infected,
- a *Domestic Violence Policy and Action Plan* to inform staff and encourage behaviour that strengthens social relationships and improves safety and security for staff and their families,
- a *Gender Equality Policy and Action Plan* designed to address inequity in the workplace and create awareness and support for those who may become victims of workplace, family and sexual violence
- additional lifestyle and wellbeing programs (inc. Driver Education, Exercise and Nutrition, etc.)

MEASURES: HIV and AIDS Policy and Action Plan implemented and actively monitored/ Gender Equality Policy and Action Plan implemented and actively monitored/ # of lifestyle and well being program participants.

LEAD RESPONSIBILITY: Deputy Secretary Shared Services /First Assistant Secretary Management Services

Security & International Relations

Safety Security and Inter connectivity

Legislative Framework and Partnerships to Manage National Road Assets [PNG Vision 2050 1.21.1]

The *Protection of Transport Infrastructure Bill 2010* and the *Roads (Classification and Standards) Regulation 2010* have been passed into law thus allowing DoW to develop and implement a set of policies and procedures to establish compliance. To achieve this DoW needs to:

- Identify compliance issues against the *Protection of Transport Infrastructure Bill 2010* and the *Roads (Classification and Standards) Regulation 2010*. and ...
- Develop and implement *DoW Road Asset Management strategies, policy and procedures* compliant with new legislation.

MEASURES: Whole of Life Road Asset Management Strategy implemented

LEAD RESPONSIBILITY: Deputy Secretary Technical Services / AS Asset Management Branch

Take technical ownership of, and grow road networks throughout PNG [PNG Vision 2050 1.17.7.3.7]

This strategy is derived directly from the *PNG Vision 2050* and requires significant long term planning and resourcing to meet GoPNG expectations.

In order to take effective ownership DoW will:

- conduct an *audit to initially identify and classify roads*, ensuring land on which road assets are located was correctly acquired in the first instance (as per *Protection of Transport Infrastructure Bill 2010*) to mitigate compensation claims into the future,
- undertake *broad consultation with existing asset managers* to develop a schedule for transition of roads to DoW.
- develop *plans and resource schedules for Missing Link and Economic Corridor Roads*, and ...
- *retain control of any road network where there exists a CSO funding obligation or where cost recovery is not an option* - all other roads will be gradually transferred to NRA management.

MEASURES: *Road network audit/ Registration of national roads as DoW assets*

LEAD RESPONSIBILITY: *Deputy Secretary Technical / First Assistant Secretary Operations*

Plan for Regional Economic Corridors [PNG Vision 2050 1.17.6.11]

The *Development Strategic Plan (DSP)* defined 7 key economic corridors necessary for opening up the development of PNG's broad range of natural resources. Developing these corridors requires negotiation with landholders, LLG, District and Provincial authorities, Central Agencies and the allocation of significant resources over many years - to this end a longer term plan for their development will be required, over and above normal maintenance and construction activity. To achieve this DoW needs to:

- Evaluate, cost and prioritise each of the economic corridors.
- Develop systems and capacity to manage long-term projects (i.e. those unlikely to fit annual funding cycles)
- Identify capacity for development (internal and external) recognising that current PNG construction capacity is limited and being largely taken up by significant economic initiatives like the LNG project.
- Identify GoPNG and/or donor sources for funding of development projects.
- Survey and design road corridors
- Acquire road corridor land, etc.

MEASURES: *Economic Corridor Plans costed and prioritised / Resources Identified*

LEAD RESPONSIBILITY: *Deputy Secretary Technical / First Assistant Secretary Operations*

Effective Management of Foreign/Donor Aid to GoPNG Priorities [PNG Vision 2050 1.17.8.3.1]

In accordance with GoPNG International Conventions (*including the MDG's*) and International Agreements (*such as the PNG Australia Partnership for Development*) DoW will, through its systems and practices *ensure donor funding is targeted towards the priorities outlined in PNG Vision 2050, the Development Strategic Plan (DSP) and the National Transport Strategy (NTS)*. To achieve this DoW will need to:

- Work closely with aid donors to ensure they remain aware of GoPNG development priorities,
- Ensure donor projects have expected outcomes against MDG's and/or other significant social development indicators, such as those highlighted in *PNG Vision 2050*, and ...
- Identify and prioritise major impact projects ensuring wherever possible a spread of development that includes as many Districts as possible.

MEASURES: *Donor Projects and Funding directed to GoPNG Priorities including MDG's*

LEAD RESPONSIBILITY: *Deputy Secretary Shared Services / Deputy Secretary Technical Services*

Climate Change & Environmental Sustainability

Transport Infrastructure projects that address climate change and environmental sustainability

Review and develop transport infrastructure environmental strategies [PNG Vision 2050 1.17.9.2]

DoW will take a leadership role in the development of infrastructure environmental policy. To achieve this DoW needs to:

- Develop and implement a *DoW Infrastructure Environmental Strategy* incorporating measures to address future impact of climate change and natural disasters. and ...
- Develop and implement *DoW internal Environmental Policy* to address DoW environmental footprint.

MEASURES: *Environmental Strategy and Policy implemented*

LEAD RESPONSIBILITY: *Deputy Secretary Technical Services / DoW Environment Unit*

Church and Community Development

Community Participation in Transport Infrastructure planning and implementation

Develop and/or facilitate development partnerships with communities and NGO's

DoW accepts a leadership role in the *development of community participation models and practices* and will work closely with other non-government service providers when planning and implementing projects and programs. To achieve this DoW needs to:

- Develop and implement *community, church and NGO partnerships and participation practices* for the development of project/program priorities and plans linked to *PNG Vision 2050*. and ...
- *Regulate the type and size of infrastructure contracts* to facilitate greater participation by small/medium enterprises.
- *Keep the public fully informed* in regard to the operations of DoW through approved monitoring and evaluation reporting.

MEASURES: *# of Project/Program partnerships with Churches, Communities and/or NGO's*

LEAD RESPONSIBILITY: *Deputy Secretary Technical Services / Local Government Unit*

Attachments

The following have either been developed or are under development and should be read in conjunction with this Plan:

1. DoW **Workforce Strategy 2011-2015**
2. DoW **Communications Strategy 2011-2015**
3. DoW **Asset Management Strategy 2011-2015 (Under Development)**
4. DoW **Financial Management Strategy 2011-2015 (Under Development)**
5. DoW **Information Technology Strategy 2011-2015 (Under Development)**
6. DoW **Service Delivery Strategy 2011-2015**

