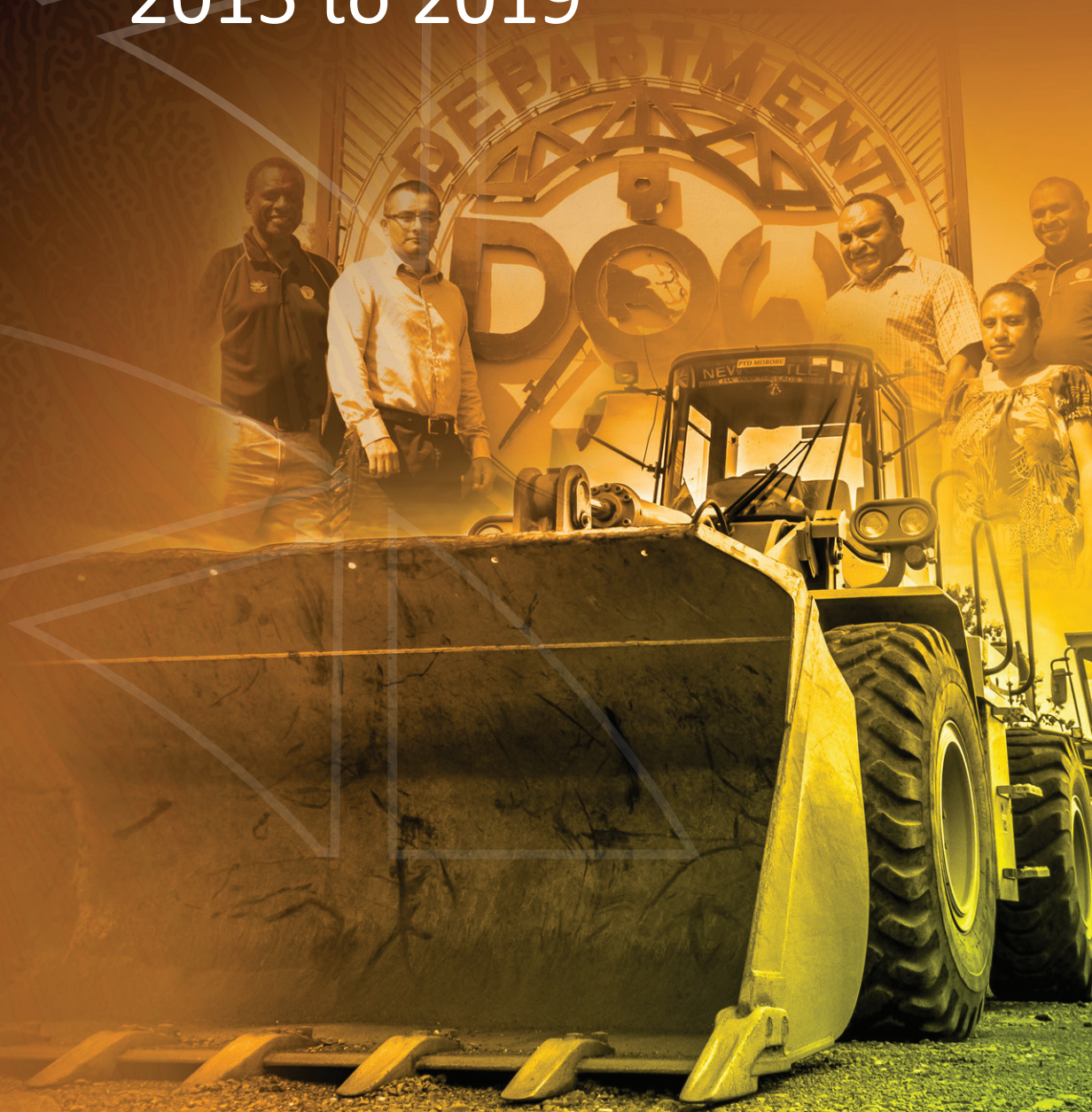




Corporate Strategic Plan 2015 to 2019





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Message from the Minister for Works & Implementation

A strong Department of Works at the heart of a thriving infrastructure sector will ensure the best possible services.

Clear goals and targets within this Plan drive the push to a more accountable approach to improving the road network.

This plan sits well in the framework of guiding national documents such as the National Transport Strategy, Development Strategic Plan 2010-2030 and Vision 2050. It also helps to shape and respond to the government's national budget.

Funds are not endless and this Plan will serve to ensure effective spending on planned priorities to achieve value for money improvements for the road network in Papua New Guinea.

Through this document, the Department is also able to communicate more clearly to the private sector and the wider community the long term priorities and targets. Infrastructure is to be built for the citizens of today and tomorrow and this Plan will encourage the Department to consider the needs of future generations who deserve a high quality, well maintained road network.

I am delighted to be able to fully support this Plan and I challenge us all to use it as a motivator and guide to deliver the best possible outcomes for our country.

A handwritten signature in black ink, appearing to read 'Francis Awesa', written in a cursive style.

Hon. Francis Awesa OL CBE MP
Minister for Works and Implementation



Message from the Secretary for Works & Implementation

Infrastructure development continues to be one of the key priorities of the Government and ensuring that the Department of Works is best placed to continue to provide for the needs of the citizens of Papua New Guinea underpins everything at the Department.

The aim of this Corporate Strategic Plan (2015-2019) is to provide a clear and transparent pathway to strengthen the Department well into the future. Importantly, the Plan aligns closely to the National Transport Strategy and this harmony is evidence of a wider transport sector working together to tackle our shared challenges. This document is further testament to the fact that the Department is committed to following the path of evidence based decision making and setting clear and measurable targets. As record flows of government funding are targeted at infrastructure over the life of this Plan, it is vital that the Department continues to hold itself fully accountable.

The directive to clarify the role and legal mandate of the Department lies within these pages and is crucial to providing the certainty the Department needs to deliver effective services for Papua New Guinea. Through this Plan the country will also benefit from improved strategic planning of the road network. The Department continues to be at the forefront of the shift towards multi-year planning to deliver sustainable maintenance and improvements of our assets.

Our organisation understands the huge economic and social impact that a quality infrastructure network can have on the lives of people in rural as well as urban communities. This Plan sets out how we will better support Provincial, District and LLG Administrations to provide the infrastructure needed for effective development in rural communities.

The Plan has been developed by a dedicated team of people and I commend them for their efforts in the preparation of this guiding document which will assist decision makers to remain focussed on the Department's priorities.

This Corporate Strategic Plan incorporates the many different aspects of the work of the Department and includes the work made possible through our international partners and donors. I would like to take this opportunity to give my thanks for their continued support of the Department.

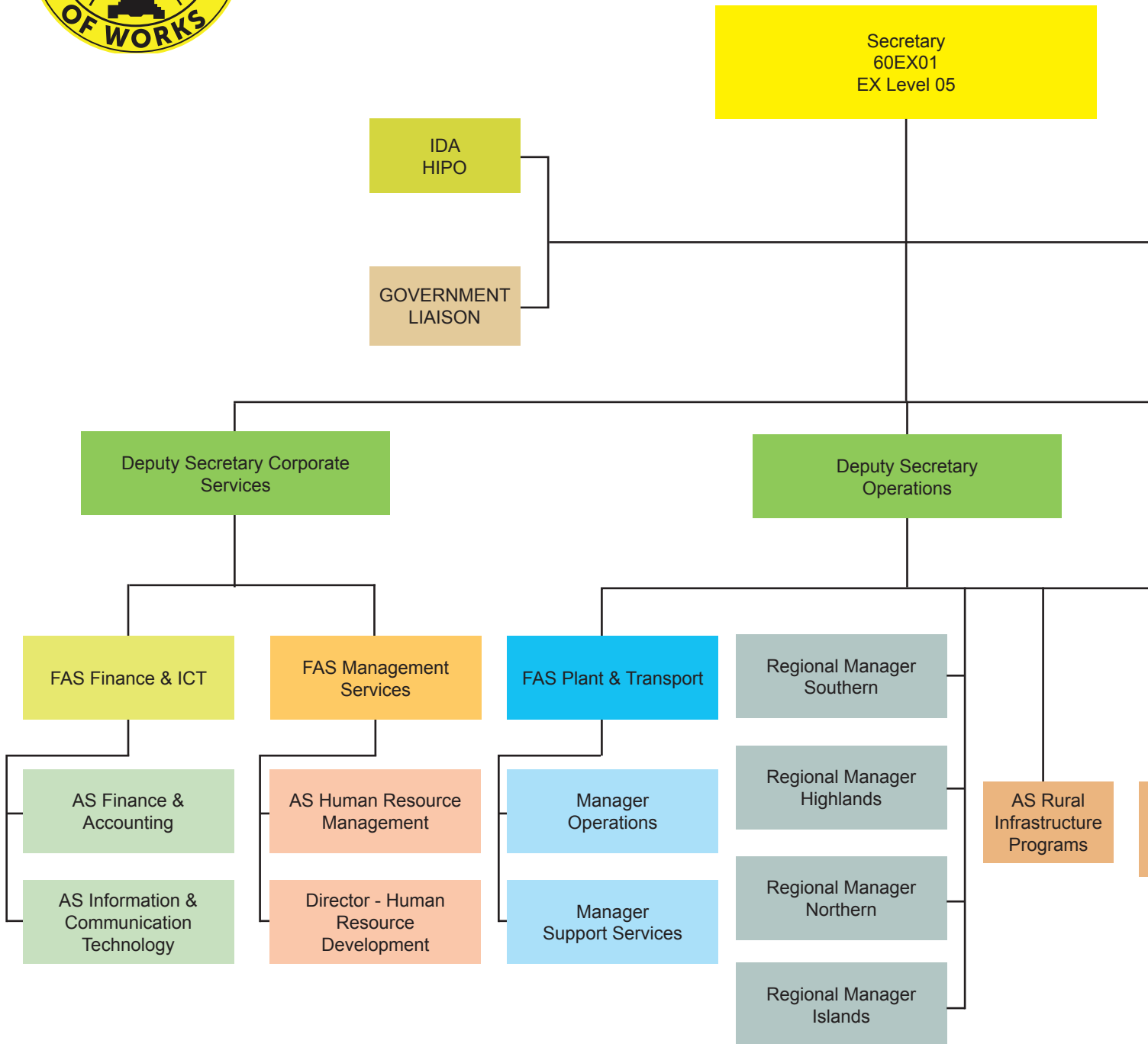
I hereby fully endorse this Plan as the roadmap for a better and more effective Department of Works.

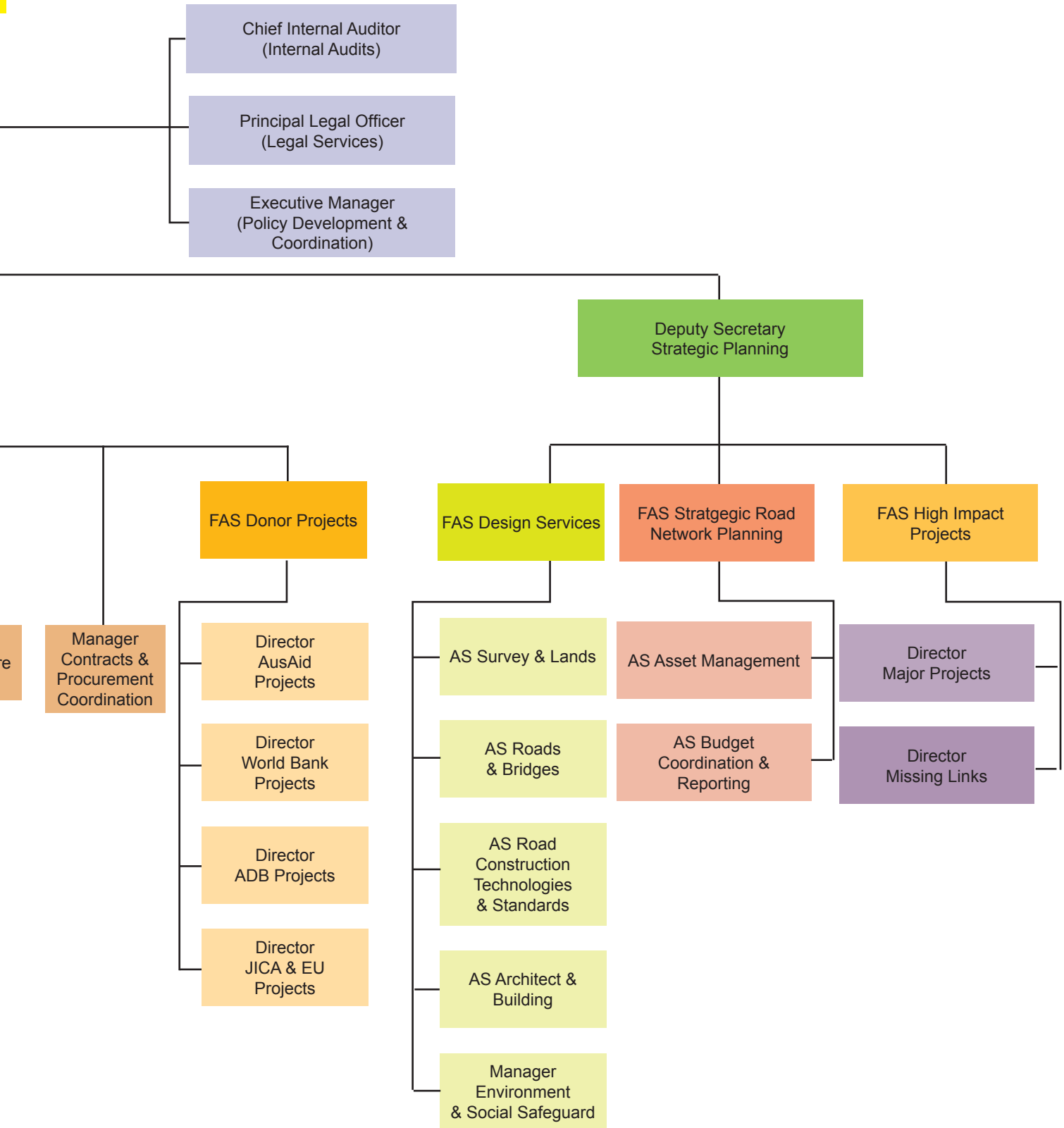
David Wereh
Secretary, Department of Works and Implementation

Organisational Structure



Department of Works & Implementation Top Management Structure



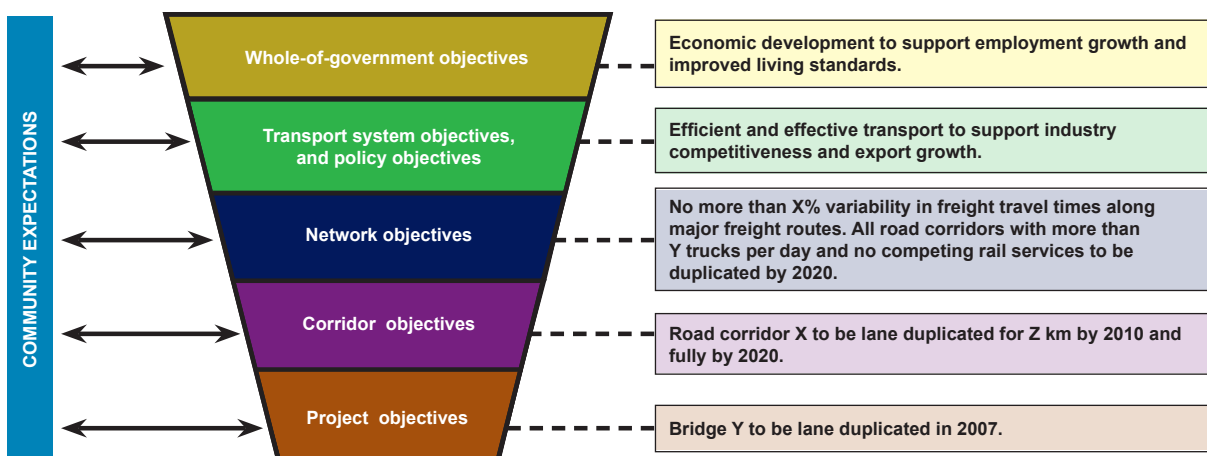


1. Introduction

1.1 Highlights of the Plan

The major focus areas of the Department of Works (DoW) for the period of this Corporate Strategic Plan 2015 – 2019 are as follows:

- Implementing a structured maintenance program to ensure the current 4000km of national roads in good condition do not deteriorate;
- Implementing a program to upgrade and seal another 1000km of national roads to good condition;
- Continuing to provide central government agencies with accurate reporting on progress in improving the road network and up-to-date information on the maintenance backlog, in 2015 estimated at between K3 and K4 billion;
- Undertaking emergency restoration of the 800km Highlands Highway, whilst developing a long term plan to reduce road failure;
- Upgrading Lae and Port Moresby city roads;
- Opening up four economic corridors with an extra 1700km of national roads: East-West New Britain link; Gulf Province –Erave to Semerigi Link; Gulf to Morobe -Kaintiba to Aseki; and, Madang to Baiyer, Western Highlands; and connecting other missing links as they are funded;
- Revitalising Plant and Transport Division as a critical delivery mechanism for maintenance of PNG's rural roads;
- Implementing a comprehensive approach to long and short term planning in respect to road network, service delivery, corporate management and support for provinces, districts and local level governments to deliver technical infrastructure projects. As shown in diagram below, Department of Works will focus on delivering a road network which aligns with government and community goals and expectations;
- Developing the Department's workforce, including upgrading formal qualifications for at least five staff members each year, to degree or masters level, along with a structured training plan for departmental staff which addresses immediate skill and knowledge requirements to deliver the Corporate Strategic Plan;
- Developing and implementing of a suite of policies, procedures, guidelines and manuals which detail organisational processes and practices and which support ongoing audits to ensure services are delivered consistently, at the required standard and within approved budget;
- Achieving strong accountability and transparency in respect to planning and management, demonstrated through timely, accurate reporting of achievements; and
- Providing clarity in the service delivery model which the Department will use to deliver the road program, with a logical approach to maintaining the Department's own construction capability and supporting development of private sector construction industry capacity.



Source: Austroads Guide to Asset Management

1.2 Purpose of this Corporate Strategic Plan

The Department of Works is required to maintain a Corporate Strategic Plan which describes how the Department's role, responsibilities and mandate will be delivered in the next five years. The Department's Corporate Strategic Plan 2015 to 2019 is an important document in communicating priorities and responsibilities, both within and outside the Department. It sets a new direction for the Department with an increasing focus on delivering improvements in the road network and rural infrastructure to support better access to services for the community and the development of PNG more generally.

1.3 Structure of this Corporate Strategic Plan

This Corporate Strategic Plan is structured as follows:

Part A: Corporate Strategy

- Section 1 Introduction
- Section 2 Vision, mission and values of Department of Works
- Section 3 Department of Works' role and mandate (Legislated powers and responsibilities)
- Section 4 Overview of Department of Works' Planning Framework
- Section 5 Partnership with external stakeholders including development partners
- Section 6 Overview of Department of Works' Policy and Procedures Framework
- Section 7 Monitoring, reporting and evaluation of the Corporate Strategic Plan
- Section 8 Strategic directions
- Section 9 Department of Works deliverables and performance targets

Part B: Implementation Plan

- Section 10 – Implementation Plan for Corporate Strategic Plan

1.4 Scope of this Corporate Strategic Plan

The Corporate Strategic Plan describes all functions of the Department and provides a framework for delivering activities. Where approval is given by the National Executive Council for changes to the Department's functions or responsibilities, these will be reflected in annual updates of the Corporate Strategic Plan.

1.5 Responsibility for implementation of this Corporate Strategic Plan

The Secretary, Department of Works is responsible for ensuring that the efforts of all staff are aligned with achieving corporate goals described in this Corporate Strategic Plan.

All employees are responsible for ensuring they are familiar with the Corporate Strategic Plan and work actively towards achievement of goals and performance targets described in the Plan.

1.6 Review of this Corporate Strategic Plan

The Corporate Strategic Plan will be reviewed annually, during January each year, to ensure that the updated Plan reflects the approved annual budget for the year commenced and also reflects any changes in priorities, functions and responsibilities approved by the National Executive Council and the Department's Senior Executive Team (SET) during the previous year.

2. Vision, Mission and Values

2.1 Vision

Department of Works will strive to achieve the following vision:

Quality of life is enhanced for all sections of the community through delivery of sustainable well managed land transport and support for development of rural infrastructure

2.2 Mission

Department of Works' mission is to:

Improve opportunities for economic participation and reliability of access to core government services for all PNG citizens through an effective, safe and efficient land transport and technical infrastructure services

2.3 Values

Department of Works values are the foundation upon which all employees operate. The values stem from our Melanesian culture, guide behaviour, and influence decision-making and relationships with key stakeholders.

The key values Departmental employees subscribe to are:

- Opportunities to improve: 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
 - Transparency: reporting will be accurate and timely and provide stakeholders with information required to determine if the Department is efficiently using public funds to deliver services
 - Accountability: all employees of the Department, at all levels, will be held to account for their actions and providing timely, accurate reporting and performing their duties to the highest standard
 - Good governance: the Department will establish and maintain compliance with policy and procedures for all operations and will ensure decision making is appropriate and in the public interest
- Melanesian culture: respecting and supporting communities and achieving mutually acceptable goals



3. Department of Works role and mandate

Department of Works role and mandate are determined by the Government of Papua New Guinea. The Department is required to meet all responsibilities mandated in legislation and by the Government, through the National Executive Council.

A significant challenge for the Department is the lack of updated legislation which ensures there is clarity in role in respect to the responsibilities of different government agencies for managing and maintaining the road network and other government infrastructure.

During 2015 and 2016, the Department's management will work with partner agencies to improve clarity in role and mandate through development, updating or revision of legislation.

In respect to this Corporate Strategic Plan, the Department's responsibilities are reflected as follows:

- Department of Works owns the PNG road network on behalf of the National Government
- Department of Works is responsible for planning of the management and maintenance of the road network and implementing maintenance activities on the national network in conjunction with the National Roads Authority

- Department of Works is responsible for establishing and enforcing standards for engineering and maintenance of roads and bridges throughout the country
- Department of Works is responsible for ensuring that quality standards are maintained for the road network, including undertaking technical audits for road construction projects
- Department of Works is responsible for oversight of building infrastructure in Papua New Guinea through establishment and management of Building Boards
- Department of Works is responsible for providing technical assistance to provincial, district and local level governments to develop infrastructure

One of the first priorities in this Plan is to improve the legislation giving Department of Works its mandate. In this regard, the Department will work to revise, update and develop legislation. As legislation is update, this section of the Plan will be revised to reflect improved clarity in role and mandate.



4. Overview of Department of Works' Planning Framework

The diagram below details the different strategies and plans needed to deliver an effective strategic planning and service delivery approach for the road network.

Strategic Levels

	Inter-national	National	Transport Sector	Dept of Works - Corporate	Dept of Works - Road Planning	Dept of Works - Operational
Planning Horizon	Long Term 20-40 years	Vision 2050 Development Strategic Plan 2010-2030	National Transport Strategy	Road System Management Strategy	Missing Link: New road Corridor Strategy Road Hierarchy Plan Environment Strategy	
	Medium Term 5-20 years	Millennium Development Goals Sustainable Development Goals Medium Term Development Plan 2 2016-2017	Medium Term Transport Plan 2014-2018 Transport Sector Education & Training Strategy Road Safety Strategy, (Education, Enforcement & Engineering)	DoW Corporate Strategic Plan 2015-2019 National Roads Authority Corporate Plan (aligned with)	Road Investment Strategy Road Use Management Strategy Infrastructure Preservation Strategy	New Road Construction Program Black Spot Upgrade Program
	Short Term 1-3 years	GoPNG National Budget Alotau Accord	Transport Sector Integrated Annual Budget	ABG Corporate Plan (aligned with) Workforce Dev'tment Strategy Financial Management Strategy Environment Strategy Information Management & Comms Strategy	Road Safety Engineering Strategy DoW Annual Plan NRA Annual Plan ABG Annual Plan DoW Annual Budget	DoW Performance Targets 2013-2016 Annual Road Rehabilitation & Maintenance Works Program Annual Bridge Upgrading and Replacement Program Annual Road Transfer Plan

4.1 Corporate Strategic Plan

Department of Works has developed this Corporate Strategic Plan after the completion of an Agency Capacity Diagnostic which analysed the capacity of the Department to deliver on GoPNG goals and commitments for the national road network.

This Corporate Strategic Plan takes a new approach, providing a detailed and staged plan for improving achievements by the Department. This Plan will be reviewed annually, at the start of each year, and will reflect ongoing improvements in capacity, achievements in the previous year and changing levels of GoPNG and development partner funding.

4.2 Department of Works Annual Plan

The Corporate Strategic Plan will be supported by an Annual Plan, developed each year to reflect the planned activities and budget for the year. Annual Plans are developed for each calendar year and will reflect the approved budget and activities in the Annual Plan are directly taken from the Implementation Plan in Part B of this Plan.

The Annual Plan will be supported by a range of plans at Divisional and Branch level, which define how each branch and division will contribute to Department of Works' achievement of corporate goals and annual performance targets.

4.3 Department of Works Annual Budget

Department of Works is funded through an annual budget appropriation from the National Government. Included in this budget is funding from consolidated revenue and from development partners, who provide support in implementation of the annual works program.

The annual budget is now a consolidated budget, reflecting both operating and capital budget requirements. In recent years, maintenance for the road network has moved from the development budget to the operating budget and is seen as a routine annual expenditure item rather than a capital investment.

4.4 Development of Project Management and Construction Capacity Model

In the past thirty years, the Department has increasingly moved from a model of undertaking road construction and maintenance activities internally to a model of outsourcing road construction and maintenance projects to the private sector construction industry. This same approach was implemented in many countries, including Australia, USA and the UK. It is now recognised that a totally outsourced approach results in a range of challenges, including that internal capacity to undertake works has deteriorated, there is a lack of information gained through internal works which assist in developing performance benchmarks for contracted works and, in some locations, lack of external capacity is limiting the ability to deliver the works program.

Accordingly, the Department of Works will develop a Model which will define what approach will be implemented in the future to ensure that both internal and external capacities are available for road maintenance and construction activities. Internal capacity is important because it provides scope for completing works in provinces where there is limited private sector capacity, for achieving rapid emergency reinstatement of the network in unforeseen circumstances and also provides a valuable development model for staff in learning the full process for road construction and maintenance both through doing and supervising. This internal capacity also provides a source of information for benchmarking of costs and quality which can assist in developing cost, quality and time indicators for effective contract management of outsourced works.

4.5 Road Hierarchy Plan

A road hierarchy is accepted as one of the important tools used for road network and land use planning. The Road Hierarchy Plan will provide the means for defining each roadway in terms of its function such that appropriate objectives for that roadway can be set and appropriate design criteria can be implemented, which assists in achieving an efficient road system. The Road Hierarchy Plan will help to ensure conflicts between the roadway and the adjacent land use are minimised and the appropriate level of interaction between the roadway and land use is permitted.

4.6 Road System Management Strategy

Department of Works will develop a Road System Management Strategy which examines the community needs and expectations for performance of the road system and define the 'fit for purpose' standards for the configuration, capacity, condition, and use of the road system assets which will together achieve that performance. The focus of the Strategy is to establish an over-arching hierarchy of performance-based standards for the capacity, use and condition of the various components of the road network which reflect the strategic function and level of use of different routes in the network.

The Strategy details the relationship between the GoPNG priorities for development of the road system and the community's priorities for economic development, social development and environmental management. It will demonstrate for government and key stakeholders the synergies of targeted investments in the management and development of the road system together with other initiatives to achieve government policy outcomes. The Road System Management Strategy presents the rationale behind fit-for-purpose performance targets and corresponding standards for the capacity, condition and use of various components of the road system.

4.7 Road Investment Strategy

The Road Investment Strategy will translate road system performance objectives (driven by community outcomes) to priorities for investments in road system capacity. The Strategy will identify and prioritise capital investments in the road system which will progressively achieve the target network configuration and capacity identified in the Road System Management Strategy, recognising forecast patterns of road use demand and funding availability.

The Road Investment Strategy will articulate the priorities and effectiveness of capital investments in the capacity of the road system. It provides the framework for the progressive development and evaluation of road system improvements to achieve the performance objectives and target standards developed in the over-arching road system management strategy. It will guide planners, project designers and developers of road investment proposals.

4.8 Road Use Management Strategy

The Road Use Management Strategy will provide a framework for the management of road use, particularly for specific road user groups such as freight vehicles and public transport. This strategy is complementary to the Road Investment Strategy and the infrastructure preservation strategy. This system is critical because the road system cannot respond to unconstrained use.

The Road Use Management Strategy will provide a strategic framework to manage the use of the road system, including vehicle registration criteria, mass and dimension limits, operational requirements, licensing of drivers and operators, traffic management, and road space allocation. It will include designated routes for heavy or oversize vehicles, speed management strategies, restricted hours for movement of oversize loads, peak hour operation of transit and high occupancy vehicle lanes, and priority for public transport vehicle movements. This strategy will be developed in conjunction with the Department of Transport and the Road Traffic Authority.

4.9 Infrastructure Preservation Strategy

The Infrastructure Preservation Strategy will translate road system performance objectives (driven by community outcomes) to priorities for managing the condition of road system assets. The strategy will identify and prioritise appropriate asset maintenance and renewal activities to achieve and sustain the asset condition standards as identified in the road system management strategy, recognising measured and forecast patterns of deterioration of asset condition, the effects of treatment regimens on life cycle costs of the asset and the effect of asset condition on road user costs, ride quality and safety.

The Infrastructure Preservation Strategy provides the strategic framework for managing the condition of the road network. It enables the development of sustainable maintenance and renewal programs to achieve and maintain the asset condition objectives and target standards developed in the road use management strategy. It is primary guidance for asset managers and maintenance management personnel.

4.10 Missing Links – New Road Corridor Strategy

The Department will develop and regularly update a Missing Links – New Road Corridor Strategy which details the plan for completing the missing links and establishing new road corridors. This will be based on the Transport Infrastructure Priority Study and reference feasibility studies completed for proposed missing links and road corridors.

4.11 Road Safety Engineering Strategy

The Road Safety Engineering Strategy will be developed in conjunction with the Road Traffic Authority and provide details of Department of Works commitments under the National Road Safety Strategy and National Road Safety Action Plan, and specifically the engineering aspects of road safety. In addition to this, a Safety at Road Works Guide will be prepared and maintained to guide Departmental staff and contractors to improve safety at road works sites.

4.12 Black Spot Upgrading Program

The Department will, in conjunction with the Road Traffic Authority, develop a Black Spot Upgrading Program, which will identify road accident ‘black spots’ and detail a plan for addressing these in the future to improve road safety. Reference will be made to the IRAP (International Road Assessment Program) ratings for the road network determined as part of the ongoing program to assess road condition.



4.13 Annual Road Rehabilitation and Maintenance Plan

This is currently referred to as the Annual Works Program, a plan which is developed annually and provides the costed, funded program of planned works for the year. This plan is developed annually and finalised when the annual budget for the year is made available to the Department.

4.14 Annual New Roads Plan

An Annual New Roads Plan will be developed for each calendar year, which will align with the Department of Works Corporate Strategic Plan and Annual Plan and will reflect the new roads approved for construction as part of the annual budget process. This Plan will include anticipated ongoing maintenance funding required for newly constructed roads, a timetable for handover of new roads to the National Roads Authority for maintenance and identify funding sources.

This Plan is developed based on the approved Missing Links – New Road Corridor Strategy which provides the longer term plan for delivering economic corridors.

4.15 Annual Bridge Upgrading and Replacement Plan

This is currently part of the Annual Works Program, which is developed annually and provides the costed, funded program of planned bridge works for the year. The plan is developed annually and finalised when the annual budget for the year is made available to the Department.

4.16 National Road Asset Schedule and Annual Road Transfer Plan

As part of a process of improving management of the road network, the Department will create and maintain National Road Asset Schedule, providing full details of all roads. Maintenance responsibility and maintenance funding source for each road will be detailed.

The National Transport Strategy (NTS) includes a goal of increasing the national road network from the current 8,700km to 25,000km by 2030. Achieving this will require a major rearrangement of the current road network, including the transfer of thousands of kilometres of roads from district and provincial roads to the national road network. The Annual Road Transfer Plan will provide the annual plan for transferring roads, both to the national road network and also to National Roads Authority for maintenance responsibility.

4.17 Memorandum of Understanding with National Roads Authority

A Memorandum of Understanding was agreed 12 August 2010 with the National Roads Authority. In 2015, this Memorandum will be revised and further developed to capture:

- Responsibility for establishing and implementing road engineering and maintenance standards
- Funding arrangements and appropriate approaches for NRA when they have insufficient funding to maintain their allocated sections of the road network
- Joint approach to prioritising maintenance on the road network
- Approaches to declaring roads as national roads and transferring road maintenance responsibilities between road agencies

The Memorandum of Understanding will be reviewed and updated every second year, commencing in 2015, to ensure it remains relevant and reflects current priorities for the Government of Papua New Guinea, Department of Works and National Roads Authority.

4.18 Memorandum of Understanding with Autonomous Bougainville Government

A Memorandum of Understanding was agreed 17 October 2012 with the Autonomous Bougainville Government. In 2015, this Memorandum will be revised and further developed to capture:

- Responsibility for planning, procurement and implementation of works in Bougainville
- Opportunities to implement a project management and supervision consultancy for road works
- Joint approach to prioritising maintenance on the road network
- Approaches to declaring roads as national roads and transferring road maintenance responsibilities between road agencies
- Responsibility for funding of road maintenance and construction

The Memorandum of Understanding will be reviewed and updated every second year, commencing in 2015, to ensure it remains relevant and reflects current priorities for the Government of Papua New Guinea, Department of Works and the Autonomous Bougainville Government.

4.19 Workforce Development Strategy

A Workforce Development Strategy was developed for the period 2010 to 2015 and now requires review and updating. This will occur subsequent to a broader Transport Sector Workforce Development Strategy which is to be developed during the first half of 2015. The Department of Works Workforce Development Strategy will detail the specific activities and workforce programs to be implemented which will ensure the Department has the workforce needed now, and in the future, to deliver corporate goals. Department of Works has identified a need for stronger leadership and management skills now and in the future to deliver best outcome.

Many of Department of Works' leaders and managers come from strong technical works backgrounds but have had limited opportunity to develop the broader management and leadership skills needed to ensure the Department is able to deliver services efficiently and effectively.

During 2015, Department of Works will commence the development and establishment of a Manager Development Program, targeting current managers at or above Grade 14 and staff at levels 11, 12 and 13 who are potential future managers. A Leader Development Program will also be developed and established in 2015 which will target leaders at or above Grade 16 and managers at grades 14 and 15 who are potential future leaders.

4.20 Financial Management Strategy

A Financial Management Strategy will be developed and updated annually to reflect Department of Works approach to achieving efficient, accountable and transparent expenditure of government and donor funds. This Strategy will, in conjunction with the Department's financial management policy and procedures, provide clear guidance and direction for all staff and managers with financial management responsibilities.



4.21 Information Management and Communications Strategy

An Information Management and Communications Strategy will be developed, and updated annually, which defines how Department of Works will:

- Manage information in an integrated manner, achieving an effective approach to managing paper and electronic records and information which is on paper and/or electronic. At present paper and electronic records are managed separately, with many Branches and Divisions maintaining their own records. To reduce information and document loss, an integrated approach will be considered including a computer-based document management system; and
- Provide a framework for corporate communications which are targeted towards internal and external stakeholders. This will include an approach to managing the Department's website, the Department's intranet, Departmental email, and also communications such as circulars, letters, press releases, media appearances, and newspaper inserts.

The Strategy will focus on achieving a positive profile for Department of Works through effective communications and ensuring that information channels are managed and appropriate accessibility of information is improved.

4.22 Environmental Strategy

An Environmental Strategy will be developed and updated annually to define how the Department will manage environmental issues and risks arising through the implementation of road works and development of rural infrastructure.

The Strategy will focus on partnership with Department of Environment and Conservation and achieving sustainable improvement and expansion of the road network. The Strategy will provide guidance to other road agencies, such as the National Roads Authority, Provincial and District Administrations and Local Level Governments in identifying and managing environmental risks associated with road infrastructure.



5. Partnership with External Stakeholders and Development Partners

5. Partnership with External Stakeholders and Development Partners

Department of Works undertakes its role and meets its responsibilities through many relationships with external stakeholders. This includes other government departments, the construction contracting industry and development partners. Department of Works could not deliver the annual works program, and achieve long term benefits for Papua New Guineans through improved land transport infrastructure, without the assistance of others.

The Department will continue to work with external stakeholders to deliver on goals for the road network and rural infrastructure including, with high priorities in the next five years including:

- Working cooperatively with the National Roads Authority to plan and implement routine maintenance of agreed sections of the national road network from Road Fund revenue
- Working cooperatively with the Infrastructure Development Authority to implement major road projects to ensure best value for money is achieved for the people of Papua New Guinea
- Supporting ongoing development of the construction contracting industry to ensure they are able to meet growing demand for development and maintenance of the road network
- Liaising with Central agencies of GoPNG to maintain funding of the road network
- Maintaining positive relationships with development partners including; Asian Development Bank in providing financial and technical assistance in delivery of the roads program, World Bank in providing financial and technical assistance in delivery of the roads program, Government of Australia in providing financial and technical assistance in delivery of the roads program, Japanese International Cooperation Agency in providing funding and technical assistance in revitalisation of the Plant and Transport Division and in improving bridge infrastructure, Exim Bank of China in providing funding assistance in delivery of road infrastructure.



6. Policy and Procedures Framework

6 Policy and Procedures Framework

During this Corporate Strategic Plan, Department of Works will work to create a comprehensive policy and procedures framework which will create clear processes to be followed for every aspect of our Department's functioning. The policy and procedures will translate legislative requirements into detailed instructions which are to be followed consistently by all Departmental staff. The policy and procedures framework will ensure that every staff member is given consistent information on how things are done, by whom, when and to what standard. It is a critical part of the performance management approach of the Department and in the management of individuals to achieve outcomes.

The policy and procedures framework (including guidelines and manuals) will include, but not limited to:

- Human Resource Management and Development (manual completed, requires implementation)
- Financial Management (needs updating)
- Administrative Procedures
- Monitoring, Reporting and Evaluation
- Information Management
- Corporate Communications
- Corporate and Annual Planning
- Works Planning and Programming
- Procurement
- Contract Management and Administration
- Project Supervision
- Road and Bridge Design
- Plant and Equipment Management and Maintenance
- User-Pays Transport Services by Department of Works
- Road Asset Management and Maintenance
- Corporate Asset Management and Maintenance
- Property and Buildings Asset Management and Maintenance
- Emergency Reinstatement of Roads and Bridges
- Technical Support for GoPNG Agencies
- Building Boards
- Road Condition Assessment and Survey
- Network Planning
- Feasibility studies for road and bridge construction
- Annual GoPNG Budget Submissions
- Performance Management – for contractors, for staff, for Branches and for Department of Works
- Hydrology (Rainfall and Runoff)
- Quality Assurance
- Site Investigation and Materials Testing
- Managing Road Status
- Audit – procedural compliance audits, technical audits, financial audits
- Risk Impact Assessment for new road and bridge construction
- Road safety design and engineering
- HIV
- Gender
- Environment
- Fraud
- Industry, community and stakeholder engagement
- Resettlement and compensation
- Quantity Survey
- Unit Costing Model for Road Construction
- Surveying
- Business Process Review
- Representing Department of Works on boards and committees

All policy and procedures will be published on the intranet and a paper copy retained at every provincial works office and Branch office.

Training will be provided in respect to all policy and procedures and manuals and an implementation plan developed and implemented for each.

Completing these manuals and ensuring that all employees act in accordance with the approved procedures will be Department's highest priority for the period 2015 to 2019. Regular audits of compliance with approved policy and procedures will be undertaken and issues of non-compliance addressed in a timely manner.

7. Monitoring, Reporting and Evaluation Framework

7. Monitoring, Reporting and Evaluation Framework

Effective monitoring, reporting and evaluation are critical to the achievement of Corporate Goals. Department of Works is committed to implementing ongoing monitoring and reporting of achievements in respect to corporate goals and planned activities and annual evaluation of achievements.

In respect to reporting, Department of Works will:

- Report quarterly (end of March, June, September and December) on progress against the annual plan, which will be closely aligned with the Corporate Strategic Plan
- Report annually against the deliverables and performance targets in the Corporate Strategic Plan, both reporting activity progress and also providing an analysis of achievements and evaluation of performance.

In respect to monitoring, Department of Works will:

- Weekly - Hold Senior Executive Team (SET) meetings with an agenda developed and minutes prepared from every meeting. A consolidated action list will be maintained and reviewed at every meeting to ensure that managers are held accountable for delivery of agreed actions
- Quarterly - Divisional Managers required to present a summary of quarterly reports from their Division at the first SET meeting held after the end of each quarter
- Annually - Divisional Managers to present a summary of annual progress against performance targets in the previous year at first SET meeting in February

This monitoring and reporting will support Department of Works undertaking effective evaluation of progress by ensuring managers are held accountable for timely, accurate reporting. Based on reports by Divisional Managers, the Department's Annual Report is to be prepared by 31 March each year and is to include both activity reporting and an evaluation of progress and performance by the Department.

The Corporate Strategic Plan is to be reviewed annually in January and approved by end of February to ensure it reflects current priorities, achievements in the previous year, approved budget and any National Executive Council approvals in the previous year.

The Annual Plan is to be reviewed annually in January, and approved by end of February, to ensure it reflects changes to the Corporate Strategic Plan and the approved budget for the current year.



8. Strategic Directions

8. Strategic Directions

The Department of Works have identified a number of strategic directions which guide the work of the agency.

8.1 Department of Works desired outcomes

The outcomes below describe the impact which Department of Works will have in Papua New Guinea from the implementation of their Corporate Strategic Plan.

From the Government of Papua New Guinea's Vision 2050 Transport Sector goal:

Outcome 1: A national road network that contributes to a well-integrated, competitive, safe, affordable and environmentally sustainable transport system that serves the economy and society of Papua New Guinea.

From the Government of Papua New Guinea's National Transport Strategy goals:

Outcome 2: Provide better GoPNG institutional structures to deliver transport infrastructure.

In respect to good corporate governance:

Outcome 3: Effective corporate governance which leads to achievement of corporate goals and accountable management of assets and resources

8.2 Department of Works outputs and performance targets

The outputs described below reflect what Department of Works needs to achieve in order to progress towards the above outcomes. A performance target has been established for each output, reflecting baseline in 2014 and target performance in 2019.

OUTPUT 1: A strategic approach to managing the road network and effective long-term (multi-year) asset development, new road construction and maintenance planning by Department of Works and GoPNG partners to deliver NTS and Medium Term Transport Plan (MTTP) targets for road infrastructure

- 2015 Baseline: Annual works plan and program is developed each year based on approved budget, which is often inconsistent with identified priorities for the road network
- 2019 Performance target: Department of Works develops long term plans for managing, maintaining and expanding the national road network and GoPNG funds highest priorities for the network, based on accurate road condition and traffic data

OUTPUT 2: GoPNG commits long-term funding for road asset management which supports multi-year planning to deliver strategic road infrastructure priorities by way of multi-year budget allocations.

- 2015 Baseline: Funding for road maintenance, rehabilitation and construction is annual, requiring road agencies to apply annually for road project funding, including for ongoing projects
- 2019 Performance target: GoPNG commits multi-year funding for all approved road projects

OUTPUT 3: Workforce capacity gaps in the transport sector identified alongside efficient, cost-effective human resources strategies implemented to address capacity gaps

- 2015 Baseline: Department of Works finds it difficult to recruit and retain experienced professional and technical staff, has no accurate workforce data and the Workforce Development Strategy is out of date and has not been fully and effectively implemented
- 2019 Performance target: Department of Works has developed an accurate workforce profile, which is updated annually, and have developed and implemented a Workforce Development

Strategy which is improving the attraction and retention of experienced professional and technical staff

OUTPUT 4: Standards and safeguards for road and bridge design and engineering in PNG are established and applied

- 2015 Baseline: Standards for road design, engineering and construction need updating to reflect changing rainfall and run-off, contemporary practice, new materials and climate change impacts
- 2019 Performance target: Standards and codes of practice are developed and/or updated regularly for road design, engineering and construction and audits confirm compliance with standards and codes of practice

OUTPUT 5: MTTP goals for the road network are delivered by effective works planning and programming

- 2015 Baseline: MTTP goals for the road network are aspirational and do not represent achievable targets in the timeframe, resulting in works planning and programming being unable to deliver the set goals
- 2019 Performance target: MTTP and MTDP goals for the road network reflect realistic, achievable goals and effective works planning and programming supports achieving these goals

OUTPUT 6: Quality design and accurate costing for roads and bridges is achieved through a structured design process

- 2015 Baseline: Design capability is limited and there is a heavy reliance on out-dated standard drawings and external consultants, with minimal quality control of designs due to a lack of experienced road and bridge design staff
- 2019 Performance target: There are sufficient qualified and experienced road and bridge design staff and regularly updated standard drawings to meet quality control requirements for external consultant designs and to undertake some internal design

OUTPUT 7: Transparent, accountable and compliant procurement process is in place and operational

- 2015 Baseline: A number of issues identified in the 2011 Procurement Diagnostic remain un-addressed and Annual Procurement Plans are usually not prepared or effectively implemented
- 2019 Performance target: Annual Procurement Plans are prepared and implemented and outstanding issues from the 2011 Procurement Diagnostic, and findings from later procurement analysis, are implemented appropriately to improve timeliness and compliance in procurement

OUTPUT 8: Delivery of the annual works program to contractually agreed time, cost and quality standards through an operational management framework

- 2015 Baseline: Operational management of the works program is inconsistent, with a lack of updating, enforcement and monitoring of documented contract management and administration procedures; a lack of key performance indicators for works contracts against which performance is reported and assessed; insufficient confirmation of contractor capacity at project commencement; and, inadequate cash flow planning to ensure smooth delivery of the works program
- 2019 Performance target: Documented contract management and administration procedures are regularly updated, audited and enforced; performance is reported and assessed against key performance indicators included in all works contracts; satisfactory contractor capacity is confirmed prior to project commencement for every project; and, cash flow planning ensures smooth delivery of the works program

OUTPUT 9: Delivery of GoPNG strategic priorities in land transport are enhanced through ongoing review and audit of works planning and management process

- 2015 Baseline: There is minimal ongoing review and audit of the works program, limiting opportunities for improvement and failing to identify and address lack of compliance with legislation and approved policies, procedures, manuals and guidelines
- 2019 Performance target: Ongoing procedural audits are completed in relation to the works program, issues of compliance are addressed and improvement opportunities are identified and implemented

OUTPUT 10: An effective, accountable and transparent corporate support framework is in place to enable Department of Works to achieve GoPNG strategic priorities in land transport

- 2015 Baseline: Most aspects of the corporate support framework are weak, with a need for a more complete policy and procedures framework, improved leadership and management, improved information accessibility, improved accountability in financial management at all levels, and, significant on-going organisational development including refinement of the organisational structure, stronger performance management to ensure alignment between employee daily work effort and the achievement of organisational goals
- 2019 Performance target: The corporate support framework is strong: with documented and approved policy and procedures covering most aspects of the Department's operations; ongoing performance audits demonstrate compliance with legislative and approved policy and procedures; information access is improved; there is effective leadership and management; ongoing organisational development is demonstrated by implementation of an appropriate organisational structure; and, effective performance management of all employees

OUTPUT 11: An effective, timely, and accountable monitoring, reporting, communication and evaluation system is in place that enables the Department of Works to evaluate and enhance progress towards strategic goals in the transport sector

- 2015 Baseline: Departmental reporting lacks accountability, with many managers failing to submit timely performance and progress reports; ongoing progress monitoring is inconsistent and regular, programmed senior management meetings are needed to ensure ongoing monitoring of Departmental activities. Communication within the Department and to external stakeholders requires improvement to ensure there is accuracy, timelines and consistency of information to demonstrate transparency and accountability. Management decision making is often based on outdated and inaccurate information and is poorly communicated, resulting in inappropriate decisions and/or lack of implementation
- 2019 Performance target: Senior management meetings are consistently held on a fortnightly basis, with an agenda and minutes maintained and action items are consistently completed and reported; a communications strategy has been developed and implemented which improves consistency, timeliness, consistency and availability of information. Management decision making is based on accurate, up-to-date information and is effectively communicated to enable implementation

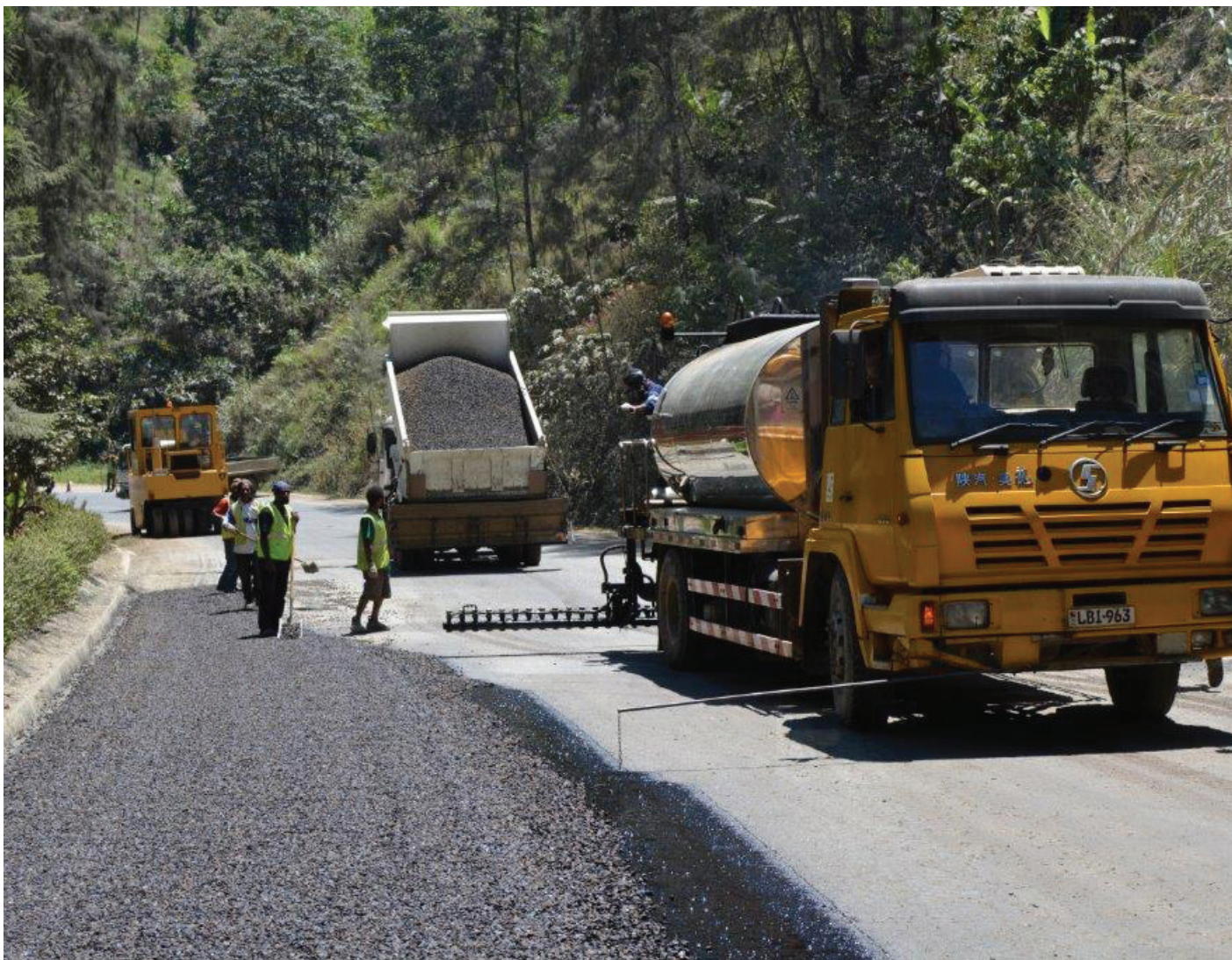
OUTPUT 12: Ongoing technical support provided to Provincial Administrations, District Administrations and Local Level Governments in delivery of infrastructure projects

- 2015 Baseline: Support is provided where available to provincial and district administrations and local level governments, however, this is not usually done as part of an integrated plan to develop both infrastructure and local technical capacity and insufficient budget limits the ability of the Department to provide such assistance
- 2019 Performance target: A multi-year plan is developed to provide technical support and structured capacity building, with budget available for implementation of the planned activities, along with a documented policy and procedures framework for this assistance to ensure best development benefit is achieved from this work

OUTPUT 13: Department of Works meets legal obligations for representation on government boards and committees

- 2015 Baseline: Department of Works' leadership and/or participation on Boards and Committees is not documented and there is no process in place to ensure that action items from Boards and Committees are actioned by the Department. There is a lack of consistency in respect to Provincial Building Boards, with some performing well whilst others rarely meet and do not address key issues. Documented policy and procedures for Provincial Building Boards and the Central Building Tribunal do not exist. There is no audit of the functioning of Provincial Building Boards
- 2019 Performance target: Policy and procedures for Department of Works' leadership and/or participation on Boards and Committees are documented and there are regular compliance audits to ensure they are followed and that action items from meetings are implemented

Each of these outputs will be achieved through a number of deliverables. These deliverables are detailed in Sections 9 and 10 of this Plan.



9. Department of Works deliverables and performance targets

9. Department of Works deliverables and performance targets

The deliverables developed by Department of Works reflect what needs to be delivered in order for the Department to achieve the outputs described in Section 5 of the Corporate Strategic Plan. The deliverables are described below, along with performance targets for each.

9.1 Output 1: Long term road network planning

Long term road network planning: A Strategic approach to managing the road network and effective long-term (multi-year) asset development, new road construction and maintenance planning by DoW and GoPNG partners to deliver NTS and MTTP targets for road infrastructure.

DELIVERABLE	2019 PERFORMANCE TARGET	MEASURING PERFORMANCE
<p>1.1 ROAD SAFETY PRIORITISED Road Traffic Authority consulted and road safety factors included in the prioritising of the annual works program.</p>	<p>a) Road Traffic Authority consulted every year during development of the Annual Works Program b) Road Traffic Authority consulted in development of business cases for road projects as part of annual budget process c) Black Spot Upgrading Program developed and implemented d) Increased number of road projects targeting identified accident black spots e) Road Safety Engineering Strategy developed and implemented</p>	<p>Business cases prepared by DoW for Road Projects Black Spot Upgrading Program Road Safety Engineering Strategy</p>
<p>1.2 ROAD SAFETY PLANNING AND FUNDING Road agencies are provided advice and funding for road design and condition factors affecting road safety, alongside DoW contributing to the NRSS, NRSP and action plans.</p>	<p>a) DoW has specialist expertise in road safety engineering and provides assistance to road agencies in designing roads to improve road safety b) DoW provided assistance to the Road Traffic Authority to develop the National Road Safety Strategy, National Road Safety Plan and related action plans c) Each year, DoW provides assistance to the Road Traffic Authority to implement the NRSS, NRSP and action plans d) Each year, DoW provides assistance to the Road Traffic Authority to review and update the NRSS, NTSP and action plans</p>	<p>National Road Safety Strategy National Road Safety Plan Action plans Implementation reports</p>
<p>1.3 MANAGING ROAD STATUS New links and selected roads declared and recorded in road asset management system as national roads when constructed, upgraded or rehabilitated under control of DoW.</p>	<p>a) Legislation provides clarity for DoW in respect to role and responsibilities for the road network b) Road Asset Management System provides up-to-date and accurate information about the road network c) Policy and procedures for declaring road status have been agreed and implemented</p>	<p>Relevant legislation Road Asset Management System Policy and procedures</p>

DELIVERABLE	2019 PERFORMANCE TARGET	MEASURING PERFORMANCE
<p>1.4 GROWING THE NATIONAL ROAD NETWORK Progress towards increasing the national network to 25,000km in pursuit of MTDP targets.</p>	<ul style="list-style-type: none"> a) Target for national road network kilometres by 2030 is agreed b) DoW is progressing towards agreed targets c) A Network Planning Approach is being used for the road network d) A National Road Asset Schedule, which identifies maintenance responsibility for parts of the network, has been developed, implemented and is regularly updated e) DoW has an agreed policy and procedures for assessing condition of new national road assets and funding of their ongoing maintenance f) DoW receives ongoing funding for maintenance of new national road assets g) Annual Road Transfer Plan developed and implemented 	<ul style="list-style-type: none"> Corporate strategic plan Annual plans and annual reports National Road Asset Schedule Policy and procedures Annual budget Annual Road Transfer Plan
<p>1.5 CONSTRUCTION OF NEW ROAD ASSETS DoW plans and delivers new road assets in accordance with priorities identified in Transport Infrastructure Priority Study.</p>	<ul style="list-style-type: none"> a) 2030 Target for construction of new national road assets is agreed b) DoW is progressing towards agreed targets c) New roads constructed are the highest priorities in the Transport Infrastructure Priority Study and NTS d) Missing Links – New Road Corridor Strategy developed and implemented e) Annual New Roads Plan developed and implemented every year 	<ul style="list-style-type: none"> Corporate strategic plan Annual plans and reports Missing Links – New Road Corridor Strategy Annual New Roads Plan
<p>1.6 PREPARING ROADS FOR HANDOVER TO NRA Progress to improve 9,000km of roads to maintainable standard and preparing roads for hand over to NRA for maintenance by 2030.</p>	<ul style="list-style-type: none"> a) Legally sound process developed for transferring road assets to NRA and returning to DoW for major works or rehabilitation b) 15 year Network Development Plan prepared which identifies roads for handover to NRA and includes plan for upgrading these roads to maintainable standard c) DoW is progressing towards 2019 target for improving roads and handover of roads to NRA 	<ul style="list-style-type: none"> Process agreed 15 Year Network Development Plan Annual reports
<p>1.7 FUNDING NEWLY ACQUIRED NATIONAL ROADS Arrangements for ongoing maintenance funding are ensured prior to transfer of private roads or non-transport government agency roads to public roads.</p>	<ul style="list-style-type: none"> a) Policies, procedures and guidelines agreed for transfer of private and/or non-transport agency roads to national road network b) Funding is available for ongoing maintenance of newly acquired national roads 	<ul style="list-style-type: none"> Policy and procedures Annual budget

DELIVERABLE

1.8 PROCEDURES FOR MANAGING ROAD TRANSFERS

DoW and DoT develop procedures for identifying, agreeing, surveying and legally transferring roads from private to public; provincial to national; and from DoW to NRA responsibility.

2019 PERFORMANCE TARGET

- a) Policies and procedures agreed and implemented for managing road transfers between road agencies
- b) All road agencies have received training to implement policies and procedures

MEASURING PERFORMANCE

Policy and procedures
Training records

1.9 MANAGEMENT ARRANGEMENTS WITH PROVINCIAL ADMINISTRATIONS

Management arrangements for road asset management according to capacity and capability are agreed with provincial administrations.

- a) Model for Management Arrangements between DoW and Provincial Administrations is agreed and implemented
- b) DoW and Provincial Administrations are working together to achieve goals for length and condition of the road network
- c) Memorandum of Understanding with Autonomous Bougainville Government is regularly reviewed and updated

Management Arrangements
Annual reports
Memorandum of Understanding with ABG

1.10 ESTABLISHING JOINT PROVINCIAL/DISTRICT WORKS UNITS

Joint provincial/ district works units established by combining DoW and Provincial resources.

- a) Joint Provincial/Districts Works Units are established under agreed policies, procedures and arrangements for all provinces
- b) DoW and Provincial Administration/District Administration resources are used to achieve goals for length and condition of the road network

Agreements in place for Joint Works Units
Annual reports

1.11 MAINTAIN TECHNOLOGICAL ADVANTAGE

Establish and maintain relationships with international road authorities and research bodies to benefit from research and technological change.

- a) New methods, technology and innovations are used to improve condition of the road network
- b) Knowledge of road agencies and contractors is improved in respect to new methods, technology and innovations

Quarterly Road Review Report
Annual reports

9.2 Output 2: GoPNG strategy and funding

GOPNG STRATEGY AND FUNDING: GoPNG commits long-term funding for road asset management which supports multi-year planning to deliver strategic road infrastructure priorities by way of multi-year budget allocations.

DELIVERABLE	2019 PERFORMANCE TARGET	MEASURING PERFORMANCE
<p>2.1 LEGISLATIVE MANDATE Department of Works legislative mandate is clear and ownership of the road network is agreed by all GoPNG central and road agencies.</p>	<p>a) Current legislative mandate has been clarified from existing legislation b) Improvements made to legislative mandate to remove inconsistency and lack of clarity</p>	<p>Relevant DoW legislation</p>
<p>2.2 ROAD MAINTENANCE FUNDING (ALOTAU ACCORD) Increased financial support for maintenance of major highways, provincial roads and feeder roads and bridges by working with Central Agencies.</p>	<p>a) DoW maintains an up-to-date calendar of all reporting requirements b) DoW complies with GoPNG governance requirements in respect to reporting</p>	<p>Reporting calendar Reporting by DoW</p>
<p>2.3 ROAD FUND Plan developed for NRA's assumption of responsibility for more heavily used and functionally important rural roads, with progressive transfer of roads being subject to long-term financial sustainability from the Road Fund.</p>	<p>a) Memorandum of Understanding with National Roads Authority regularly reviewed and updated b) Forward plan for Road Fund revenue is included in the 15 Year Network Development Plan and is updated annually c) DoW are progressively handing over roads to NRA for maintenance d) Road Fund revenue is increased to match maintenance requirements for roads transferred to NRA</p>	<p>15 Year Network Development Plan Road Fund revenue MOU with NRA</p>
<p>2.4 FUNDING ECONOMICALLY VIABLE ROADS Economically viable roads are funded by DoW and Provincial Administrations.</p>	<p>a) Requests for funding of new road construction are based on consistent, valid criteria which justify economic viability b) GoPNG provides ongoing funding for maintenance of newly constructed roads c) Increase in kilometres of road constructed which have a higher EIRR</p>	<p>Transport Infrastructure Priority Study Annual budget Annual New Roads Plan</p>

DELIVERABLE

2.5 CSO FUNDING FOR ROADS

An agreed CSO portion of the road budget is used to maintain non-economic roads that provide basic access to services from small remote communities.

2019 PERFORMANCE TARGET

a) Funding of maintenance of non-economic roads is consistent with the agreed policy and procedures for funding maintenance of non-economic roads that provide basic access to services from small remote communities

MEASURING PERFORMANCE

Policy and procedures
Annual budget

2.6 EXPENDITURE

Improved fund flows and project readiness enables full expenditure of available funds.

a) DoW implemented policy and procedures for implementation of Protection of Transport Infrastructure Act 2010
b) Land ownership issues in relation to the road corridor are resolved in accordance with the Protection of Transport Infrastructure Act 2010

Policy and procedures
Annual report

2.7 RANKING PROJECTS BY BENEFIT/COST RATIO

Projects are evaluated and ranked for inclusion in the annual development budget based on a benefit/cost ratio, the agreed NTS priorities and informed by the asset management value.

a) DoW produces better business cases for the Annual Integrated Transport Sector budget submission
b) DoW managers at all levels are aware of the National Transport Strategy and Medium Term Transport Plan

Business cases
Training records

2.8 SUPPORT CONTRACTOR DELIVERY CAPACITY

DoW supports the development of contractor capacity across provinces, with strategies implemented to address capacity limitations in the short, medium and longer term and to achieve growth in private sector capacity.

a) DoW, in conjunction with other road agencies, has implemented strategies to improve contractor capacity across the provinces
b) DoW undertakes regular monitoring of contractor capacity across provinces and updates the strategy to reflect ongoing changes in capacity
c) Increase in the number of compliant bids received for DoW road project contracts

Contractor Capacity Development Strategy
Contractor capacity reports
Tender evaluation reports

9.3 Output 3: DoW workforce capability

DoW workforce capability: Workforce capacity gaps in the transport sector identified alongside efficient, cost-effective human resources strategies implemented to address capacity gaps.

DELIVERABLE	2019 PERFORMANCE TARGET	MEASURING PERFORMANCE
<p>3.1 TASKFORCE LEADERSHIP Human resource development needs are addressed by the Transport Sector Education Taskforce.</p>	<p>a) DoW has led implementation of workforce development strategies to address shortages in the skilled workforce b) DoW committed funding to implementing identified strategies for addressing skill development needs of DoW</p>	<p>Transport Sector Workforce Development Strategy Annual budget</p>
<p>3.2 STATUS REVIEW Completed status review of technical education, training and professional qualifications and supply/demand outlook for the transport sector.</p>	<p>a) Supply/demand analysis of workforce completed and status report identifying specific current and anticipated future workforce skill shortages and skill oversupplies completed</p>	<p>Transport Sector Workforce Development Strategy</p>
<p>3.3 COORDINATION WITH GOPNG Taskforce coordinates with wider Government development initiatives for the education and training sector.</p>	<p>a) DoW has established relationships with higher education sector to improve relevance of programs to needs of the sector b) DoW has established relationships with training sector to improve relevance of training offered to needs of the sector</p>	<p>Evaluation of implementation of Transport Sector Workforce Development Strategy and Implementation Plan</p>
<p>3.4 EDUCATION AND TRAINING STRATEGY Transport Sector Education and Training Strategy/plan focused on skills, qualifications and experience required by the sector is developed and implemented.</p>	<p>a) Transport Sector Workforce Development Strategy and Implementation Plan developed b) Transport Sector Workforce Development Strategy and Implementation Plan implemented in respect to activities relevant to DoW</p>	<p>Transport Sector Workforce Development Strategy and Implementation Plan Evaluation of implementation of Transport Sector Workforce Development Strategy and Implementation Plan</p>
<p>3.5 SHORT-TERM PLAN FOR ADDRESSING GAPS Identify interim ways of filling gaps in the staff of the GoPNG transport agencies, and strategy implemented to address shortages of qualified PNG nationals.</p>	<p>a) Interim strategies implemented to address immediate skills shortages in Department of Works b) Number of vacancies for skilled professional staff reduced</p>	<p>Transport Sector Workforce Development Strategy and Implementation Plan DoW Establishment Report</p>
<p>3.6 CHANGES TO EDUCATION SECTOR Development of secondary education and tertiary institutions to support the sector's workforce.</p>	<p>a) DoW working with Department of Education to implement changes to secondary education to address educational needs of the sector b) DoW working with Office of Higher Education to implement change in tertiary and vocational education to address educational needs of sector</p>	<p>Evaluation of implementation of Transport Sector Workforce Development Strategy and Implementation Plan</p>

9.4 Output 4: Road network standards and safeguards

Road Network Standards and Safeguards: Standards and safeguards for road and bridge design and engineering in PNG are established and applied.

DELIVERABLE	2019 PERFORMANCE TARGET	MEASURING PERFORMANCE
4.1 ROAD ENGINEERING STANDARDS Updated standards for road engineering works.	a) Engineering standards for roads and bridges reviewed annually and updated when required b) Engineering standards for roads and bridges reflect emerging technology and methods which improve life of road assets c) Training on engineering standards provided to DoW, other road agencies and contractors as they are updated d) Engineering standards published on DoWwebsite(www.works.gov.pg) and updated regularly	Engineering standards Training records DoW website
4.2 ENVIRONMENTAL SAFEGUARDS Develop and maintain Environmental Code of Practice for road and bridge infrastructure construction and maintenance including practice guidelines for climate change adaptation.	a) Environmental Strategy developed and implemented b) Environmental Code of Practice for Road and Bridge Design, Construction and Maintenance developed and implemented c) Climate Change Practice Guidelines are developed and implemented as part of Environmental Code of Practice d) Training on Environmental Codes of Practice and Climate Change Practice Guidelines is provided to DoW, other road agencies and contractors as they are developed and updated e) Environmental Code of Practice and Climate Change Practice Guidelines are published on DoWwebsite (www.works.gov.pg) and updated regularly	Environmental Strategy Environmental Code of Practice Climate Change Practice Guidelines Training records DoW website
4.3 COMMUNITY HIV PROTECTION Construction contracts include provisions for protecting local communities from HIV/AIDS infection.	a) All DoW works contracts include provision for HIV protection for workers and awareness in affected communities b) DoW actively monitors contractor implementation of contract provisions for HIV and provides annual reports	Works Contracts Annual reports Contractor reports
4.4 RESETTLEMENT AND COMPENSATION Legitimate compensation and resettlement claims are finalised and settled.	a) Policy and procedures developed and implemented for Resettlement and Compensation associated with road construction and maintenance b) DoW complies with approved policy and procedures for compensation and resettlement c) All resettlement and compensation arrangements are formalised in writing and legally authorised	Policy and procedures Audit reports Resettlement and compensation agreements

DELIVERABLE

4.5 SOCIO-ECONOMIC IMPACT

Cultural and ecological impact risks are considered for road projects into inaccessible areas.

2019 PERFORMANCE TARGET

- a) Policy and procedures developed for undertaking cultural and ecological impact risk assessments for new road and bridge construction projects
- b) Risk assessment reports are presented as part of construction project proposals such that informed decisions are made on progressing projects
- c) Risk mitigation strategies identified in risk assessment reports are implemented when projects are progressed

MEASURING PERFORMANCE

Policy and procedures
Risk assessment reports

9.5 Output 5: Works planning and programming

Works planning and programming: MTTP goals for the road network are delivered by effective works planning and programming.

DELIVERABLE

5.1 WORKS PROGRAM REFLECTS

GOPNG STRATEGIC PRIORITIES

Annual Works Program reflects GoPNG strategic priorities for road infrastructure.

2019 PERFORMANCE TARGET

- a) Annual Road Rehabilitation and Maintenance Plan (Annual Works Program) includes projects which have highest benefit/cost ratio for land transport
- b) Annual Bridge Upgrading and Replacement Plan includes projects which have highest benefit/cost ratio for land transport
- c) Projects funded in Annual Road Rehabilitation and Maintenance Plan and Annual Bridge Upgrading and Replacement Plan reflect MTDP, NTS and MTTP priorities

MEASURING PERFORMANCE

Annual Road Rehabilitation and Maintenance Plan
Annual Bridge Upgrading and Replacement Plan
Transport Infrastructure Priority Study

5.2 ACCURATE ROAD CONDITION DATA

DoW's road maintenance and rehabilitation priorities are based on accurate road condition and traffic data.

- a) National road network condition data is accurate and complete
- b) Traffic data is obtained for the national network
- c) Annual Works Program priorities are informed by accurate and complete road condition data for the national road network

Road and Bridge Asset Management Systems
Traffic data
Visual Road Condition Survey
Annual Works Program

5.3 IMPROVING CONDITION OF ROAD NETWORK

The preferred option for improving road conditions is based on accurate condition data and identified priorities.

Reports analysing options for improving road condition
Road System Management Strategy
Road Investment Strategy
Road Use Management Strategy
Infrastructure Preservation Strategy

9.5 Output 5: Works planning and programming (cont).

Works planning and programming: MTTP goals for the road network are delivered by effective works planning and programming.

DELIVERABLE	2019 PERFORMANCE TARGET	MEASURING PERFORMANCE
<p>5.4 LINKING PRIORITIES TO WORKS PROGRAM</p> <p>An annual works program is prepared in a timely manner which will lead to achievement of strategic priorities.</p>	<p>a) Annual Works Program is prepared within one month of release of annual GoPNG budget</p>	<p>Annual Works Program</p>
<p>5.5 TIMELY APPROVAL OF WORKS PROGRAM</p> <p>The annual works program is approved in a timely manner.</p>	<p>a) Secretary approves Annual Works Program prior to each 1 January b) Approved Annual Works Program is made available on the DoWwebsite before 1 January each year c) Regional and Provincial Works Managers are provided with a copy of the approved Annual Works Program before 1 January each year</p>	<p>Annual Works Program DoWwebsite (www.works.gov.pg)</p>
<p>5.6 CONTINUOUS IMPROVEMENT OF PLANNING AND PROGRAMMING</p> <p>Regular monitoring and evaluation of the works planning and programming cycle are undertaken and opportunities for improvement are identified and implemented.</p>	<p>a) A formal evaluation of the works planning and programming cycle is undertaken each year to identify opportunities for improvement b) Improvement opportunities identified are raised at the SET meetings and actioned</p>	<p>Evaluation report Minutes of SET meetings</p>

9.6 Output 6: Road and bridge design

Road and bridge design: Quality design and accurate costing for roads and bridges is achieved through a structured design process

DELIVERABLE

6.1 WORKS PROGRAM DESIGN NEEDS IDENTIFIED. Design needs for the annual works program identified in a timely manner.

6.2 SCOPE OF WORKS DETERMINED

Design needs are compared with standard designs and current physical road condition data to determine the scope of works required.

6.3 ROAD AND BRIDGE DESIGNS PREPARED. Detailed surveys and investigations are completed and designs are prepared or updated when required to support a pipeline of small, medium and large works projects.

6.4 COSTING OF ROAD AND BRIDGE DESIGNS. Road and bridge designs have had costings prepared, based on available design options, and best value for money option.

6.5 WORK PLANS PREPARED FOR SCOPED PROJECTS. Detailed work plans prepared for scoped projects.

6.6 QUALITY ASSURANCE OF WORK PLANS AND DESIGNS. Quality assurance reviews completed for detailed work plan, including detailed drawings and the design process.

2019 PERFORMANCE TARGET

- Design needs for implementation of the Annual Works Program are identified by 1 January each year
- Plan prepared and approved by 1 January each year to meet design needs for the Annual Works Program
- Provincial Works Managers provide an updated road condition report for each approved road project as part of the development of the Annual Works Program Design Plan
- Annual Works Program Design Plan considers current physical road condition data and standard designs to identify most appropriate design approach for each project
- Road and bridge designs are prepared for the Annual Works Program in accordance with the Annual Works Program Design Plan
- Detailed surveys and investigations are undertaken and designs prepared for other projects, where appropriate, to maintain a pipeline of small, medium and large works projects already scoped
- Costings are prepared for each works project, based on the design options available
- DoW has applied an agreed 'value for money' assessment model to determine the preferred option
- Detailed work plans are prepared and approved for each works project included in the Annual Works Program
- Policy and procedures developed to undertake a quality assessment of detailed work plans and designs to ensure consistency with approved standards, good design principles and work plans are feasible
- Ongoing training is provided to staff responsible for quality assurance of designs and work plans

MEASURING PERFORMANCE

Annual Works Program design plans

Annual Works Program Design Plans
Road condition reports by Provincial Works Managers

Designs prepared

Costings prepared
Value for Money Assessment Model
documented in policy and procedures

Approved work plans

Policy and procedures
Training records

9.7 Output 7: Procurement

Procurement: Transparent, accountable and compliant procurement process is in place and operational.

DELIVERABLE	2019 PERFORMANCE TARGET	MEASURING PERFORMANCE
<p>7.1 TECHNICAL WORKS PROGRAM AUTHORISED The Annual Technical Works Program authorised and provided to Procurement and Contracts Division for action.</p>	<p>a) Approved Annual Works Program is received by Procurement and Contracts Division before 1 January each year</p>	<p>Approved Annual Works Programs</p>
<p>7.2 ANNUAL PROCUREMENT PLAN DEVELOPED The Annual Procurement Plan developed to enable procurement, which aligns with the project pipeline.</p>	<p>a) Annual Procurement Plan is developed and approved by 1 st February each year</p>	<p>Approved Annual Procurement Plan</p>
<p>7.3 COMPLIANT PROCUREMENT PROCESSES Tender processes are completed in accordance with the Procurement Plan and in compliance with relevant legislation and regulatory framework.</p>	<p>a) Policy and procedures developed and implemented for Procurement b) Annual Procurement Plan is implemented as approved</p>	<p>Approved Annual Procurement Plan Policy and procedures</p>
<p>7.4 DOCUMENTED PROCUREMENT PROCEDURES USED Tenders are awarded in accordance with documented and approved procurement procedures.</p>	<p>a) Tenders awarded comply with policy, procedures and legislative requirements</p>	<p>Policy and procedures Audit reports of compliance</p>
<p>7.5 MONITORING AND EVALUATION OF PROCUREMENT Monitoring and evaluation of the procurement process is undertaken to quality assure all procurement activities and identify opportunities for continuous improvement.</p>	<p>a) Ongoing monitoring and evaluation of procurement processes is implemented b) Improvement opportunities identified through monitoring and evaluation are raised at SET meetings and actioned</p>	<p>Monitoring and evaluation reports SET meeting minutes</p>

DELIVERABLE

7.6 MONITOR AND SUPPORT PROVINCIAL CONTRACTOR CAPACITY

DoW has implemented ongoing monitoring of contractor capacity at provincial level and provides support where contractor capacity is insufficient to meet the needs of DoW and/or provincial administrations.

2019 PERFORMANCE TARGET

- a) Policies and procedures are developed and implemented for ongoing monitoring of contractor capacity at provincial level
- b) Benchmarks for contractor capacity are established for 2015 and updated annually to reflect changing capacity
- c) DoW works with provincial administrations, district administrations and local level governments to establish required works capacity for the forward works plan and to identify where contractor capacity is insufficient to meet needs
- d) Strategies are developed and implemented to address contractor capacity limitations to ensure DoW and other road agency works programs are able to be delivered

MEASURING PERFORMANCE

Policy and procedures
Benchmarks and annual updates of contractor capacity
Strategies implemented to address limited contractor capacity

9.8 Output 8: Operational management

Operational Management: Delivery of the annual works program to contractually agreed time, cost and quality standards through an operational management framework.

DELIVERABLE

8.1 OPERATIONAL MANAGEMENT PROCEDURES

Appropriate framework and procedures established, documented and implemented for effective operational management of the works program.

2019 PERFORMANCE TARGET

- a) Provincial Works Managers Manual is updated annually and published on the DoW Intranet
- b) Contract Administration Guide is updated annually and published on DoWwebsite (www.works.gov.pg)
- c) Training is provided to Provincial Works Managers and Provincial Civil Engineers to support effective use of the Provincial Works Managers Manual and Contract Administration Guide

MEASURING PERFORMANCE

Provincial Works Managers Manual
Contract Administration Guide
Training records
DoWwebsite

8.2 CONFIRMATION OF CONTRACTOR CAPACITY AND RESOURCES

Contractors demonstrate that they have sufficient resources available to deliver programmed contract works (people, funds, materials, plant and equipment).

2019 PERFORMANCE TARGET

- a) Contract Administration Guide is updated to include procedures for contractors to formally demonstrate prior to commencement of works that they have sufficient capacity and resources to complete contracted works
- b) Contractors comply with requirement to formally demonstrate prior to commencement of works that they have sufficient capacity and resources to complete contracted works
- c) Where contractors do not demonstrate sufficient resources to fulfil the contract, DoW takes appropriate action prior to commencement of the works

MEASURING PERFORMANCE

Contract Administration Guide
Contracts
Evidence of resources provided by contractors

DELIVERABLE

8.3 CONTRACT PROJECT PROGRAMS, SECURITIES AND INSURANCES

Contractors have prepared adequate contract project programs, safeguards, performance securities and insurances to deliver all works and services.

2019 PERFORMANCE TARGET

- a) Contract Administration Guide is updated to include procedures for contractors to provide detailed contract project programs and to demonstrate securities and insurances as required in the works contract
- b) Contractors comply with the requirement to formally provide, prior to commencement of works, that they have a satisfactory Contract Project Program and adequate securities and insurances as required in the works contract
- c) Where contractors do not provide satisfactory Contract Project Programs and evidence of securities and insurances, DoW takes appropriate action prior to commencement of the works

MEASURING PERFORMANCE

Contract Administration Guide
Contracts
Contract project programs
Evidence of securities and insurances

8.4 CONTRACT PERFORMANCE STANDARDS AGREED

Performance standards for contract implementation and management agreed between DoW and contractor representatives.

- a) Contract Administration Guide includes guidance in how to ensure contract performance standards are agreed between DoW and contractor representatives and satisfactorily documented
- b) Training provided to Provincial Works Managers and Provincial Civil Engineers in how to ensure contract performance standards are agreed between DoW and contractor representatives

Contract Administration Guide
Training records

8.5 EFFECTIVE OVERSIGHT OF PROJECT IMPLEMENTATION

DoW provides adequate project management and supervision resources and implementation of programmed works has effective oversight to ensure compliance with contract provisions and agreed Contract Project Programs.

- a) Adequate resources are provided to ensure effective project management and supervision
- b) Responsibility for oversight of each works project is clearly defined within DoW and responsible staff are held accountable
- c) Training provided to Provincial Works Managers and Provincial Civil Engineers in effective oversight of contracted works and resolving problems in implementation

Formal statement of oversight responsibility for works projects
Provincial Works Managers Manual
Contract Administration Guide
Training records

8.6 MONITORING AND REPORTING ON WORKS PROGRESS

A monitoring and evaluation framework is implemented to measure and report on works progress and inform corrective action where required.

- a) Contract Administration Guide and Provincial Works Managers Manual include monitoring and evaluation requirements for the works program
- b) Training is provided to Provincial Works Managers and Provincial Civil Engineers in monitoring and evaluation of the works program

Contract Administration Guide
Provincial Works Managers Manual
Training records

<p>DELIVERABLE 8.7 EMERGENCY REINSTATEMENT CAPACITY DoW maintains a risk profile for the road network and the capacity to achieve timely reinstatement of road thoroughfare where there has been loss of road function.</p>	<p>2019 PERFORMANCE TARGET</p> <ol style="list-style-type: none"> Risk profile developed for the road network and reviewed quarterly to identify roads and bridges at high risk of requiring emergency reinstatement Funding is included in the annual budget to meet emergency reinstatement requirements of the road and bridge network Targets for emergency reinstatement of roads and bridges are established at the time of a road/bridge fail and targets are consistently met 	<p>MEASURING PERFORMANCE</p> <ul style="list-style-type: none"> Risk profile report Annual budget allocation Targets established and met
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9.9 Output 9: Review and audit of the works program

Review and audit of the works program: Delivery of GoPNG strategic priorities in land transport are enhanced through ongoing review and audit of works planning and management process

<p>DELIVERABLE 9.1 PROCEDURES FOR REVIEW AND AUDIT OF ASSET MANAGEMENT CYCLE Procedures for ongoing review and auditing of the works planning and management process utilised.</p> <p>9.2 STAKEHOLDER ENGAGEMENT DoOW engages with stakeholders, including the contracting industry, to confirm that audit and review of the works planning and delivery process and reporting framework are delivering improvements.</p>	<p>2019 PERFORMANCE TARGET</p> <ol style="list-style-type: none"> Policy and procedures developed and implemented for ongoing review and audit of works planning and management Compliance with agreed policy and procedures Training provided to support implementation of policy and procedures <ol style="list-style-type: none"> Stakeholder engagement is included in policy and procedures for ongoing review and audit of works planning and management Where stakeholders identify issues or opportunities for improvement, these are raised at SET meetings and actioned Implementation of improvements identified from ongoing review and audit is communicated to stakeholders through formal communication channels 	<p>MEASURING PERFORMANCE</p> <ul style="list-style-type: none"> Policy and procedures Audit Reports Training records <ul style="list-style-type: none"> Policy and procedures SET meeting minutes Communications
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DELIVERABLE

9.3 CONTINUOUS IMPROVEMENT CULTURE

A continuous improvement culture is developed in respect to delivery of the works program.

2019 PERFORMANCE TARGET

- a) Internal forums for employees to share improvement opportunities in the works program are developed and implemented
- b) Improvement opportunities identified are raised at SET meetings and actioned
- c) Implementation of improvements identified through internal forums is communicated throughout DoW through formal communication channels
- d) Employees identifying improvement opportunities which improve delivery of the works program are formally recognised

MEASURING PERFORMANCE

Forums established
Improvement opportunities identified
SET meeting minutes
Communications of improvements implemented
Formal recognition program in place

9.4 COMMUNITY ENGAGEMENT

Ongoing community engagement achieves improved alignment between works delivery and community needs.

- a) Community engagement policy and procedures developed and implemented
- b) Evaluation of annual works program demonstrates alignment between community needs and works delivery

Policy and Procedures
Evaluation Reports

9.5 DEVELOPMENT OF DOW STAFF AND SYSTEMS

Systems are in place to ensure continuous development of staff and achievement of MTDP goals for the road network.

- a) Staff Development Policy and Procedures are developed and implemented, providing for continuous professional skill development
- b) Internal systems are changed when opportunities for improvement are identified from staff, stakeholders or through audit processes

Policy and procedures
Audit reports

9.6 TECHNICAL AUDIT

A program of ongoing technical audit of delivery of the works program is implemented to ensure achievement of quality standards and value for money.

- a) Technical Audit Procedures Manual is developed and implemented
- b) Training program implemented to develop staff skills in technical audit
- c) Improvement opportunities identified through technical audits are raised at SET meetings and actioned

Technical Audit Procedures Manual
Training records
SET meeting minutes

9.10 Output 10: Corporate support to deliver Department of Works' goals

Corporate support to deliver Department of Works' goals: An effective, accountable and transparent corporate support framework is in place to enable DoW to achieve GoPNG strategic priorities in land transport.

DELIVERABLE

10.1 POLICY FRAMEWORK

A policy framework is implemented to support sustainable, accountable and responsible management of the Department.

2019 PERFORMANCE TARGET

- Policy framework developed for DoW which captures all policy priorities, including operational and support functions
- Comprehensive procedures are developed to support implementation of the Policy Framework
- DoW audits and reports on implementation of the policy framework and related procedures

MEASURING PERFORMANCE

Policy framework is published on DoW intranet and website (where appropriate)
Procedures are published on DoW intranet and website (where appropriate)
Audit reports for implementation

10.2 PLANNING AND MONITORING SYSTEMS

The corporate planning and reporting framework incorporates sustainable infrastructure management capacity to achieve corporate goals including cross-cutting issues.

- Corporate Strategic Plan is updated annually to reflect achievements and developing priorities
- Corporate Strategic Plan includes performance targets in all areas
- Formal monitoring systems for implementation of the Corporate Strategic Plan are implemented and provide timely information for management decision making

Corporate Strategic Plan
Ongoing reporting of progress against Corporate Strategic Plan

10.3 LEADERSHIP AND MANAGEMENT

Leadership and management capability are in place to deliver the works program in a strategic, accountable, and sustainable manner.

- SET meetings are held on a scheduled basis, with agenda and minutes recorded and agreed action items followed up for completion
- All appointees to positions at Grade 14 or above have completed a Manager Development Program
- All appointees to positions at Grade 16 or above have completed a Leadership Development Program

Training records demonstrate completion of required programs

10.4 ORGANISATIONAL DEVELOPMENT

An ongoing organisational development program is implemented which responds to and supports changing directions in GoPNG strategic priorities.

- DoW's organisational structure is reviewed annually, subsequent to review of the Corporate Strategic Plan, to ensure the structure enables achievement of corporate goals
- DoW's Performance Management Framework is reviewed annually, subsequent to review of the Corporate Strategic Plan, to ensure that it supports achievement of corporate goals
- Workforce Development Strategy developed, implemented and updated annually

Annual organisational structure review report
Annual Performance Management Framework review report
Workforce Development Strategy

DELIVERABLE

10.5 DELIVERY CAPABILITY

Resource capability (human, financial and other resources) is in place to execute and deliver the planned works program and achieve corporate goals.

10.6 FINANCE AND BUDGETING

DoW's budget and financial management capability supports timely planning and delivery of the works program to achieve corporate and strategic goals.

10.7 MANAGEMENT INFORMATION SYSTEMS

DoW's management information systems support responsive organisational management and decision-making.

10.8 INTERNAL AUDIT

Internal audit capability is in place to ensure continuous audit of processes, practices and management decision making so as to inform continuous improvement and reduce risk of fraud and loss.

2019 PERFORMANCE TARGET

- Staffing levels reflect service delivery requirements
- Annual budget allocation is sufficient to deliver the DoW Annual Plan and Annual Works Program
- DoW has the equipment and facilities required to deliver the Department's Annual Plan and Annual Works Program

- Financial Management Strategy is updated annually in conjunction with the Corporate Strategic Plan review
- Financial Management and Budgeting policy and procedures framework is complete
- Audits demonstrate compliance with approved Financial Management and Budget Policy and Procedures

- Information Management and Communications Strategy is updated annually in conjunction with the Corporate Strategic Plan Review
- Intranet and website are both updated regularly
- All approved policies, procedures, strategies and forms are available from intranet and website (where appropriate)
- Circulars, both from within and outside DoW, are published on the intranet and circulated by email to all DoW email users
- DoW uses new technology (smart phones, tablets, newly emerging technology) to improve information accessibility and availability for all employees

- Internal Audit Procedures Manual is completed and reviewed annually
- Internal audit findings are presented at SET meetings and managers held accountable for implementing recommendations
- Annual Audit Plan is developed and implemented

MEASURING PERFORMANCE

Annual Budget
Annual Report

Financial Management Strategy
Financial Management and Budgeting policy and procedures framework
Audit Reports

Information Management and Communications Strategy
Intranet and website
Reports of website and intranet content audits
Hit rates for sites on intranet and website

Internal Audit Procedures Manual
Minutes of SET meetings
Annual Audit Plan

9.11 Output 11: Monitoring, reporting, communication and evaluation

Monitoring, reporting, communication and evaluation: An effective, timely, and accountable monitoring, reporting, communication and evaluation system is in place that enables DoW to evaluate and enhance progress towards strategic goals in the transport sector.

DELIVERABLE

11.1 PLANNING OF ALIGNMENT WITH NTS AND MTP PRIORITIES

Planning framework implemented which delivers corporate goals and performance indicators clearly aligned with relevant goals and performance indicators in the National Transport Strategy and Medium Term Transport Plan.

2019 PERFORMANCE TARGET

- a) Corporate Strategic Plan and other DoW plans reflect NTS and MTP priorities

MEASURING PERFORMANCE

Corporate Strategic Plan
Annual Plan
Annual Works Program
Other DoW Plans

11.2 ALIGNMENT WITH MTDP GOALS

DoW clearly support achievement of goals and indicators in the Medium Term Development Plan (MTDP).

- a) Corporate Strategic Plan and other DoW plans reflect MTDP goals

Corporate Strategic Plan
Annual Plan
Annual Works Program
Other DoW Plans

11.3 LEADERSHIP AND MANAGEMENT OF M&E

Leadership and management capability are in place to undertake effective monitoring and evaluation and mobilise resources to support key monitoring and evaluation functions.

- a) All appointees to positions Grade 14 and above have completed Monitoring, Reporting and Evaluation module as part of Manager Development Program
- b) Divisional, Branch, Regional Works and Provincial Works Managers have timely, accurate reporting included in performance indicators in performance plan

Training records
Performance Plans

11.4 M&E SYSTEMS, POLICIES, PLANNING AND TOOLS

Effective monitoring and evaluation systems, policies, planning and tools deliver sound conclusions on achievements.

- a) Monitoring, Reporting and Evaluation Policy and Procedures are developed and implemented
- b) Compliance with Monitoring, Reporting and Evaluation Policy and Procedures

Policy and Procedures
Audits of compliance

11.5 M&E STAFFING CAPABILITY

Staff are trained to lead and implement the monitoring, reporting and evaluation system and held accountable for delivery of timely monitoring and evaluation activities.

- a) Staff appointed to lead monitoring and evaluation receive relevant training in monitoring and evaluation
- b) Staff responsible for implementing monitoring, reporting and evaluation system are held accountable for timely implementation

Training records
Individual performance plans
Annual performance reviews

DELIVERABLE

11.6 REPORTING FRAMEWORK AND CAPABILITY

Timely, comprehensive reporting provides accurate information which supports monitoring and evaluation of organisational activities including achievement of NTS and MTPP goals, input and output indicators.

2019 PERFORMANCE TARGET

- a) Staff appointed to lead reporting receive relevant training in developing and completing reports
- b) Staff responsible for implementing reporting are held accountable for timely implementation

MEASURING PERFORMANCE

Training records
Individual performance plans
Annual performance reviews

11.7 ALIGNMENT OF GOALS FROM GOPNG TO INDIVIDUAL PERFORMANCE PLANS

Accountability across the agency for delivery of goals is enabled by appropriate cascade of goal setting from GoPNG strategic goals to individual performance plans.

- a) Performance Management Framework for DoW includes performance management at whole-of-agency, divisional, branch and individual levels
- b) All employees have an Individual Performance Plan which provides clear performance goals and targets
- c) Employees are assessed annually against Individual Performance Plan and employees with unsatisfactory achievement have an improvement plan implemented

Performance Management Framework
Individual performance plans
Annual performance reviews

9.12 Output 12: Technical support to Government

Technical support to Government: Ongoing technical support provided to Provincial Administrations, District Administrations and Local Level Governments in delivery of infrastructure projects.

DELIVERABLE	2019 PERFORMANCE TARGET	MEASURING PERFORMANCE
<p>12.1 POLICY GUIDELINES Policy guidelines for technical infrastructure works formulated in consultation with provincial administrations, district administrations and local level governments.</p>	<p>a) Agreed policy guidelines for technical infrastructure b) Agreed procedures for implementing policy guidelines developed and implemented</p>	<p>Policy and procedures published on DoW's intranet and website Training provided to DoW and sub-national agencies to support implementation</p>
<p>12.2 TECHNICAL ADVICE Technical advice provided to provincial administrations, district administrations and local level governments in relation to planning and implementation of infrastructure projects.</p>	<p>a) Technical advice is provided to agencies in relation to planning and implementation of infrastructure projects when requested b) Technical advice provided is consistent with agreed policy guidelines and procedures for technical infrastructure</p>	<p>Audit of technical infrastructure for appropriateness and consistency with policy guidelines and procedures Report detailing analysis undertaken and conclusions drawn in respect to skill development needs Ongoing records of training and development provided</p>
<p>12.3 CAPACITY BUILDING Capacity building support in technical skills development and project management provided to provincial administrations, district administrations and local level governments.</p>	<p>a) Analysis completed to identify skill development needs b) Plan developed and implemented to build technical skills in provincial administrations, district administrations and local level governments</p>	<p>Report detailing analysis undertaken and conclusions drawn in respect to skill development needs Ongoing records of training and development provided</p>
<p>12.4 RESOURCE SUPPORT Resource support, including expertise, equipment and staff, provided to provincial administrations, district administrations and local level governments to implement infrastructure projects.</p>	<p>a) Formal arrangements negotiated with provincial and district administrations and local level governments for DoW to provide resource support, including expertise, equipment and staff, to support infrastructure projects b) Annual plan developed, implemented and monitored to capture resource support to be provided by DoW to sub-national agencies</p>	<p>Arrangements negotiated and documented Annual plans updated each year Reports of progress against annual plans</p>
<p>12.5 COMMUNITY ENGAGEMENT Guidelines developed and implemented to assist provincial administrations, district administrations and local level governments to maximise community engagement and ownership.</p>	<p>a) Community Engagement Guidelines developed and implemented b) Baseline level of community engagement established in 2015, and annual assessments show an increase in community engagement and ownership of projects</p>	<p>Community Engagement Guidelines Baseline established for community engagement Ongoing annual assessments of community engagement</p>

DELIVERABLE

12.6 ARCHITECTURAL AND ENGINEERING SUPPORT

Technical advisory support provided to national government, provincial administrations, district administrations and local level governments in respect to architectural and engineering design issues.

2019 PERFORMANCE TARGET

- a) Formal arrangements negotiated with provincial administrations, district administrations and local level governments for DoW to provide architectural and engineering design support for infrastructure projects
- b) Annual plan developed, implemented and monitored to capture architectural and engineering support to be provided by DoW to sub-national agencies

MEASURING PERFORMANCE

Arrangements negotiated and documented
Annual plans updated each year
Reports of progress against annual plans

9.13 Output 13: Legislative obligations

Legislative obligations: Department of Works meets legal obligations for representation on government boards and committees.

DELIVERABLE

13.1 PROVINCIAL BUILDING BOARDS

DoW Provincial Building Boards are established in each province and are managed effectively, efficiently and within the requirements of the Building Act 1971.

2019 PERFORMANCE TARGET

- a) Provincial Building Boards are established in each province
- b) Members of Provincial Building Boards are appointed in accordance with the requirements of the Building Act 1971
- c) Provincial Building Boards meet regularly and fulfil their role as described in the Building Act 1971

MEASURING PERFORMANCE

Gazette notices established Provincial Building Boards
Gazette notices appointing members of Provincial Building Boards
Minutes of Provincial Building Board meetings

13.2 CENTRAL BUILDING TRIBUNAL

DoW Secretary, or nominee, chairs the Central Building Tribunal and ensures the Board meets its mandate and corporate governance requirements, in accordance with the Building Act 1971.

- a) Central Building Tribunal is established

- b) Members of the Central Building Tribunal are appointed in accordance with the requirements of the Building Act 1971
- c) The Central Building Tribunal meets within two weeks of receiving notification of an issue and fulfil their role as described in the Building Act 1971

Gazette notice established Central Building Tribunal
Gazette notices appointing members of the Central Building Tribunal
Minutes of the Central Building Tribunal meetings

13.3 BORDER DEVELOPMENT AUTHORITY

Secretary DoW, or nominee, represents DoW and provides technical advice to the Border Development Authority Board in relation to capital works, infrastructure development and land transport.

- a) Secretary nominates a suitable nominee to represent Department of Works on the Border Development Authority Board
- b) DoW nominee is formally appointed to the Board through a gazette notice
- c) DoW nominee attends all meetings of the Board and represents the Department's interests

Gazette notice appointing nominated DoW nominee on the Board
Minutes of the Border Development Authority Board meetings

DELIVERABLE	2019 PERFORMANCE TARGET	MEASURING PERFORMANCE
<p>13.4 DISASTER MANAGEMENT COMMITTEE</p> <p>Secretary DoW meets DoW's obligations in respect to representation on the National Disaster Committee, in accordance with the Disaster Management Act 1984.</p>	<p>a) Secretary DoW attends meetings of the National Disaster Committee</p> <p>b) Secretary DoW actions relevant items for DoW arising from the National Disaster Committee</p>	<p>Minutes of National Disaster Committee meetings show attendance of Secretary DoW and actioning of relevant items</p>
<p>13.5 NATIONAL ROADS AUTHORITY BOARD</p> <p>Secretary DoW, or nominee, represents DoW and provides technical advice to the National Roads Authority Board in relation to land transport, in accordance with the National Roads Authority Act 2003.</p>	<p>a) Secretary nominates a suitable nominee to represent DoW on the National Roads Authority Board</p> <p>b) DoW nominee is formally appointed to the Board through a gazette notice</p> <p>c) DoW nominee attends all meetings of the Board and represents the Department's interests</p>	<p>Gazette notice appointing nominated DoW nominee on the Board</p> <p>Minutes of the National Roads Authority Board meetings</p>
<p>13.6 NATIONAL WATER BOARD</p> <p>Secretary DoW, or nominee, represents DoW and provides technical advice to the National Water Board in relation to infrastructure development, in accordance with the National Water Supply and Sewerage Act 1986.</p>	<p>a) Secretary nominates a suitable nominee to represent DoW on the National Water Board</p> <p>b) DoW nominee is formally appointed to the Board through a gazette notice</p> <p>c) DoW nominee attends all meetings of the Board and represents the Department's interests</p>	<p>Gazette notice appointing nominated DoW nominee on the Board</p> <p>Minutes of the National Water Board meetings</p>
<p>13.7 PHYSICAL PLANNING BOARDS</p> <p>Secretary DoW, or nominee, represents DoW and provides technical advice to the National Physical Planning Board and the most senior Department of Works employee in each province represents DoW on Provincial Physical Planning Boards, in accordance with the Physical Planning Act 1989.</p>	<p>a) Secretary nominates a suitable nominee to represent DoW on the National Physical Planning Board</p> <p>b) DoW nominee is formally appointed to the National Physical Planning Board through a gazette notice</p> <p>c) DoW nominee attends all meetings of the National Physical Planning Board and represents DoW's interests</p> <p>d) Secretary nominates suitable nominees for each Provincial Physical Planning Board</p> <p>e) DoW nominees are formally appointed to Provincial Physical Planning Boards through a gazette notice</p> <p>f) DoW nominees attend all meetings of Provincial Physical Planning Boards and represents DoW's interests</p>	<p>Gazette notice appointing nominated DoW nominee on the Board</p> <p>Minutes of the National Physical Planning Board meetings</p> <p>Gazette notices appointing nominated DoW nominee on the Provincial Physical Planning Boards</p> <p>Minutes of the Provincial Physical Planning Board meetings</p>

DELIVERABLE

13.8 ROADS BOARDS

Secretary DoW, or nominee, represents DoW on the Central Roads Board for PNG and the most senior DoW engineer in each province shall represent DoW on Provincial Roads Boards, in accordance with the Roads Maintenance Act 1971 and Roads Maintenance Regulation 1973.

2019 PERFORMANCE TARGET

- a) Secretary nominates a suitable nominee to represent DoW on the Central Roads Board
- b) DoW nominee is formally appointed to the Board through a gazette notice
- c) DoW nominee attends all meetings of the Central Roads Board and represents DoW's interests
- d) Secretary nominates a suitable nominee to represent DoW on each Provincial Roads Board
- e) DoW nominee are formally appointed to Provincial Roads Boards through a gazette notice
- f) DoW nominees attend all meetings of the Provincial Roads Boards and represent DoW's interests

MEASURING PERFORMANCE

Gazette notice appointing nominated DoW nominee on the Central Roads Board
Minutes of the Central Roads Board meetings
Gazette notice appointing nominated DoW nominees on the Provincial Roads Boards
Minutes of the Provincial Roads Board meetings

13.9 WATER RESOURCES BOARD

Secretary DoW, or nominee, represents DoW and provides technical advice to the Water Resources Board in relation to infrastructure development, in accordance with the Water Resources Act 1982.

- a) Secretary nominates a suitable nominee to represent Department of Works on the Water Resources Board
- b) DoW nominee is formally appointed to the Board through a gazette notice
- c) DoW nominee attends all meetings of the Board and represents DoW's interests

Gazette notice appointing nominated DoW nominee on the Water Resources Board
Minutes of the Water Resources Board meetings

13.10 PROTECTION OF TRANSPORT INFRASTRUCTURE

DoW ensures that national road infrastructure is protected in accordance with the provision of the Protection of Transport Infrastructure Act 2010.

- a) Policy and procedures developed and implemented to detail how DoW will implement Protection of Transport Infrastructure Act 2010
- b) Training module developed and implemented for provincial works managers, regional works managers, provincial civil engineers, surveyors and Lands and Survey Branch to develop knowledge and skills needed to implement Protection of Transport Infrastructure Act 2010

Policy and procedures
Training records showing participation and completion of training



DEPARTMENT OF WORKS

PERFORMANCE TARGETS FOR 2013 - 2016

- Upgrading and Sealing of 1,000 Km of urban, national and provincial roads in the next four years period commencing 2013 on those funded roads.
- Opening up of Invas Economic Corridors of the national interest encompassing:
 1. C.F. SHIP (Eritrea - Berberahki - Kikori)
 2. C.F. SHIP (Eritrea - Berberahki - Kikori)
 3. East-West New Britain links
- Complete and conclude ongoing projects worth K454,010,802.00 under all programs.
- Rehabilitation of PTD by implementing the commercial concept with a view to provide sustainably maintained rural access for local communities.
- Maintaining the service level of 4,000 Km of national roads in good condition through well planned and coordinated routine maintenance program.



PTD COMMERCIAL CONCEPT

NET	Road Road	Type	Provide
PTD01	Via Bridge	Slope engagement	Soil
PTD02	Via road - Berera	Rehabilitation	Central
PTD03	Nilo - Achikare	Rehabilitation	Soil
PTD04	Kereba - Kabilba	Rehabilitation	Soil
PTD05	Kereba - Tinkoba	Rehabilitation	Soil
PTD06	Chirba Sektion	Rehabilitation	Soil
PTD07	Koraka Etyaka	Rehabilitation	Soil
PTD08	Trip - Rama	Rehabilitation	Soil

PROJECTS UNDER ALL PROGRAMS

1	TRIP	Private Bank
2	SHIP	JPFA
3	SHIP	Private Bank
4	SHIP	Private Bank
5	SHIP	Private Bank
6	SHIP	Private Bank
7	SHIP	Private Bank
8	SHIP	Private Bank
9	SHIP	Private Bank
10	SHIP	Private Bank
11	SHIP	Private Bank
12	SHIP	Private Bank
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99	SHIP	Private Bank
100	SHIP	Private Bank

- NATIONAL PRIORITY ROADS**
- 01 Priority Road = 4256.418 Km
 - 02 Hitamo Highway - (295.707 Km)
 - 03 Migi Highway - (382.595 Km)
 - 04 Northern Highway - (83.178 Km)
 - 05 Kokoda Highway - (79.594 Km)
 - 06 Wau Highway - (127.584 Km)
 - 07 Highlands Highway - (810.542 Km)
 - 08 Bayer Road - (59.953 Km)
 - 09 Pogera - Togoba Highway - (240.679 Km)
 - 10 Koroba Road - (195.968 Km)
 - 11 Rama Highway - (180.902 Km)
 - 12 Coastal Highway - (750.495 Km)
 - 13 Sapek Highway - (257.754 Km)
 - 14 Buleminsky Highway - (337.877 Km)
 - 15 West Coast Road - (188.185 Km)
 - 16 New Britain Highway - (273.231 Km)
 - 17 Buksa Road - (183.071 Km)

DEPARTMENT OF WORKS
OPERATIONS DIVISION
ASSET MANAGEMENT BRANCH

Produced: APRIL 2013

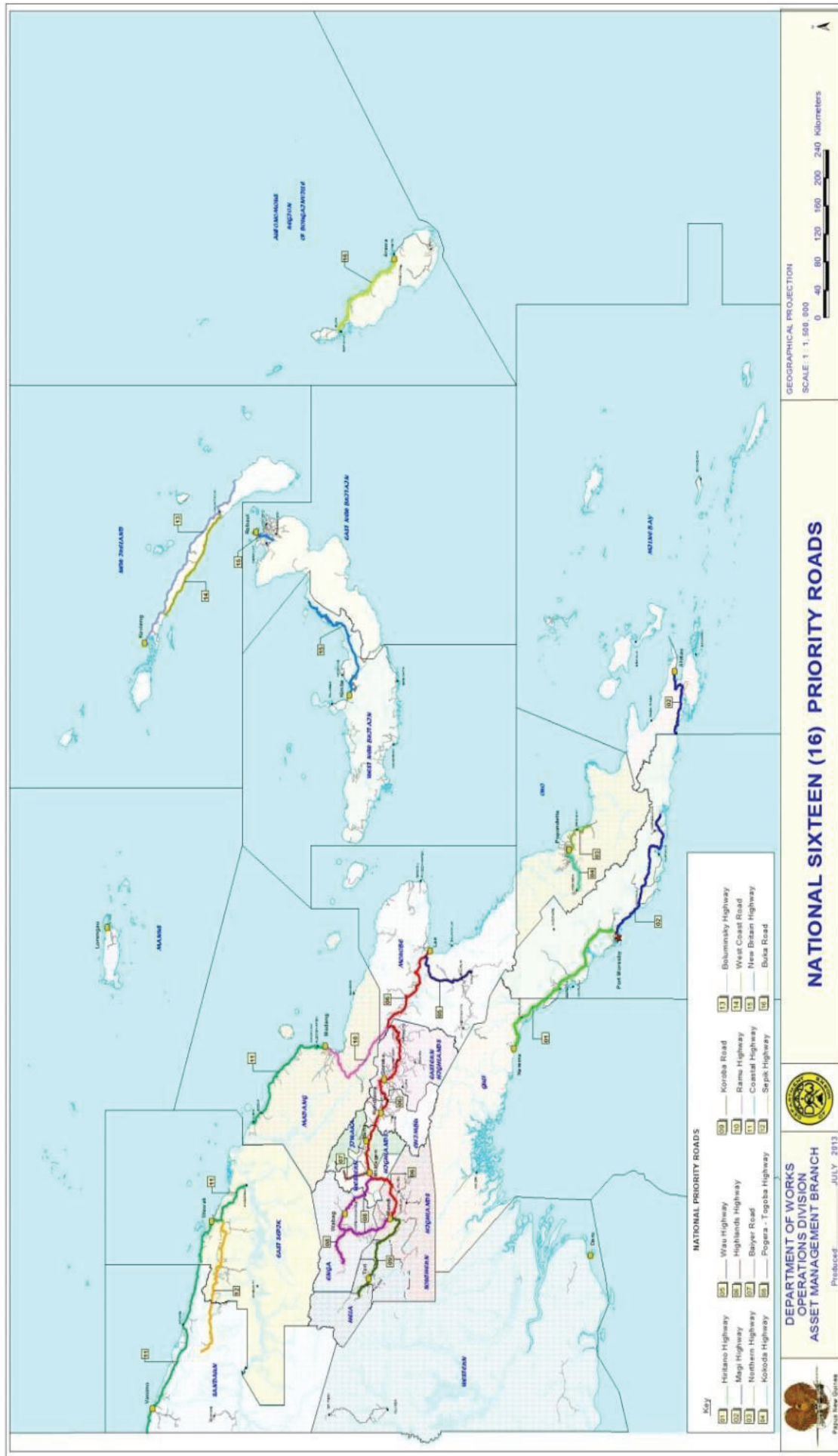
Geographical Projection
SCALE: 1 : 1,500,000

**DEPARTMENT OF WORKS
PERFORMANCE TARGETS FOR 2013 - 2016**



DEPARTMENT OF WORKS
OPERATIONS DIVISION
ASSET MANAGEMENT BRANCH

Produced: APRIL 2013







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