



DEPARTMENT OF PROVINCIAL AND LOCAL GOVERNMENT AFFAIRS

CORPORATE PLAN 2018-2022



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

THE GOVERNMENT OF PAPUA NEW GUINEA

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

CORPORATE PLAN 2018 – 2022

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ABBREVIATION & GLOSSARY

AusAID	:	Australian Agency for International Development
CA	:	City Authority
CAA	:	City Authority Act
CACC	:	Central Agencies Coordinating Committee
CPMU	:	Corporate Performance Management Unit
CPBRC	:	Corporate Planning & Budget Review Committee
DDA	:	District Development Authority
DDAA	:	District Development Authority Act
DFAT	:	Department of Foreign Affairs and Trade
DNPM	:	Department of National Planning and Monitoring
DPLGA	:	Department of Provincial and Local Government Affairs
DPM	:	Department of Personnel Management
DoF	:	Department of Finance
DoT	:	Department of Treasury
DSIP	:	District Services Improvement Program
EMT	:	Executive Management Team
GoPNG	:	Government of Papua New Guinea
LLG	:	Local-level Government
LLGSIP	:	Local-level Government Service Improvement Program
MTDP	:	Medium Term Development Plan
NEC	:	National Executive Council
OLPGLLG	:	Organic Law on Provincial Governments and Local-level Governments
PGF	:	Papua New Guinea Governance Facility
PNGDSP	:	Papua New Guinea Development Strategic Plan
PNGNSP	:	Papua New Guinea National Strategic Plan
PCMC	:	Provincial Coordination Monitoring Committee
PLLSMA	:	Provincial and Local-level Services Monitoring Authority
PSIP	:	Provincial Service Improvement Program
RSDP	:	Rural Service Delivery Project
SMT	:	Senior Management Team
SRA	:	Strategic Result Area
SPA	:	Special Purposes Authority
WSIP	:	Ward Service Improvement Program

MINISTER'S FOREWORD



As Minister for Inter Government Relations, it gives me great pleasure to provide the foreword to the 2018-2022 Corporate Plan for the Department of Provincial and Local Government Affairs. The Department of Provincial and Local Government Affairs (DPLGA) under my Ministry performs an important role as the mother department to all Provincial and Local-level Governments in the country by facilitating and coordinating the provision of the necessary support to enhance their effective functioning.

Our three tier democratic system of Government and our Constitution provide the basis for the decentralised system of Government in our country. The spirit and intent of this system is to bring government closer to the people, allowing for greater participation and more informed decision making by the people. The Provincial Governments and Local-level Governments are the delivery vehicles that are placed at the forefront to deliver basic services. The Organic Law on Provincial Governments and Local-level Governments defines the roles and responsibilities of the second and third levels of Government and their affiliation to the National Government.

What is of critical importance is that these lower levels of Government must have competent people operating in a conducive and enabling environment to effectively deliver basic services to our people. The Provincial and Local-level Governments must also have greater powers to make decisions that are relevant to them whilst at the same time ensure to protect national unity.

The O'Neil/Abel Government is committed to strengthening and empowering the front line governments and institutions to improve their effectiveness and ensure efficiency in service delivery and promotion of greater participation in decision making. In the Alotau Accord II, the Government has set specific priorities and deliverables in line with the above commitment and expects all responsible agencies to deliver the deliverables without failure.

The Department of Provincial and Local Government Affairs is the national government agency mandated to provide the vital link for coordination and partnership between all stakeholders to mobilize and provide the necessary support to strengthen the lower levels of government and their administrations. Thus, the Department's plans and strategies must be consistent with and aligned to the directions and priorities of the National Government whilst at the same time capture the needs and aspirations of Provincial and Local-level Governments.

I am satisfied that the 2018 to 2022 Corporate Plan for the Department of Provincial and Local Government Affairs has captured and accommodated the National Governments goals and priorities to empower Provincial and Local Governments. This Corporate Plan has captured the legal mandates of both the Department and Ministry and has put in place clear strategies to improve coordination and partnership with the view to streamline and enhance efforts for greater success.

I commend the 2018 to 2022 DPLGA Corporate Plan to the Secretary, his staff, partners and all stakeholders to take collaborative approach and work together to achieve the targets set in the term of this Corporate Plan.

HON. KEVIN ISIFU, MP
Minister for Inter Government Relations

INTRODUCTION



The priorities of the National Government has remained clear and consistent with its key focus on strengthening and empowering the Provincial and Local level Governments and their front line institutions.

The Department of Provincial and Local Government Affairs being the vital link between the National Government and the Provincial Governments and Local-level Governments, is the lead agency to promote the implementation of the policies and priorities of the National Government whilst at the same time act as its eyes and ears to monitor and report on service delivery performance and governance compliance. From the Provincial and Local-level Governments perspective, DPLGA is always looked upon as the mother department responsible for mobilizing, coordinating and providing the required support for their effective functioning and advancement.

In the 2014 to 2017 Corporate Plan, we took on board a number of new government decisions and initiatives to support the effectiveness of front line institutions such as, implementation of DDA Act 2014, City Authority Act 2015, and the World Bank Rural Development Projects. The department's focus then was on the initial start ups and piloting to get these initiatives off the ground and I am very pleased to say that we have accomplished some of our key performance indicators that we have set.

Through the new 2018 to 2022 Corporate Plan, the department aims to progress further on these initiatives by strengthening the capacities of the DDAs and City Authorities to serve their intended purposes and to roll out and up scale the rural service delivery projects to additional provinces. The Corporate Plan takes on board the implementation of the 2017 Alotau Accord II priorities and promote other key government priorities through our stakeholder partnership. The department has also captured and is giving prominence to strengthening partnerships at the National Level through PLLSMA and CACC connections as well as at provincial and district levels through Service Delivery Partnership Agreements and effective functioning PCMCs and DCMCs in order to streamline and compliment efforts and resources for greater success.

We recognize our performance as a lead department and consistent reporting to the National Government is important to us. In the term of our Corporate Plan, we will ensure to strengthen our corporate performance management system to effectively monitor and evaluate our achievements and non-achievements against our Strategic Result Areas, Targets and the Key Performance Indicators.

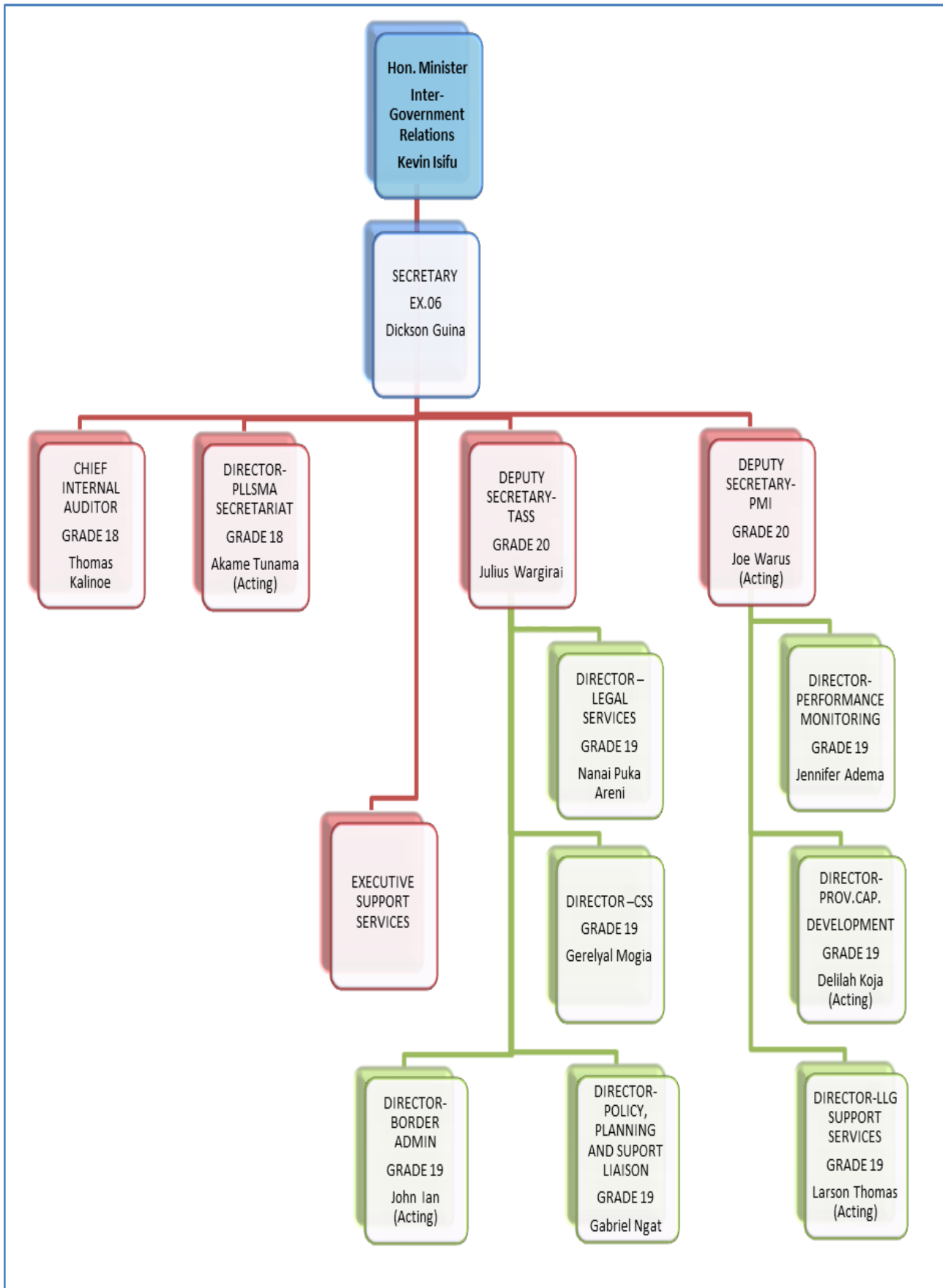
I am again pleased to say that after all the hard work and efforts, this Corporate Plan is now completed. I would like to take this opportunity to firstly acknowledge my hardworking Senior Management Team and staff of the department who participated in the process. I would also like to sincerely acknowledge the assistance and contribution of the PGF technical advisors for their guidance and valuable insights to the technical working team in their write up. Also to the AusAID through PGF for the financial assistance. Much appreciated.

I now endorse the 2018 to 2022 Corporate Plan to the department and all our stakeholders for use.

DICKSON GUINA
Secretary

DPLGA ORGANISATIONAL STRUCTURE

TOP MANAGEMENT



1. VISION, MISSION, AND VALUES

1.1 Public Service Vision:

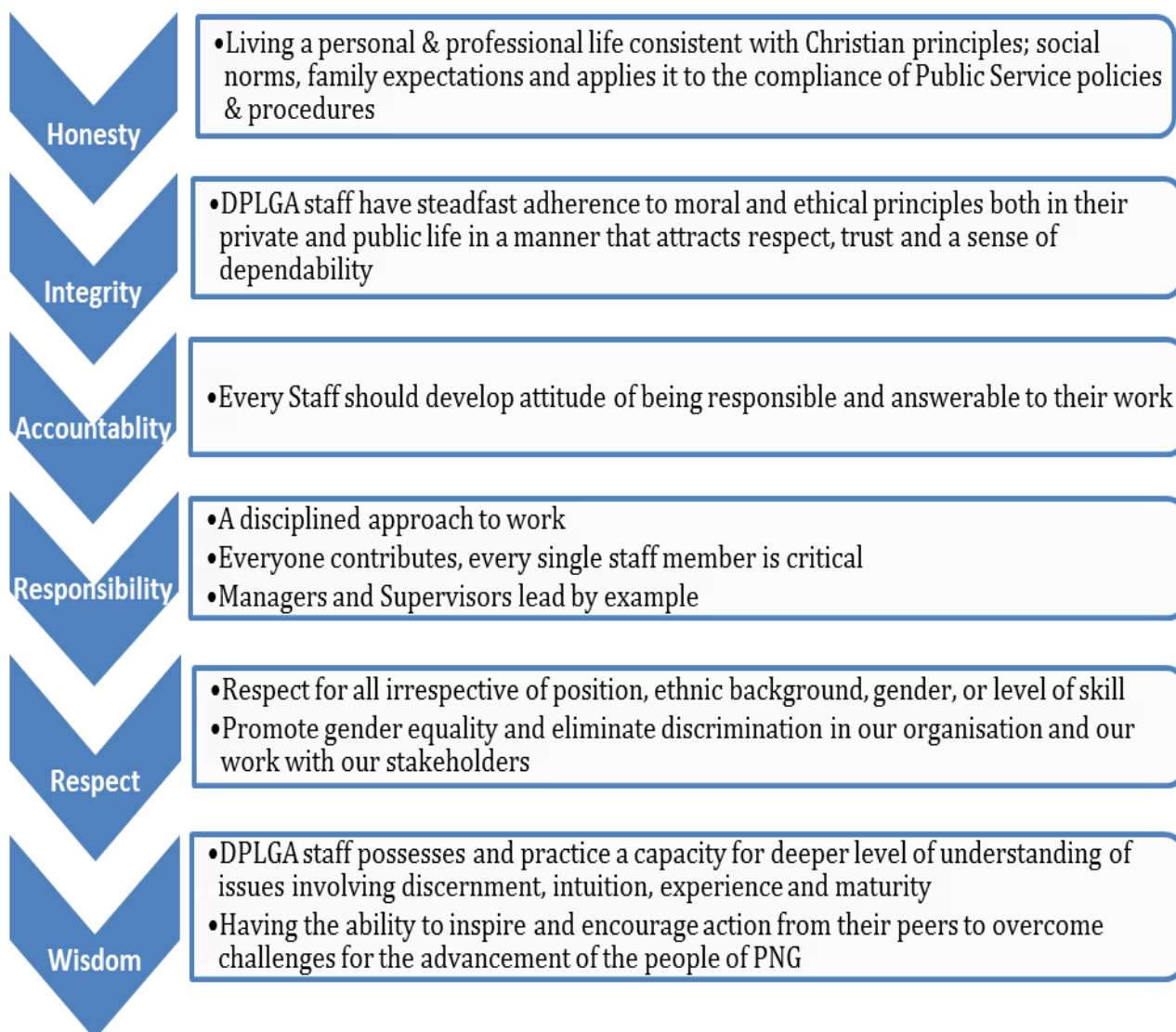
High performing, ethical and values based leaders in the public sector driving the future of Papua New Guinea.

1.2 DPLGA Mission:

To provide the vital link between the National Government, Provincial Government, Local-level Government and Municipal Authorities, while empowering and building their capacity to serve the people through sound mentoring, capacity development, monitoring, coordination and partnership activities.

1.3 Our Values:

The six (6) Public Service Values are linked to the ten (10) capabilities/competencies that reflect the way we should be behaving while performing our duties. This can be found in the approved Public Service Ethics and Values Based Executive Leadership Management Capability Framework.



2. OUR MANDATE

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

2.1 The Organic Law:

The preamble to the *Organic Law* establishes the provincial and local-level governments as legitimate governments within the three tiers of government in Papua New Guinea. It also stipulates that the key rationale for this division of responsibility is to provide basic services in water, health, education, transportation, communication, accommodation and social order through self-reliance; where each and every citizen of the nation is given the opportunity to participate and benefit in development. It clearly states that the provincial governments and local-level governments were established and given the responsibility for improved service delivery.

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

With the recent review done to the Organic Law on Provincial Governments & Local-level Governments (OLPGLLG), the major issues and challenges experienced in the provision of public goods and services to rural communities will be highlighted and the impediments to service delivery rectified. The review will deliver fiscal and political autonomy, introduce enabling legislations to facilitate service delivery and remove legal obstacles.

2.2 Other Legislation:

Other Legislation administered by the department under our Minister:

- *Organic Law on Provincial Governments and Local Level Governments 1998*
- *Organic Law on Provincial Boundaries*
- *Organic Law on the Boundaries of the National Capital District Commission*
- *Provincial Governments Administration Act 1997*
- *Local Level Governments Administration Act 1997*
- *District Development Authority Act 2014*
- *City Authority Act 2015*

The Minister has portfolio responsibility for the following:

- *Disaster Management Act (Chapter 403) 1984* (administered by the National Disaster Office not DPLGA)
- *Fire Services Act (Chapter 64) 1962* (administered by the Fire Services not DPLGA)
- *Liquor Licensing Act (Chapter 312) 1963 (Various Provinces) Act Chapter 313 1973* (administered by the Liquor Licensing Commission, not DPLGA)

The Secretary has responsibility for:

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

3.3 Representation:

The Department is represented on a wide number of inter-department committees, authorities and project teams that are listed below:

Committees/Boards

1. Central Agencies Coordination Committee (CACC)
2. Petroleum Advisory Board
3. Mining Advisory Board
4. Coastal Fisheries Agencies Project Steering Committee (PSC) Meeting
5. Land Transport Board
6. Joint Supervisory Board (JSB) ABG
7. Pogera Gold Mine (MOA)
8. Lihir Gold Mine (MOA)
9. Sinivit Gold Mine (MOA)
10. Solwara 1 Project
11. Frieda Gold Mine (MOA)
12. Tolekuma Gold Mine (MOA)
13. School of Government (PNGIPA Board)
14. Misima Gold Mine
15. MRA, re: OK Tedi Mine
16. Hidden Valley
17. Porgera Call out Operation
18. National Boundaries Commission (NBC)
19. Inter-Government Committee on National Election (IDC)
20. Pogera Social & Economic Implementation Committee
21. National Fisheries Board
22. National Health Board
23. National AIDS Council Secretariat
24. Environment and Conservation Authority Board
25. National Education Board
26. Inter-departmental Committee on Reforms to Inter Government Finance (NEFC, DoT, DoF & DIRD)
27. Technical Working Team on DDA
28. National Monitoring Framework
29. Kokoda Track Authority
30. Brown River Catchment
31. Organic Law Review
32. NCOBA
33. MRA, re: West Papuan Compensation
34. Lae City Authority
35. Physical Land Planning Board
36. Place Name Committee (DLPP)
37. Special Purpose Authority Board Meeting; Angore SPA – Hela, Juha SPA – Hela, Hiri SPA – Central, Nimarmar SPA - NIP
38. Commonwealth Local Government Forum (CLGF)
39. PNG Urban LLG Association
40. Project Steering Committee on Rural Service Delivery on Local Government Project (RSDLGP) WB Funded
41. Work Poroman Committee – Sister City Arrangements
42. Kokoda Track Initiative Program (KTI)
43. Electoral Commission Steering Committee
44. Public Expenditure Financial Accountability (PEFA) Technical Working Group
45. National Disaster Response Sub-Committee

Legislation

- Public Services Management Act 2014
- Oil and Gas Act 1998
- Mining Act 1992
- Fisheries Management Act 1998
- Land Transport Act
- Organic Law on PGs and LLGs
- Mining Act 1992
- Mining Act 1992
- Mining Act 1992
- Mining Act 1992
- Mining Act 1992
- Mining Act 1992
- Mining Act 1992
- PNG Institute of Public Admin Act 1993
- Mining Act 1992
- Mining Act 1992
- Mining Act 1992
- Mining Act 1992
- Organic Law on Provincial Boundaries
- Organic Law on National & LLG Elections
- Mining Act 1992
- Fisheries Management Act 1998
- National Health Administration Act 1997
- HIV/AIDS Act
- Conservation Areas Act 1987 & Environmental Planning Act
- Education Act 1983
- Public Finance Management Act 2014
- District Development Authority Act 2014
- Public Services Management Act 2014
- Kokoda Track Authority Act
- Organic Law
- Organic Law on PGs and LLGs
- Organic Law
- Mining Act 1992
- Lae City Authority Act 2015
- Land Administration Act 1995
- Place Names Act 1965
- Local Level Government Admin Act 1997
- Organic Law on PGs and LLGs
- Organic Law on PGs and LLGs & Local Level Government Admin Act 1997
- Local Level Government Admin Act 1997
- PNG Urban LLG Association
- Australian/PNG Ministerial Forum
- Local Level Government Admin Act 1997
- Public Finance Management Act 2014
- Disaster Management Act 1984

Committees/Boards

46. Taskforce for State-Civil Society Organisations Partnership Policy Review and Formulation
47. PNGSDS Technical Working Group Committee (TWC)
48. Climate Change and Environment Sustainability Taskforce
49. Consultative and Implementation Monitoring Council
50. Department of Health –Capacity Building Services Centre
51. Department of Personnel Management – Inter Departmental Committee
52. Department of Personnel Management – Pre-Screening Committee
53. Economic and Public Sector Program Management Group
54. Finance Management Capacity Development Operation Committee
55. Government Team on Community Mine Continuation Agreement
56. Inter-Department Census Committee
57. Koairi Technical Task Force
58. Mining Advisory Council
59. National Climate Change Coordination Committee
60. National Integrated Community Development Advisory Committee
61. National Committee and Fiscal Commission
62. National Fisheries Authority
63. National Land Development Program
64. National Land Transport Board
65. National Security Advisory Committee
66. National Volunteer Service Council
67. Nambawan Super Limited
68. NCDC Urban Youth Employment Strategic Project Steering Committee
69. OTML & Government Working Group
70. Permissive Residency Screening Committee (Limited Integration Policy for West Papuan Refugees)
71. Provincial Local Level Services Monitoring Authority
72. PNG/Australia Security Consultation Talks
73. PNG/Australia Torres Strait Advisory Council
74. PNG Coral Triangle Initiative National Coordination Committee
75. PNG/Indonesia Joint Border Committee & Sub -Committees
76. PNG/Solomon Islands Joint Border Committee
77. Public Employees Association
78. Seasonal Workers Taskforce
79. State Working Group on Extractive Industry transparency Initiative (SWG for EITI)
80. Strongim Pipol Strongim Nasen Program Management Group
81. Technical Evaluation Committee (Wutung Pilot Border Post)
82. Technical Working Group on Security & Border Management
83. Torres Strait Treaty Liaison Officers Meeting
84. Torres Trait Treaty Traditional Inhabitants Meeting
85. Border Liaison Meeting
86. Border Liaison Officers Meeting
87. Joint Technical Sub-Committee on Survey, Demarcation and Mapping of the Border Areas (PNG/Indonesia)
88. Member on Appeals Tribunal for National Physical Planning

Legislation

- Organic Law on PGovts and LLGs
- Public Services Management Act 2014
- Environmental Planning Act
- Public Services Management Act 2014
- National Health Admin Act 1997
- Public Services Management Act 2014 & PS General Orders
- Public Services Management Act 2014 & PS General Orders
- Public Services Management Act 2014
- Public Finances (Management) Act 1995
- Mining Act 1992
- Public Services Management Act 2014
- Organic Law on PG's and LLG's
- Mining Act 1992
- Public Services Management Act 2014
- Public Services Management Act 2014
- Public Services Management Act 2014
- Fisheries Management Act 1998
- National Land Registration Act 1997
- Land Transport Act
- National Intelligent Organisation Act
- National Volunteer Service Act 1990
- Public Services Management Act 2014
- National Youth Commission Act 1999 & NCDC Act
- Mining Act 1992
- Migration (Amendment) Act 2015
- Organic Law on PGs and LLGs 1995
- National Intelligence Organisation Act
- Bilateral Agreement Between PNG/Aust
- National Seas Act 1977
- PNG/Indonesian Border Agreement Act 1973
- Organic Law on Provincial Boundaries
- Employment Act 1978
- Partnership Act 1951
- Partnership Act 1951
- Partnership Act 1951
- PNG/Indonesia Border Agreement Act 1973
- Organic Law on Provincial Boundaries
- Organic Law on Provincial Boundaries
- Organic Law on Provincial Boundaries
- (PNG/Indonesia) Border Agreement Act 1973
- (PNG/Indonesia) Border Agreement Act 1973
- PNG/Indonesian Border Agreement Act 1973
- Land Disputes Settlement Act

3. KEY CLIENTS AND EXPECTATIONS

3.1 Clients:

The department's key clients are: **Provincial Governments Provincial Administration, District Development Authorities, City Authorities, LLGs**, Minister, Vice Minister, NEC, CACC, PLLSMA, National Agencies, Development Partners and Others.

3.2 Expectations:

Key expectations include;

- I. Provide technical support to build capacity and encourage and enhance performance; monitoring and evaluation for improved service delivery
- II. Provide high quality policy and legal advice to Provincial Governments, District Development Authorities, City Authorities and LLGs to assist and promote their interest
- I. Engage in policy dialogue and develop policy guidelines to guide and assist implementation of government policies
- I. Create awareness on Government policies; encourage and promote community Participation

3.3 Development Partner Management Strategy:

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

Our strategy for engagement are as follows;

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

4. SERVICE DELIVERY

The National Government’s policy framework for improved service delivery has come together through the cascading policy direction from the Vision 2050, the Development Strategic Plan 2010-2030, the Medium Term Development Plan 2018-2022 and now the recently launched National Strategy for Responsible Sustainable Development. Provinces and Local-level Governments have clearly identified service delivery roles and responsibilities through the Determination and Assignment of Service Delivery Function and Responsibilities (2009).

4.1 Vision 2050:

The Papua New Guinea Vision 2050 is a guide of where the country should be as a nation in 2050. The seven Pillars of Vision 2050 are;

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

DPLGA is responsible for Vision 2050 Pillar # 3 as shown in the diagram below;

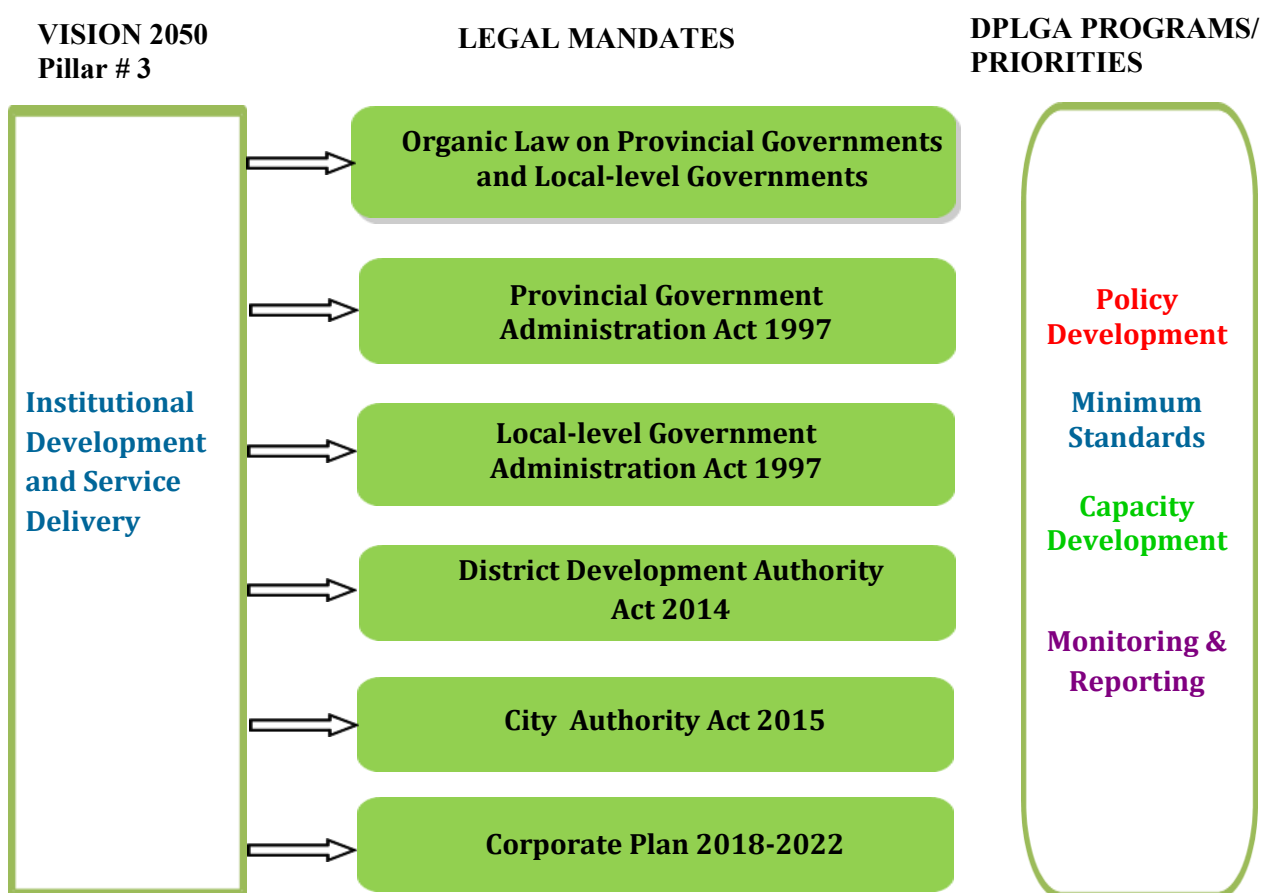


Figure 1: DPLGA Legal Mandate and Programs

The third pillar, *Institutional Development and Service Delivery* affirms the three (3) tiered political and administrative system. The strategic focus area for this pillar is on reforming the public service, legal and political systems to be effective and efficient in the delivery of public goods and services to citizens.

4.2 Planning Framework:

The National Planning & Responsibility Act 2016 provides for the *Planning Framework* that establishes the long-term development objectives and sets the operational strategy of Government. DPLGA has aligned its Corporate strategies to support the national government policies through partnership with key stakeholders to promote responsible and sustainable rural development and at the same time monitor and report responsibly for an improved and brighter future.

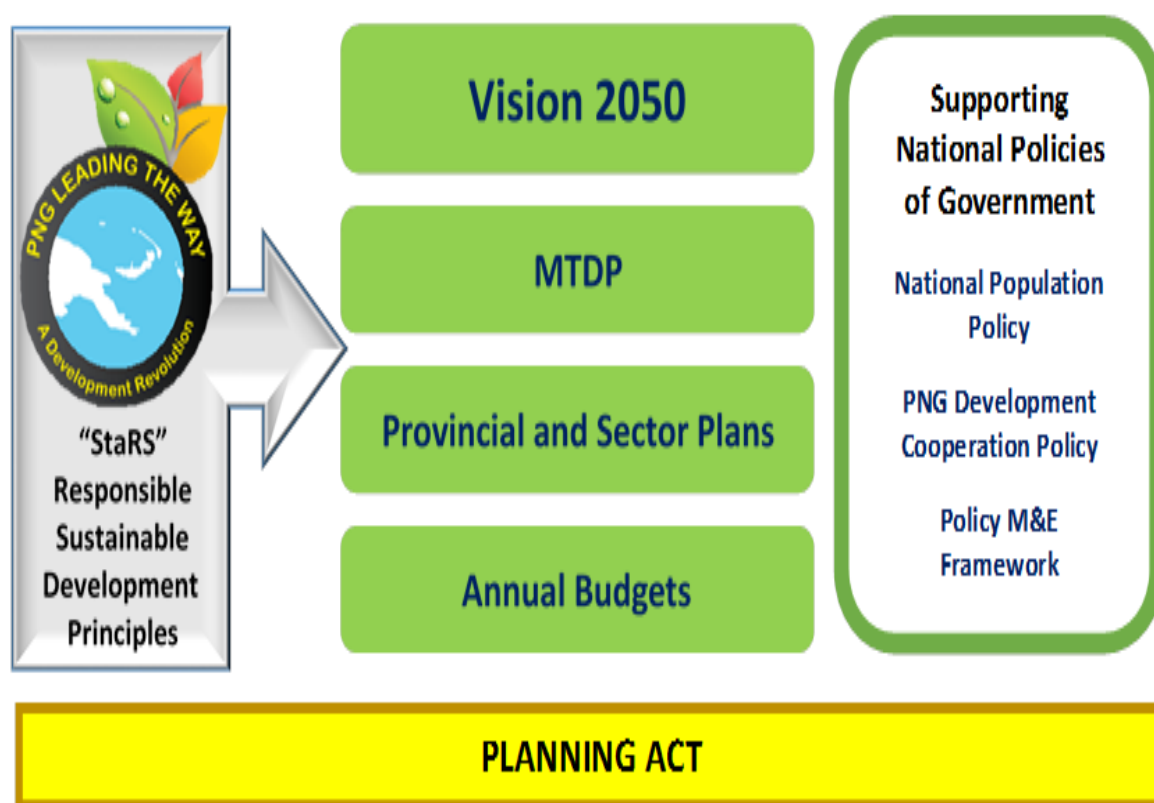


Figure 2: The National Planning Framework

5.3 Convergence of Policies Achieving Coherence:

All Provinces are responsible for completing their own Provincial Development Plans. Many started their development plans with a bottom up approach from Wards, LLGs through to Districts. National sector plans (example, health and education) are recognised and are aligned to these plans. The National Governments annual functional grants are closely linked to funding the Minimum Priority Areas in education, agriculture, health, transports, law and justice and administration.

Challenges for all levels of government including the Districts and City Authorities are; the inconsistency in policy directives and maintaining standards in implementation of service delivery. These result in lack of compliance to policies, legal requirements or minimum standards requirements. Reporting of performance on the other hand is also weak.

DPLGA is committed to partner with other key national agencies and other stakeholders to empower Provinces and LLGs towards creating an enabling environment for effective service delivery. Reporting of Provincial and District Performances will also be strengthened through the work of the PLLSMA Sub-committees.

This Corporate Plan is the road map for achieving greater policy consistency across all levels of government. The 'Kundu Drum Model' below, illustrates the departments' role in this process.

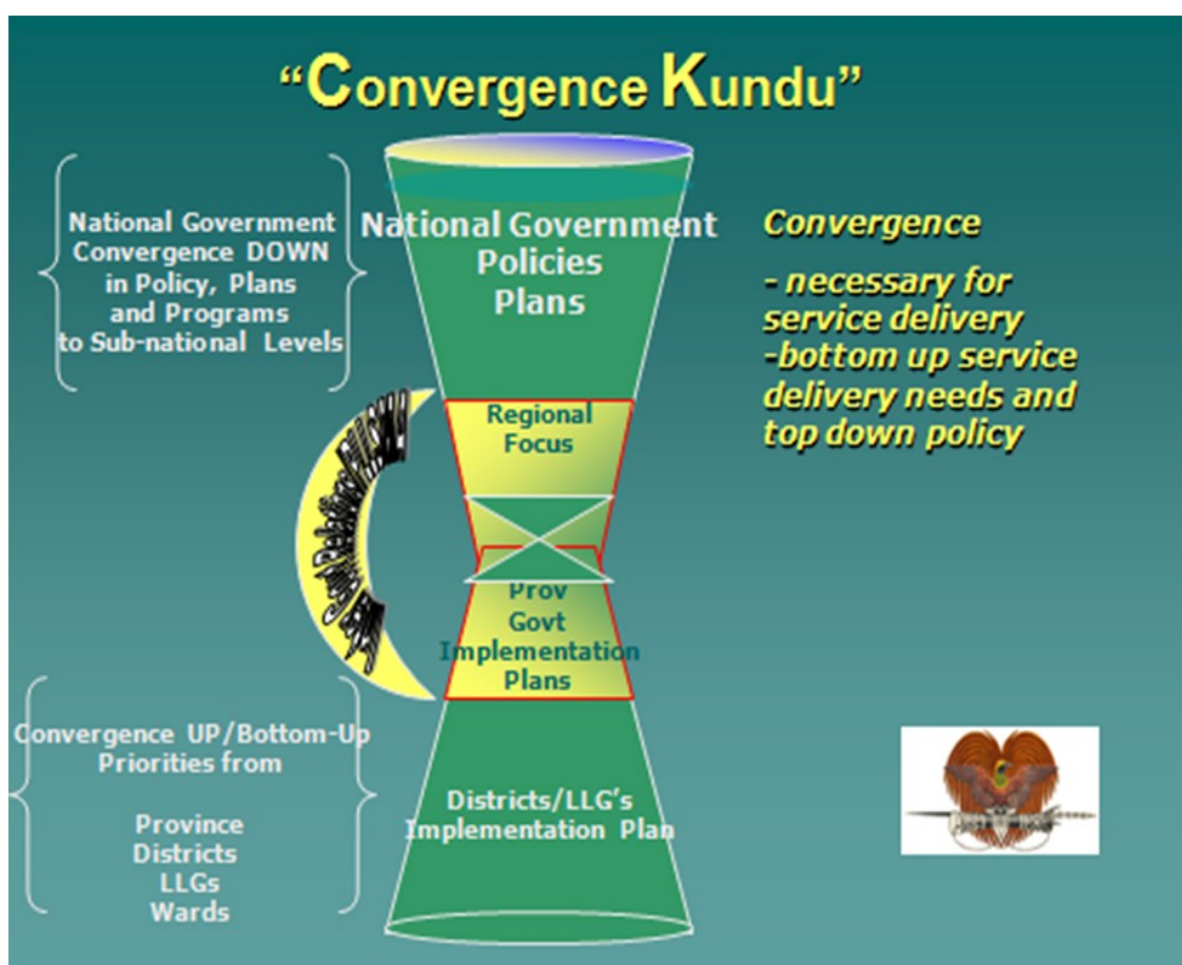


Figure 3: The Convergence Kundu

5.4 NEC expectation:

DPLGA is responsible for the following priorities under the Alotau Accord II.

No.	Alotau Accord II no.	Sector Priority	Deliverables	Agency responsible
1	32	Taxation	Review of the inter- governmental financing arrangements	DoT & DPLGA
2	67 & 68	Other key Sectors- Political & Public Administration	More autonomy for Provinces (Devolution of power)	DPLGA
	Early implementation of legal, admin and financial powers		DPLGA	
3	70 & 73	Public Service	Review the DDA Act with a view to strengthen the role of designated town managers	DPLGA
	Redefinition of the formulae for allocation for PSIP, DSIP,LLGSIP, WSIP		CACC DPLGA provides direct support	
4	74	National Election -LLG Election	Electoral Reform <ul style="list-style-type: none"> • Establish an accountable voting system (electronic voting). - Improve electoral rolls - Review polling periods - Conduct electoral boundaries review 	PNGEC DPLGA provides direct support
5	75	Communication	Encourage e-commerce, e-health, e-education and e-agriculture with a view to embracing Smart-Govt concept	All Agencies

Table 1: Alotau Accord II priorities assigned to DPLGA

4.5 DPLGA Impact Projects 2018-2022:

Through this Corporate Plan, DPLGA has re-aligned its priorities with the current government focus. We have listed some of these Key Priority Areas as our Targets for implementation for the next 5 years. It includes;

4.5.1 Organic Law Review:

The final reports on the inquiry into the OLPGLLG Vol.1 and Vol. 2 have been passed by the Parliament in May 2015. The department together with the Constitutional and Law Reform Commission (CLRC) have progressed the draft law on the Organic Law to be passed in Parliament. The proposed law will focus more on greater power sharing and participation by provinces.

4.5.2 District Development Authority:

The District Development Authority came into effect on the 1st of January 2015. The aim of DDA was to create awareness on the new reform policy which DPLGA was at the forefront. This rollout awareness stage has been completed and a Ministerial Brief was prepared for Minister and presented to the CACC.

As part of DDA implementation, DPLGA is supporting key activities necessary for the smooth transition and operation of DDA in all the districts in the country. DPLGA as the lead agency is playing a coordinating role to ensure that relevant agencies' support are properly coordinated, to achieve the intentions of the DDA Reform.

4.5.3 City Authority:

In 2015, Parliament passed three laws that provided for the establishments of the three (3) respective cities. They are City Authority Act 2015, the Kokopo City Authority Act 2015 and Mt Hagen City Authority Act 2015. The department continues to liaise with the respective provinces and districts for their effective management and operation.

4.5.4 Rural Service Delivery Project:

The Rural Service Delivery Project (RSDP) is currently completing its first pilot phase. It is now up-scaled to Phase Two (2) to three additional provinces. DPLGA is working towards institutionalising it as a program.

4.5.5 Front-Line Service Delivery Framework:

PLLSMA has established minimum standards for enabling environments and minimum service delivery standards to guide efforts for planning and delivery of services down to districts and local communities. PLLSMA has developed and is now introducing partnership framework for service delivery and rural development.

The framework establishes and encourages alternative service delivery mechanisms creating space for Government, private sector, NGOs and communities to share knowledge and resources and work together through a shared vision to improve quality of life in the rural areas. The service delivery partnership agreements is developed and signed by all partners to pursue a shared vision.

6. STRATEGIC RESULT AREAS

Overview of SRA Alignment:

In setting the department's strategy for the next five (5) years, we have set minimal benchmarks in areas which we think we can achieve and that which can have a wider degree of impact in our work output. We have also set clear outcomes and targets which we think our clients would want us to achieve. These targets are again aligned to the broader national government's policy directives and reform agendas on service delivery. We would also like to continue our stakeholder engagements through the *Whole of Government Approach* to ensure all the Programs and Activities of the department are efficiently carried out given the current financial constraints.

Under each of the Strategic Result Areas (SRAs), we have listed lead and supporting divisions that would be solely responsible for its implementation. Major focus areas in this Corporate Plan include Capacity Development, Compliance, Coordination and Partnership as well as Performance Monitoring & Reporting.

The five (5) SRAs are;

- 1. Enhanced targeted and coordinated Capacity Development for improved service delivery performance by Front Line Institutions at Provinces, Districts, City Authorities, LLGs and Wards**
- 2. Compliance with policies & legislative requirements by Provinces, Districts, City Authorities and LLGs**
- 3. Enhanced Performance Monitoring, Measurement and Reporting**
- 4. Enhanced Service Delivery support through Coordination and Partnership**
- 5. Sound and Prudent Corporate Governance and Support**

Each of the divisions within the department will use the SRAs and the Targets to formulate their Annual Activity Plans (AAP) tied to the Annual recurrent budget. The Divisional AAPs then translates down to individual Activity Plans for each officer describing their input to the overall objectives. Below is a diagrammatic illustration of the linkages to the Corporate Plan.



Figure 4: Corporate Plan Linkages

STRATEGIC RESULT AREA #1

Enhanced targeted and coordinated Capacity Development for improved service delivery performance by Front Line Institutions at Provinces, Districts, City Authorities, LLGs and Wards

Target (s)	Key Performance Indicator (KPI/Measure)	Accountable Division (s)
<p>1.1 Provincial Government and Administration, DDAs & City Authorities receiving effective capacity development support for improved service delivery governance and growth</p>	<p>a. All Provincial Administrations, DDAs and City Authorities capacity gaps are effectively identified and addressed</p> <p>b. All Provinces, Districts and City Authorities have in place up-to-date Corporate & Capacity Development Plans</p> <p>c. All Provinces and Districts receive effective support from relevant stakeholders to improve enabling environment for growth of districts into service centres</p> <p>d. PLLSMA Knowledge Hub is maintained and utilised to build knowledge, skills and non-technical capacity for Provinces, Districts and City Authorities</p> <p>e. All DDAs have a fully functional information management system to maintain up to date information on LLGs and Wards including Ward Record Book</p>	<p>Lead: PCDD Support: LLG</p> <p>Lead: PCDD Support: LLG</p> <p>Lead: PCDD Support: LLG</p> <p>Lead: PCDD Support: LLG</p> <p>Lead: PCDD Support: LLG</p>
<p>1.2 LLGs are receiving effective Capacity Development support for improved service delivery & governance</p>	<p>a. LLG and Wards in rural development project areas receiving appropriate support in training & skills development</p> <p>b. All SPAs in project affected LLG areas receive effective technical support in the establishment and operation of the SPAs</p> <p>c. All LLGs receive effective technical support in the establishment and operation of the SPAs</p> <p>d. LLGs and Wards receive effective technical support in LLGs and Ward Planning and Budgeting</p> <p>e. All LLGs and Wards receive effective Capacity Support in the administration of Ward Record Book</p>	<p>Lead: LLG Support: PCDD</p> <p>Lead: LLG Support: PCDD</p> <p>Lead: LLG Support: PCDD</p> <p>Lead: LLG Support: PCDD</p> <p>Lead: LLG Support: PCDD</p>

	<p>f. LLG Compliance Audit and investigations effectively conducted and issues identified are promptly addressed</p> <p>g. Ward Councillors Monthly Allowances effectively managed</p> <p>h. LLG Elections effectively coordinated</p> <p>i. LLG ward boundaries are effectively reviewed as and when required</p>	<p>Lead: LLG Support: Legal</p> <p>Lead: LLG Support: PCDD</p> <p>Lead: LLG Support: Legal</p> <p>Lead: LLG Support: Legal</p>
<p>1.3 District Development Authority Act, City Authority Act & National Planning & Responsibility Act fully implemented with support from other key stakeholders</p>	<p>a. DDA Act 2014 is effectively reviewed to strengthen the role of designated town managers and demarcate complementary role of DDAs and City Authorities</p> <p>b. All 3 City Authorities receive effective technical support in their start-up and operationalization</p> <p>c. DDAs and City Authorities receive effective technical support in the development of Organisational structures that is appropriate to their respective needs</p> <p>d. Service Delivery Functions and Responsibility Determination are completed for all Province, DDAs and LLGs as per Section 6 of the DDA Act</p> <p>e. All provinces and districts are supported to develop, sign and put in place Service Delivery Partnership Agreements for their respective provinces and districts</p> <p>f. National Planning and Responsibility Act is effectively supported for full implementation</p>	<p>Lead: Legal Support: LLG</p> <p>Lead: PCDD Support: PMD and Legal</p> <p>Lead: PCDD Support: Legal</p> <p>Lead: PCDD Support: PMD and Legal</p> <p>Lead: PCDD Support: PMD and Legal</p> <p>Lead: All Divisions</p>

STRATEGIC RESULT AREA #2

Compliance with policies & legislative requirements by Provinces, Districts, City Authorities and LLGs

Target (s)	Key Performance Indicator (KPI/Measure)	Accountable Division (s)
<p>2.1 National, Provincial, DDAs, City Authorities and Local-level Governments receiving policy and legal advice from DPLGA</p>	<p>a. Timely and quality policy & legal advice given to NEC and Minister</p> <p>b. Provinces, Districts, CAs and LLGs are receiving quality policy and legal advice to operate within the legislative and governance requirement</p> <p>c. Manuals and brochures developed and distributed interpreting NEC Decisions relating to Provinces, Districts, CAs and LLGs to make it simple for easy understanding</p>	<p>Lead: Legal, PEL Support: LLG</p> <p>Lead: Legal, PEL Support: LLG</p> <p>Lead: PEL Support: Legal</p>
<p>2.2 Provincial Governments receive effective policy and strategic guidance and support to attain greater decentralisation of administrative and financial powers and economic growth</p>	<p>a. All affected Provincial Governments receive quality technical and advisory support to meet minimum standards and performance criteria to attain greater power-sharing</p> <p>b. Early implementation of transfer of legal, administrative & financial powers to Provinces based on performance are effectively facilitated and coordinated</p>	<p>Lead: PEL Support: Legal</p> <p>Lead: PEL Support: Legal</p>
<p>2.3 Effective Administration of Customary Land and Deceased Estates</p>	<p>a. Effective and quality advisory support is provided to Secretary to perform statutory & delegated functions relating to protection of customary landowners interest in customary land.</p> <p>b. All Deceased Estates requests are effectively and promptly administered in accordance with section 125 of the Land Registration Act</p> <p>c. Customary Land Protection, Mobilisation and Development at District and LLG level are effectively guided and supported in accordance with the sections 134, 135 and 167 of the Land Registration Act</p>	<p>Lead: BSP Support: Legal, PEL</p> <p>Lead: BSP Support: Legal, PEL</p> <p>Lead: BSP Support: Legal, PEL</p>
<p>2.4 Effective Border Administration</p>	<p>a. Government receive quality policy advice on internal administration of PNG international Borders</p>	<p>Lead: BSP Support: Legal, PEL</p>

STRATEGIC RESULT AREA #3

Enhanced Performance Monitoring, Measurement and Reporting

Target (s)	Key Performance Indicator (KPI/Measure)	Accountable Division (s)
<p>3.1 Regular performance monitoring of provinces, DDAs, City Authorities and LLGs</p>	<p>a. Performance of Province & LLGs are effectively monitored as per the requirements of the Organic Law</p> <p>b. DDAs operations are effectively monitored in compliance with DDA Act 2014 and other enabling legislations</p> <p>c. City Authorities operations are effectively monitored in compliance with City Authority Act 2015 & other enabling legislations</p> <p>d. Service Delivery Partnership Agreements are effectively and timely monitored & evaluated</p> <p>e. Governance assessments on Provinces, Districts, CAs and LLGs are regularly conducted & reported by department to Minister</p>	<p>Lead: PMD Support: PCDD</p> <p>Lead: LLG Support: PMD and Legal</p> <p>Lead: PMD Support: Legal</p> <p>Lead: PMD and PLLSMA Secretariat Support: All Divisions</p> <p>Lead: PMD,LLG, PCDD Support: All Divisions</p>
<p>3.2 Completed Performance Reports for Provinces, Districts, CAs and LLGs submitted to Minister, PLLSMA and relevant stakeholders</p>	<p>a. PLLSMA is receiving analysed annual S119 reports on the performance of Provinces and LLGs on a timely basis and in compliance with the relevant legislative requirements</p> <p>b. Timely and accurate annual S114 reports on the performance of Provinces effectively coordinated with respective agencies</p> <p>c. Minister & PLLSMA are receiving reports on the DDA operations in compliance with DDA Act 2014 and other enabling legislations on timely basis</p>	<p>Lead: PMD Support: PLLSMA Secretariat</p> <p>Lead: PMD Support: PLLSMA Secretariat</p> <p>Lead: PMD Support: PEL and Legal</p>

	<p>d. Minister and PLLSMA are receiving reports on the City Authority operations in compliance with City Authority Act 2015 and other enabling legislations on a timely basis</p>	<p>Lead: PMD Support: PEL and Legal</p>
<p>3.3 Provinces and relevant stakeholders receive feedback on Provincial, Districts, City Authorities & LLGs performance through the submitted Performance Reports</p>	<p>a. Provinces, Districts, City Authorities and LLGs are receiving effective and timely feedback on their performance reports</p> <p>b. Performance issues and Capacity gaps identified in the performance reports are effectively discussed with the respective provinces, districts, City Authorities and LLGs</p> <p>c. PLLSMA is receiving effective supported in Analysing and providing Feedback to responsible Sector agencies and other stakeholders on the Sector Performance Reports</p>	<p>Lead: PMD Support: PCDD and LLG</p> <p>Lead: PMD Support: PCDD and LLG</p> <p>Lead: PMD and PLLSMA Secretariat Support: All Divisions</p>

STRATEGIC RESULT AREA #4

Enhanced Service Delivery support through Coordination and Partnership

Target (s)	Key Performance Indicator (KPI/Measure)	Accountable Division (s)
<p>4.1 Coordination & administration of Donor Partners, National Agencies & Service Providers to support the implementation of Government policy initiatives and directives at the Provinces, Districts, City Authorities and LLGs</p>	<p>a. Donor support to Government initiatives targeting Provinces, Districts, CAs and LLGs through partnership agreements effectively aligned with the government and DPLGA priorities</p> <p>b. Donor support & engagement with DPLGA, Provinces and Districts is Effectively monitored and evaluated</p> <p>c. PLLSMA Knowledge Hub is established & maintained to collect & manage data for Quality Policy Research to support government initiatives on service delivery to Provinces, Districts, CAs and LLGs</p> <p>d. Long term partnerships with training providers & specialised resource organisations and individuals is established and sustained to address capacity gaps identified by respective Provinces, Districts and City Authorities</p> <p>e. Rural Service Delivery Program (RSDP and other future similar donor supported programs are Effectively managed and Institutionalized</p>	<p>Lead: PEL Support: All Divisions</p> <p>Lead: PEL Support: All Divisions</p> <p>Lead: PLLSMA Secretariat Support: All Divisions</p> <p>Lead: PCDD and LLG Support: All Divisions</p> <p>Lead: PEL Support: PMU and All Divisions</p>
<p>4.2 Improved PLLSMA Secretariat Support Operations to effectively perform its role</p>	<p>a. PLLSMA linkages with key national and provincial agencies and other bodies effectively supported and strengthened</p> <p>b. Regular PLLSMA Meetings held with full participation by member agency heads</p>	<p>Lead: PLLSMA Secretariat Support: All Divisions</p> <p>Lead: PLLSMA Secretariat Support: All Divisions</p>

	<p>c. Regular Annual Provincial Administrators and Governors Conference conducted</p> <p>d. Regular Annual DDA CEOs Meeting conducted</p> <p>e. PLLSMA resolutions are effectively coordinated with relevant agencies</p> <p>f. PLLSMA Secretariat adequately funded annually to perform its role as per Section 110 of OLPGLG</p>	<p>Lead: PLLSMA Secretariat Support: All Divisions</p> <p>Lead: PMD and PLLSMA Secretariat Support: All Divisions</p> <p>Lead: PLLSMA Secretariat Support: All Divisions</p> <p>Lead: CSSD Support: EMT</p>
<p>4.3 Improved coordination at Provinces, Districts, City Authorities and LLGs through PCMCs and DCMCs.</p>	<p>a. PCMC is receiving effective support in strengthening coordination and partnership between National Line Agencies, Service Providers and Provincial Administrations</p> <p>b. PCMCs effectively supported in the roll out of DCMCs to all Districts</p>	<p>Lead: PLLSMA Secretariat Support: PMD</p> <p>Lead: PLLSMA Secretariat Support: PMD</p>
<p>4.4 Regular participation, consultation & liaison with development partners, government departments and authorities on programs & activities involving Provincial Government & Administration, DDAs, CAs and LLGs</p>	<p>a. DPLGA effectively represented in relevant Committees and Boards (Ref: Table 3.3)</p> <p>b. Provinces, Districts, City Authorities & LLGs interest effectively represented at the National Level</p>	<p>Lead: PEL Support: All Divisions</p> <p>Lead: PCDD, PMD and LLG Support: All Divisions</p>

STRATEGIC RESULT AREA #5		
Sound and Prudent Corporate Governance and Support		
Target (s)	Key Performance Indicator (KPI/Measure)	Accountable Division (s)
5.1 Effective corporate Performance management through planning, monitoring, assessment & evidence based reporting	a. DPLGA 2018-2022 Corporate Plan effectively monitored and reviewed b. DPLGA AAP effectively coordinated & completed by November annually c. Quarterly performance reviews conducted and divisions receiving effective feedback d. CACC is receiving DPLGA Annual Performance Reports on time in accordance with Section 32 of PSMA	Lead: CPMU Support: CSSD and All Divisions Lead: CPMU Support: CSSD and All Divisions Lead: CPMU Support: CSSD and All Divisions Lead: CPMU Support: CSSD and All Divisions
5.2 Effective Human Resource Management support to DPLGA and Ministry	a. Human Resource Development needs of DPLGA is effectively identified and addressed b. All Staff Personnel matters and issues are effectively addressed on a timely basis and in accordance with the PS GO and PSMA c. DPLGA Organisation Structure and Staffing Reviews effectively completed and implemented	Lead: HRM Support: CSSD and All Divisions Lead: HRM Support: CSSD and All Divisions Lead: HRM Support: CSSD and All Divisions
5.3 Effective Information & Communication Technology Support to DPLGA and Ministry	a. Information & Communication infrastructure needs of DPLGA are effectively identified & addressed b. DPLGA e-data and information management requirements and needs are effectively addressed	Lead: ICT Support: CSSD and All Divisions Lead: ICT Support: CSSD and All Divisions
5.4 Effective Finance & Assets Administration Support to DPLGA and Ministry	a. Accounts and Procurement process is Effectively and efficiently administered and facilitated in accordance with PFMA and Instructions	Lead: F&A Support: CSSD and All Divisions

	b. Department Assets are effectively administered in accordance with PFMA and Instructions	Lead: F&A Support: CSSD and All Divisions
5.5 Effective and Regular Audit of DPLGA Internal Financial Management & Governance	<p>a. Internal Audits are conducted on a regular basis and governance issues are effectively resolved in accordance with PFMA</p> <p>b. DPLGA Internal Audit Committee is receiving effective secretariat support to conduct its business</p> <p>c. Auditor General is receiving effective support in the conduct of DPLGA Annual Audits</p> <p>d. Management response to Auditor General is effectively facilitated</p>	<p>Lead: IAU Support: CSSD and All Divisions</p> <p>Lead: IAU Support: CSSD and All Divisions</p> <p>Lead: IAU Support: CSSD and All Divisions</p> <p>Lead: IAU Support: F&A and SMT</p>
5.6 Implemented mainstreamed development & social inclusion policies	a. Gender Equity and Social Inclusion (GESI) Policy and the REDD Project are effectively implemented within the department programs	Lead: HRM and PEL Support: All Divisions
5.7 An Ethical and Performing Senior Management Team Demonstrating the Ten Management & Leadership Capabilities to improve DPLGA Staff Morale, Performance and Services	<p>a. Leadership & Management Framework assessment carried out by SMT on an annual basis and compared to previous assessment to track progress</p> <p>b. Leadership & Management Framework applied in all HR Practices - Staff Performance Appraisal, Recruitment and in Coaching and Mentoring</p> <p>c. SMT and Divisional Meetings conducted on a regular basis in accordance with the AAP</p> <p>d. Wing heads, Divisional Heads & branch heads regularly and effectively performing coaching and mentoring roles towards subordinates and upcoming future leaders</p>	<p>Lead: SMT Support: All Divisions</p> <p>Lead: CSSD Support: All Divisions</p> <p>Lead: SMT Support: All Divisions</p> <p>Lead: SMT Support: CSSD</p>

6. MONITORING & EVALUATION

6.1 DPLGA Internal Assessment:

The Internal Performance Assessment process will ensure effective implementation of the Corporate Plan through timely monitoring, evidence-based reporting and evaluation in order to improve management and organisational-learning and accountability.

Key Focus Areas that will be assessed quarterly and annually by Management include;

A. Management Teamwork

- *Senior management team work*

B. Relations with Stakeholders

- *Working effectively with Minister, Central Agencies, Provinces, Development Partners and Civil Society*

C. Performance Management

- *Planning, Monitoring, Reporting of Divisional and Individual Performance*

D. Managing the Budget and Financial Systems

- *Effective links between Budget and Plans; Integrated Planning, Budget, Monitoring & Reporting*

E. Managing Human Resources

- *Motivation, Productivity, Skills Development, Discipline*
- *Staff on Strength vs. Vacancies and Staff Turnover*

F. Cross-cutting Issues

- *Mainstreaming of Gender Equality and HIV workplace activities*

G. Using Technology and Communications

- *Working systems and Effective Communications*

H. Managing Assets

- *Inventory Control, Maintenance*

A combined effort by Senior Management Team (SMT) will ensure effective implementation of the targets by actual assessment using the appropriate indicators set out in this Corporate Plan. The result (s) of the annual assessment will be addressed through the DPLGA Annual Capacity Development Plan. It will identify functional gaps within the respective Divisions and the department as a whole and then link these to actual capacity support.

6.2 Annual Activity Plans:

Each division will prepare its respective Annual Activity Plan (AAP) and Budget to support the implementation of this Corporate Plan. Activities will be prioritised in discussion with the Minister, Secretary and the SMT. Each officer will prepare his or her Individual Annual Work plans to support the Division in achieving its Targets. These plans can then be used to monitor performance quarterly and annually.

6.3 Quarterly Reviews and Annual Reports:

The Corporate Performance Management Unit through the Corporate Planning and Budget Review Committee (CPBRC) will be responsible for ensuring each Division's AAP is reviewed quarterly against respective Quarterly Activity Plan. The CPBRC will then report progress to the Secretary and the Deputy Secretaries on the performance of respective division(s) and the Department as a whole so informed decisions can be made at the Executive Management Level. Three consecutive reviews will be done annually and all the reports gathered will be compiled to form the Department's Annual Performance Report which is provided to the Central Agencies Coordinating Committee (CACC) in accordance with Section 32 of the Public Service Management Act.

APPENDIX

FUNCTIONS OF DIVISIONS

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

1. Borders and Special Projects:

- Coordinate implementation of bilateral agreements relating to internal administration of PNG's international borders
- Process acquisition of customary land for public purposes and facilitate transmission of deceased estates

2. Corporate Support Services:

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

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

3. Local Level Government Support Services:

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

4. Legal Support Services:

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

5. Performance Monitoring & Coordination:

- Performance monitoring of Provinces, LLGs, DDAs and City Authorities
- Coordinate and facilitate S119 reporting by Provinces
- Assist provinces in the establishment and operations of PCMCs and DCMCs
- Analyse and submit S119 reports to PLLSMA and Minister

6. PLLSMA Secretariat:

- Coordinate the implementation of PLLSMA decisions and resolutions
- Undertake administrative support for PLLSMA operations
- Support PLLSMA sub-committees
- Compile Annual Performance Report to Parliament

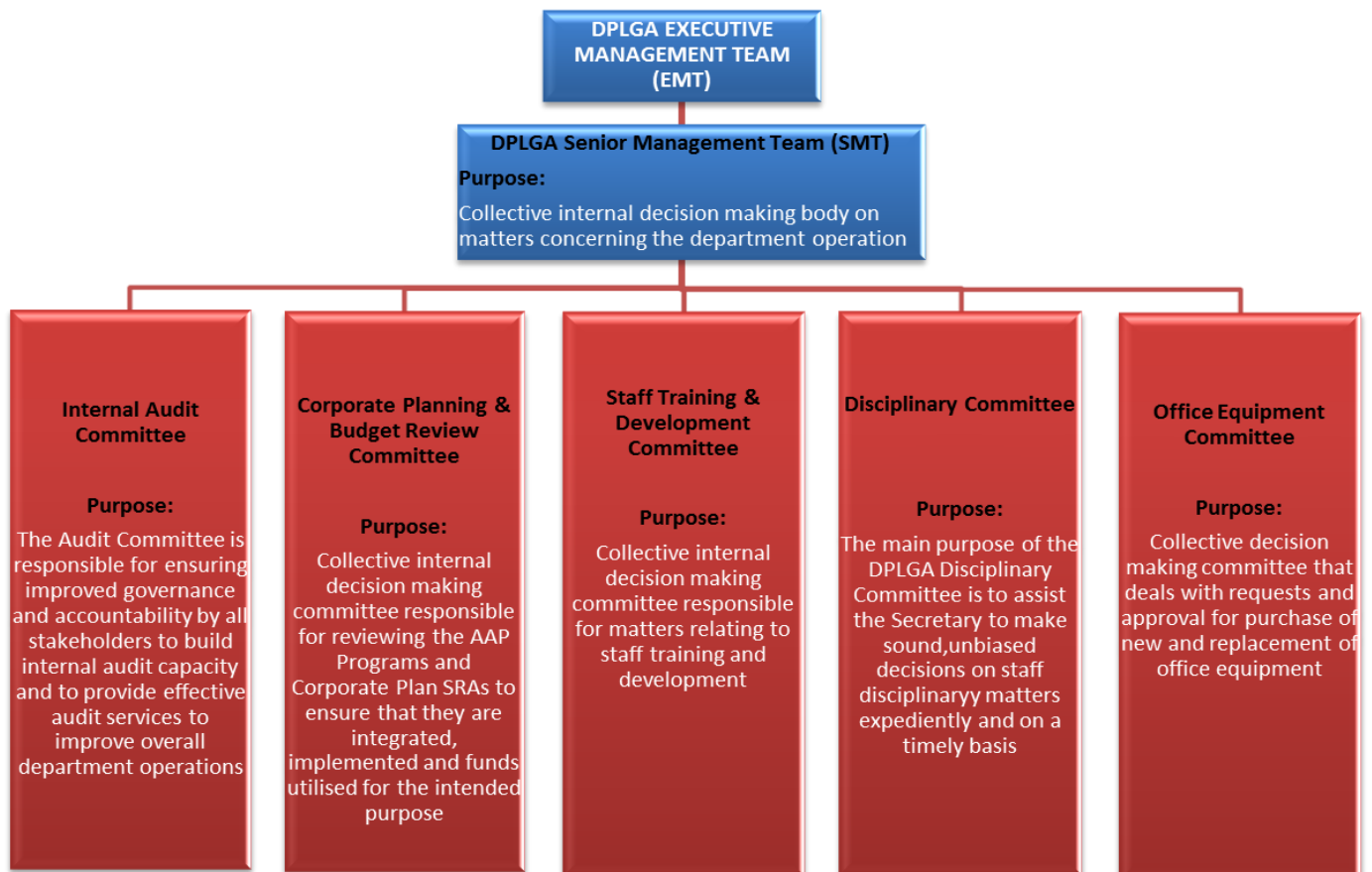
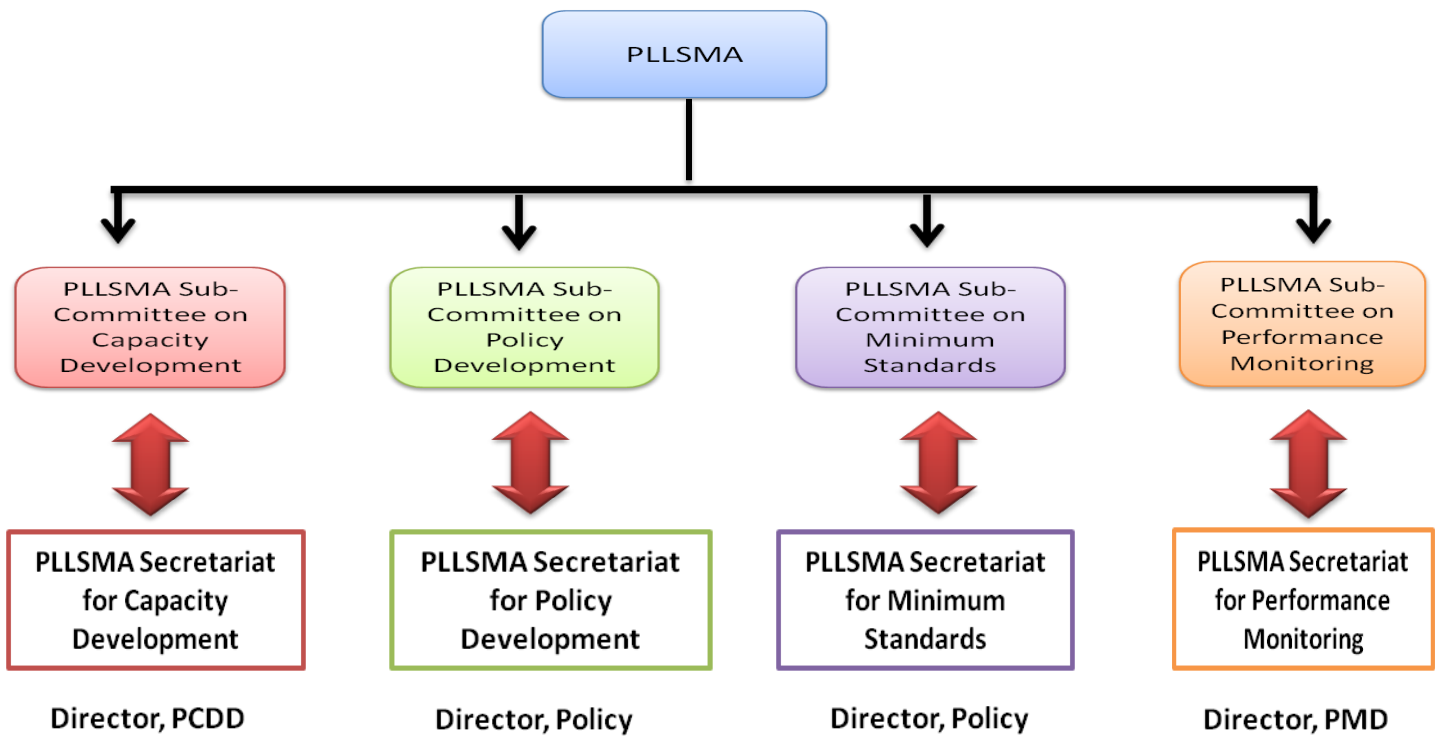
7. Provincial Capacity Development:

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

8. Policy Planning & External Liaison:

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

GOVERNANCE COMMITTEES IN DPLGA



DPLQA STAFF COMPOSITION BY DIVISION

No.	Division	Ceiling	Staff on Strength	% of Staff on Strength
1	Executive	11	04	36%
2	Internal Audit	04	04	100%
3	PLLSMA	05	02	40%
4	Provincial Capacity Development	15	13	87%
5	Local Government Support Services	18	17	94%
6	Performance Monitoring & Coordination	17	15	88%
7	Border & Special Projects	12	10	83%
8	Legal Support Services	10	06	60%
9	Policy Planning & External Liaison	07	07	100%
10	Corporate Support Services	04	04	100%
11	Human Resource	14	10	71%
12	Finance & Administration	15	13	87%
13	Information & Communication Technology	08	08	100%
TOTAL		140	113	81%

DPLQA RECURRENT BUDGET (2016-2017)

Year	Recurrent	PIP
2016	23 227.3	Nil
2017	12 626.5	Nil

Compiled by
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