



DEPARTMENT FOR  
**COMMUNITY DEVELOPMENT  
AND RELIGION**



# **CORPORATE PLAN 2023-2027**



***“Building an Equitable, Knowledgeable and  
Productive Families for a Sustainable Future”***

PAPUA NEW GUINEA

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## FOREWORD BY THE MINISTER



The Marape/Rosso Government is dedicated to ensuring equitable access to basic government services in rural and disadvantaged communities, ensuring no one is left behind. To accomplish this, the Department for Community Development and Religion (DFCDR) is prioritizing service delivery by restructuring and enhancing government services provided at the Districts and Ward levels.

I invite all government implementing agencies especially in the social sector, including agencies under my ministry, development partners, churches and civil society organisations to collaborate effectively with responsible government agencies for subnational levels of government to deliver basic services at the district and ward levels.

Achieving the country's development priorities to improve the lives of the majority of people living in rural areas requires an integrated approach. This will ensure our people remain within their localities to access basic government services minimising the need to migrate into towns and urban exerting strain on available services rendering them inadequate. DFCDR plays a crucial role in advancing the District and Ward service delivery agenda of the government. Through strategic programs that empower and protect vulnerable and marginalized communities, including children, women, elderly persons, and persons with disabilities, DFCDR aims to positively impact the lives of families and vulnerable communities in the country.

As the Minister responsible, I endorse this strategic direction and am dedicated to providing the leadership for the achievement of the government's social development priorities. My commitment lies in ensuring DFCDR provides essential services to our people; empowering them with vital life skills for sustainable livelihoods and productive participation in society.

To have a prosperous and inclusive development for Papua New Guinea with leaving no one behind is our collective goal. To achieve this, DFCDR will continue to deliver an inclusive and equitable protection and empowerment programs that build the capacity of vulnerable and marginalised communities. We aim to celebrate and promote our rich and diverse cultures, traditions, and Christian values as sources of our strength while addressing social challenges that hinder progress for our families, communities and the nation. And I am hereby entrusting this responsibility and also acknowledging the Management and Leadership of the Secretary for Department for Community Development & Religion and his hardworking team for ensuring we have a strategic plan to guide the operations moving forward for the next five years.

I call upon our esteemed stakeholders, including development partners, churches, civil societies, Provincial and District Administrations, LLG Presidents, and Ward Development Councils, to join hands with the Department and my Ministry. Together, we will fully support and deliver on the goals outlined in this Corporate Plan (2023-2027) to create an enabling environment for a brighter and promising future for all people of Papua New Guinea.

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

**HON. JASON PETER, MP**

Minister for Community Development & Religion | Member for Huon Gulf

## INTRODUCTION BY THE SECRETARY



I am delighted to introduce the Department for Community Development and Religion's five-year Corporate Plan (2023-2027) with the theme 'Going Rural - Building an equitable knowledgeable and Productive Families for a sustainable future'


The Corporate Plan sets forth two main goals for the Department. Firstly, we aim to review and develop legislations, policies, programs that address socio-economic challenges for the vulnerable and marginalised segments of our society, including children, women, elderly and persons with disabilities focusing primarily on families. Secondly, we are dedicated to delivering cross cutting and sectoral policies, programs, and services directly to communities at the district and ward levels. Our primary focus is to reach and positively impact wards and communities in the districts through our flagship program in establishing District Community Development Centres (DCDC) and revitalising every Community Learning and Development Centres (CLDC) in each ward.

Aligned with our vision of "Building equitable, knowledgeable, and productive families for a sustainable future," the Corporate Plan outlines five broad strategic objectives. These objectives reflect the core functions and responsibilities of our newly structured department and core programs and services we intend to deliver for the next five years.

Our organisational restructure is a strategic process that enables community development officers to be present at the district and ward levels; facilitating direct delivery of services to our people working through existing administrative and governance structures at the subnational levels. This approach aligns with the Government's objective of decentralization and service delivery including the DPM's Public Service directive for human resource allocation with 10% at the National level, 20% at the Provincial level, and 70% at the District and Ward levels.

I commend my Minister and the Minister for Public Service and the Secretary for the Department of Personnel Management (DPM) all Departmental Heads have Key Result Areas to be assessed through a Performance Management System. DFCDR has diligently aligned its Corporate Plan (2023-2027) with the five thematic areas enabling effective monitoring, assessment, and appropriate recognition of employees' performance. I want to thank our Policy and Program Development Division for ensuring Department has a five-year strategic plan to guide programs and activities moving forward.

To effectively serve our communities, I call for strategic partnership, strong leadership and appropriate resourcing of all government service delivery functions at the sub-national levels. All development partners, churches and Civil society organisations working in the community development space; I welcome you all to partner with the Department in implementing this plan for integrated and inclusive development outcome.

  
**MR. JERRY UBASE, MBA**  
**Secretary**

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## ABBREVIATIONS

AWP	Annual Work Plan
CLDC	Community Learning and Development Centre
CSO	Community Based Organisation
CP	Corporate Plan
DCDC	District Community Development Centre
DfCDR	Department for Community Development and Religion
ECCD	Early Childhood Care and Development
GBV	Gender Based Violence
KRA	Key Result Area
KPI	Key Performance Indicator
NEC	National Executive Council
NGO	Non-Government Organisation
NID	National Identification Card
NOCFS	National Office of Child and Family Services
NYDA	National Youth Development Authority
PNG	Papua New Guinea
PNGCIR	PNG Civil Identity Registration
SDG	Sustainable Development Goals
SEM	Senior Executive Management
SLOS	Social, Law and Order Sector
SMT	Senior Management Team
UN	United Nations



## 1. FOUNDATION AND VALUES

### 1.1. Our Vision

**Promote the protection and empowerment of families to build equitable, knowledgeable, and productive communities for a sustainable future beyond 2027**

### 1.2 Our Mission

**Our mission is to develop, promote, and implement socioeconomic policies and programs that protect and empower families, fostering their well-being and resilience for a brighter future.**

### 1.3 The Corporate Plan Statement

*The Department of Community Development and Religion is the government agency responsible for providing coordinated social services in adherence to relevant laws and policies. Our goal is to create a supportive environment for social mobilization and unity, with a focus on equitable, knowledgeable, and productive families. Over the next five years, we aim to implement programs that protect and empower individuals at the local level, specifically at the district and ward levels. Our ultimate objective is to ensure a sustainable future for our communities.*

Our policies, plans, and programs align with the national development goals enshrined in the Constitution, namely: 1) Integral Human Development and 2) Equality

and Participation. Additionally, our work and contributes to the strategic outcome areas of several pillars outlined in Vision 2050, namely:

Pillar 1: Human Capital Development, Gender, Youth, and People Empowerment.

Pillar 3: Institutional Development and Service Delivery.

Pillar 6: Spiritual, Cultural, and Community Development.

Pillar 7: Strategic Planning, Integration, and Control.

We are mandated to achieve these constitutional goals and Vision 2050 pillars through the implementation of relevant enabling legislations and policies. Our primary objective is to build strong and stable families and communities across Papua New Guinea (PNG).

In line with relevant national strategies, our Corporate Plan 2023-2027 calls for an organizational restructuring to extend our reach to the districts and wards. By deploying program officers to these levels, we aim to better serve families and communities throughout PNG. This initiative marks a significant service delivery reform since the country's independence in establishing a physical presence among the people to improve the flow of government's goods and services. By prioritizing the development of strong and stable families, we contribute meaningfully towards the Vision 2050 objective of attaining a *“Smart, Wise, Fair, Healthy and Happy Society by 2050”*.

#### **1.4 Mandate & Core functions**

The Department's primary mandate is to safeguard and empower vulnerable and disadvantaged communities, known as Vulnerable and Marginalized (VAM) communities. These groups include children, women, persons with disabilities, senior citizens, and individuals disadvantaged due to natural and/or man-made disasters. We actively promote collaboration and adopt an integrated, cross-sectoral, and whole-of-government approach to deliver social welfare programs and services effectively.

Our mandate is firmly rooted in broader policies aligned with the National Goals and Directive Principles of the Constitution, as well as other enabling laws, policies, and overarching development and strategic frameworks in PNG. By embracing partnerships and aligning with these key principles, we strive to protect and empower vulnerable and disadvantaged communities, contributing to the overall development and welfare of PNG.



## 1.5. Core Values

The Department upholds the following values to guide behavioural conduct in fulfilling our mandate effectively. Our code of conduct is stipulated under the General Orders.

- i. **Honesty:** We are committed to truth and transparency in fulfilling our core mandate and responsibilities, aligning with Christian and cultural values of PNG.
- ii. **Integrity:** We adhere steadfastly to moral and ethical principles in both our private and public lives, earning respect, trustworthiness, and credibility.
- iii. **Accountability:** We are responsible and accountable to the Government and people of PNG in all actions toward delivering goods and services in line with our mandate.
- iv. **Respect:** We appreciate and acknowledge the rights, wishes, and privileges of all stakeholders, communities, and families, while expecting the same level of respect for our staff and resources.
- v. **Responsibility:** We accept stewardship for our people and country, guided by conscience. We actively make choices for the greater good, considering the implications and dealing with consequences. We also strive to develop the capacity of others.

## 1.6 Guiding Principles

The following Guiding Principles, derived from the National Constitution of PNG, form the foundation for our efforts to build and strengthen the desired corporate culture. These principles inform our decision-making process when implementing the Corporate Plan and other policies and strategies.

- i. **Integral Human Development:** We strive for comprehensive human development for all individuals, fostering physical, spiritual, economic, social, and cultural development for families, communities, and the nation.
- ii. **Equality and Participation:** We encourage the participation of all citizens, regardless of social markers, in integral human development and access to goods and services, recognizing the diversity of PNG as a strength that unifies the nation under the constitution.
- iii. **Morality and Ethics:** Upholding high moral and ethical principles and standards is essential for earning public respect and creating a positive impact within communities and among stakeholders.

- iv. **Communication for Development:** Fostering constant dialogue and communication among all stakeholders promotes cooperation and partnership, enabling broader and sustainable impact.
- v. **PNG Ways, Cultures, and Traditions:** Recognizing and promoting the preservation of cultural heritage, language, practices, and norms is crucial for fostering community unity and addressing social issues for the common good.
- vi. **Human Rights:** We integrate and mainstream human rights into our policies and programs, ensuring that beneficiaries understand their rights, obligations, and the potential costs and benefits.
- vii. **Sustainable Development:** Our community programs are designed for long-term impact, ensuring continued benefits for the communities involved.
- viii. **Christian Values and Principles:** We uphold and promote Christian values and principles in all our programs and engagements with communities, in line with PNG's recognition of Christianity as its official religion.





## 2. BACKGROUND OF THE DEPARTMENT

The Department for Community Development and Religion (DfCDR) is a prominent social sector department within the Ministry for Community Development, Religion, and Youth. Its primary mission is to promote and safeguard the rights and welfare of all individuals, encompassing their entire life course from birth to the end of life. DfCDR's programs are designed to foster the comprehensive and well-rounded development of individuals, enabling them to become productive members of their families, communities, and the nation as a whole.

Over the years, we have formulated numerous policies and legislations in response to the social challenges faced by vulnerable and marginalized groups within our communities. These policies, strategies, and legal frameworks serve as catalysts for addressing various social issues at different levels of government, including national, provincial, district, and ward levels.

The Department strongly believes that families and communities are the fundamental building blocks of the society. Therefore, our programs aim to empower communities from within, allowing them to take ownership and lead their own transformative and integrated development processes, ultimately leading to sustainable social change. This philosophy forms the core foundation of our Integrated Community Development model, which guides our structural and service delivery reforms. By focusing on building and empowering family units, we endeavour to create secure, capable, and self-sustaining communities.

## 2.1 The Social Sector

The Department plays a crucial role in the social sector, particularly in community development and welfare programs. As the department evolved over time, certain functions have matured and transitioned into independent agencies operating under the Ministry of Community Development, Religion, and Youth. These agencies remain essential partners in implementing the key reforms and development initiatives of DfCDR. They include:

- I. **National Office for Child and Family Services (NOCFS):** This agency is responsible for Child and Family Services and oversees the implementation of the Lukautim Pikinini (Child) Act 2009 and the Child Protection Policy. The National Child Protection Policy provides a comprehensive framework for implementing the Lukautim Pikinini Act.
- II. **National Youth Development Authority (NYDA):** Established under the National Youth Development Act 2014, the NYDA has superseded the National Youth Commission Act 1999. Its primary mandate is to facilitate the empowerment and meaningful participation of young people in our development processes and society.
- III. **National Office of Censorship (OoC):** The OoC operates under the Classification of Publication (Censorship) Act 1989. Its primary responsibility is to oversee all forms of information content, ensuring moral censorship aligned with and upholding our cultural and Christian values and principles.
- IV. **PNG Civil and Identity Registration Office (PNGCIR):** Mandated and established by the Civil Registration Act 1963 and amended in 2014, the PNGCIR ensures the proper registration and recognition of all citizens. It manages records related to vital events; births, marriages and deaths. The National Identity Cards currently being facilitated in PNGCIR is an extension of the birth registration process. The office is currently under the Ministry of Internal Security

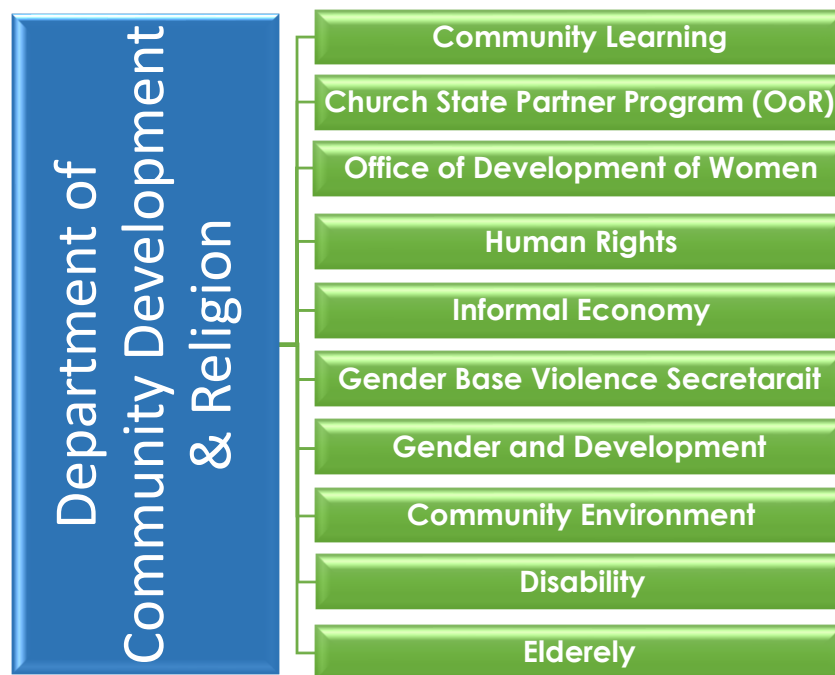
These agencies, along with the Department for Community Development and Religion, collaborate closely to fulfill the Ministry's objectives for the Social Sector to provide essential services to the community.

## 2.2. Core Programs

The Department still maintains many of the crucial functions and programs within the social sector. DfCDR's current programs revolves around the following areas:

**2.2.1. Community Learning:** This program focuses on providing community members with access to information, skills, and ideas that can enhance their lives. It emphasizes lifelong learning as a powerful tool for empowering individuals to participate in the

social and economic development of their communities, thereby promoting sustainable development.



**Figure: 2.2.(i) Showing the core programs under DfCDR**

**2.2.2. Church State Partnership Office (Office of Religion):** Recognizing the significant role of churches in all aspects of development in PNG, the Office of Religion interfaces with religious institutions and promotes partnerships through the implementation of the State-Churches Partnership policy, which is currently being developed.

**2.2.3. Office of Development of Women:** Established in May 2005, the Office of Development of Women plays a vital role in enhancing the participation of women in contributing to and benefiting from development in PNG. It focuses on mainstreaming gendered policy and programming through whole-of-government policy making.

**2.2.4. Human Rights:** The department is committed to protecting the rights of all community members, especially the most vulnerable. It ensures that human rights protection is integrated into all community-level activities and across government, acknowledging that it is a shared responsibility of all citizens.

**2.2.5. Informal Economy:** This program focuses on livelihoods and income-generating opportunities within the informal sector, aiming to improve the quality of life for individuals engaged in this sector. It is supported by the Informal Sector Control Act 2004, and DfCDR oversees the implementation of the National Informal Sector Policy.

**2.2.6. Gender-Based Violence Secretariat:** Recently established within the department, the Gender-Based Violence Secretariat leads the government and multi-stakeholder response to gender-based violence. With the support of the UN and Australian DFAT, DfCDR has developed the National GBV Strategy and is currently implementing it.

**2.2.7. Gender and Development:** This unit is dedicated to promoting gender equality and empowering women and girls. It integrates gender considerations into all departmental programs and activities through gender analysis, gender-responsive budgeting, and the development of gender-sensitive indicators. The unit also provides technical support and capacity building on gender issues to departmental staff and partners.

**2.2.8. Community Environment:** This program focuses on creating safe, healthy, and sustainable communities with positive values such as cooperation, respect for rights, cultural pride, and identity. It also emphasizes community preparedness to mitigate the impact of natural disasters and climate change.

**2.2.9. Disability:** DfCDR promotes inclusive action to remove barriers hindering persons with disabilities from enjoying equal rights. It implements the National Policy on Disability 2015-2025 and observes international obligations such as the Convention on the Rights of Persons with Disabilities. Through the Community-Based Rehabilitation programs, DfCDR and its partners work to empower persons with disabilities.

**2.2.10. Elderly:** With over 5 percent of the population above the age of 60, PNG lacks a formalized social security or pension system for the elderly. However, families and communities traditionally care for their elderly members based on familial or 'wantok' obligations. DfCDR leads the national program to support elderly citizens and works on developing appropriate interventions as part of the National Social Protection Policy.

**2.2.11. Civil Society Organizations Office:** The department, in close collaboration with the Department for National Planning, has formulated a comprehensive Civil Society Organizations Partnership Policy. Going forward, our department will establish a strong working relationship with CSOs to effectively implement policy directives and achieve objectives through targeted programs in wards and districts, which often lack access to government services.

**2.2.12. Nutrition Project:** As part of our social protection policy, a pilot project funded by the World Bank aims to prioritize nutrition for children, with a specific focus on the critical first 1000 days of their lives, spanning from conception to 2 years old. The primary objective of this project is to effectively address the prevalent issue of malnutrition in the country and minimize its impact.



### 3. ALIGNMENT TO NATIONAL DEVELOPMENT GOALS AND DIRECTIVES

As the leading government department responsible for the social sector, the Department for Community Development and Religion (DfCDR) is dedicated to developing comprehensive policies, plans, strategies, and legislation. Our aim is to foster the holistic, inclusive, and sustainable development of all citizens, enabling them to lead meaningful lives while strengthening families and communities.

The Corporate Plan for the period 2023-2027 builds upon our existing policies and legislation under the Ministry of Community Development, Youth, and Religion. It is closely aligned with the government's broader strategic development plans, policies, and frameworks, including:

- The National Constitution
- Papua New Guinea Vision 2050
- United Nations Sustainable Development Goals (SDGs)
- National Strategy for Responsible Sustainable Development of PNG (StaRS)
- PNG Development Strategic Plan 2010-2030
- Medium Term Development Plan IV
- Social, Law and Order Sector Strategic Framework
- Informal Sector Development and Control Act 2004

By adhering to these key guidelines, we strive to create an enabling environment for the social sector and ensure the effective implementation of our development initiatives.

#### 3.1 Department's Policies and Strategies

The department is currently implementing several strategies and policies to address various societal challenges. In line with these ongoing efforts, the Corporate Plan for the period 2023-2027 serves as a complementary framework. Its primary focus is on strengthening institutional capacity to ensure the effective delivery of these policies

and strategies. By prioritizing institutional capacity development, we aim to enhance our ability to successfully implement and achieve the desired outcomes of our initiatives.

<b>Policy under Department</b>	<b>Priority Action Area</b>
<b>Policy on Integrated Community Development (2019-2028)</b>	<p>Community Learning and Development Centers (CLDCs)</p> <p>Community Development Bill</p> <p>District Community Development Centers (DCDC)</p>
<b>National Women and Gender Equality (2010 – 2015)</b>	<p>Empowerment of Women.</p> <p>Framework for Policy dialogue on Gender disparity in the Country.</p> <p>Giving voice to women through the 3 women's Machinery</p>
<b>National Informal Economy Policy</b>	<p>Strengthen governance arrangements</p> <p>Capacity building in financial inclusion</p> <p>Access to financial institutions</p> <p>Registration with PNG Investment Promotion Authority (PNG IPA)</p>
<b>PNG National Policy on Disability 2015 - 2025</b>	<p>Disability Bill</p> <p>Enhance capacity and capability of the disability sector</p> <p>Improve budget and financing arrangements</p> <p>Improve administration of the National Disability Program</p> <p>Strengthen regional cooperation</p>
<b>National Policy on Civil Society Organization (2023-2033)</b>	<p>Partnership with CSO's on implementation community development programs</p> <p>Data base on CSO's operating in country</p>
<b>National Social Protection Policy (2022-2032) *</b>	<p>Social Protection &amp; Child Nutrition Project</p> <p>Component 2: Nutrition Sensitive Child Grant</p>
<b>National Civil and Identity Registry Policy</b>	<p>Registration of vital Events</p> <p>- Births, Marriages and Deaths</p>
<b>Early Childhood Care and Development Policy (2007)</b>	<p>Promote &amp; Create awareness among different sectors on the need to facilitate the interest of ECCD in their respective functional roles and responsibilities in the society.</p> <p>Enabling document to allow for a collaborative and cooperative effort between relevant sectors towards the welfare and wellbeing of children (0-6yrs)</p>

	<p>Guide future plans, program and activities geared towards (ECCD).</p> <p>Early Childhood Care and Development Centers</p>
<b>National Strategy to Prevent and Respond to Gender Based Violence (2016-2025)</b>	<p>Establishment of the GBV Secretariat.</p> <p>Establishment of Provincial GBV Council</p> <p>National Database on GBV</p>
<b>Housing Policy (Internal Policy)</b>	Internal Policy to secure staff housing

### 3.2. Our valued Stakeholders

The Department for Community Development and Religion (DfCDR) collaborates with a diverse range of partners to effectively implement its programs and projects. These partnerships encompass various stakeholders, including:

#### National Partners:

- Government of Papua New Guinea (National Departments and agencies)
- Provincial Governments/Administration
- District Administrations/District Development Authorities
- Local Level Governments
- Non-Governmental Organizations (NGOs) or Civil Society Organizations (CSOs)
- Private sector operators (based on program/project requirements)
- Churches in Papua New Guinea
- Private Sector Organizations (Corporate Social Responsibility)
- Citizens, Naturalized, and Non-Citizens of Papua New Guinea

#### International Partners:

- International Development Partners
- International Bilateral and Multinational Development Partners such as:
  - The Government of Australia
  - The United Nations and its agencies and programs; United Nations Development Program, UN Women, UNICEF, UNFPA
  - Asian Development Bank (ADB), the World Bank, JICA and others.

These partnerships, both national and international, play a crucial role in fostering collaborative efforts, resource sharing, and expertise exchange, ensuring the effective delivery and impact of the Department's programs and projects.

### 3.4. DfCDR's Policy and Planning Framework

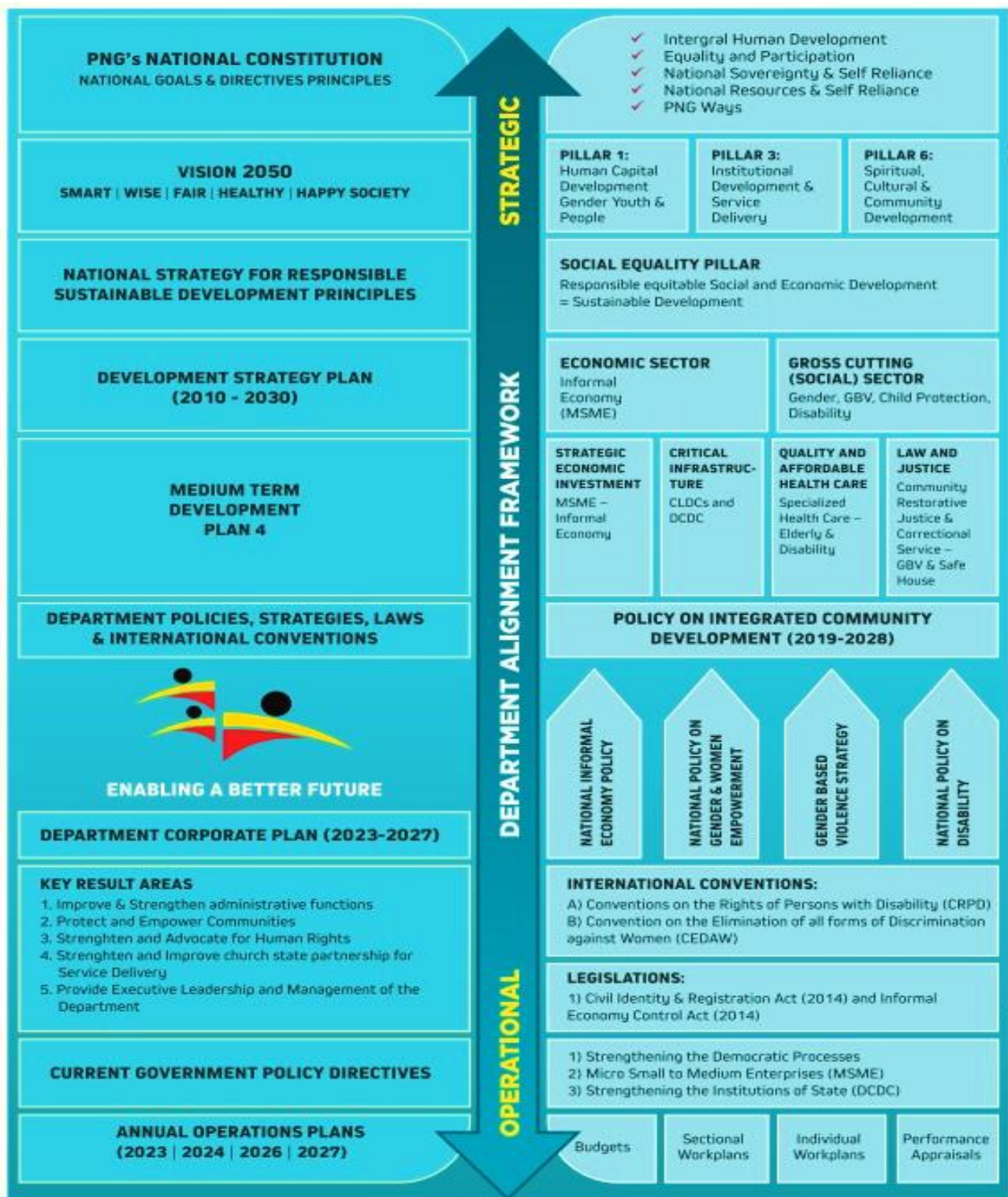


Figure: 3.4 DFCD's Policy and Planning Alignment Framework

The Marape-Rosso Government is committed to advancing the decentralization agenda in the public service and service delivery mechanism. The aim is to transfer a significant portion of functional and operational responsibilities to the sub-national levels, where the bulk of our population (85%) reside. The government envisions a

public service distribution ratio that allocates 10% of the workforce at the National level, 20% at Provincial Headquarters, and the majority, 70%, at the District levels, following the 10-20-70 Model.

This decentralization model aligns with the country's needs, considering Papua New Guinea's predominantly rural population. The transition towards urban-based development will require time, and this model presents a noble and sensible approach. However, achieving the desired outcome necessitates strong and innovative leadership. Fortunately, the government has already established a baseline legislative, policy, and resource allocation framework to support this reform.

For instance, the government's funding arrangements, such as the Service Improvement Program (SIP), channel a significant portion of the budget directly to the districts and provinces. Additionally, the Devolution of Functions and Services to Districts Act (DDA reforms) has granted more powers to the District Development Authorities (DDAs). While the necessary legislative and policy frameworks are in place, the challenge lies in attracting more government functions to be decentralized and operationalized by Provincial Governments and DDAs, and generating revenues to fund them.

Implementing this reform is not without its difficulties, particularly as many people are drawn to the allure of cities and towns, despite the majority residing in settlements and peri-urban areas. To support the decentralization service delivery model, initiatives such as the Provincial Local Level Service Monitoring Authority (PLLSMA) and the government's National Service Delivery Framework are essential. The Department for Community Development and Religion (DfCDR) is optimistic about initiating the 10:20:70 service delivery agenda. The learnings from its implementation will not only help address any bottlenecks but also provide valuable insights for other government departments and agencies in formulating and rolling out their service delivery models at the sub-national levels.

### **3.5 Alignment of the 11<sup>th</sup> National Parliament**

The Marape-Rosso Government, in the 11th National Parliament, has outlined seven key focus areas that they aim to achieve during their term in office. These areas are of utmost importance as they will serve as benchmarks against which the government's performance will be measured. To provide more clarity and establish measurable goals, these priorities will be further elaborated with specific targets and indicators in the Medium-Term Development Plan 2023-2027 (MTDP). The MTDP is designed to align with the five-year term of the political cycle, as stipulated by the National Planning and Responsibility Act 2016.

As the department responsible for the social sector, the Department for Community Development and Religion (DfCDR) has localized certain targets from the MTDP that

are applicable to its mandate. These targets have been integrated into this Corporate Plan, ensuring alignment with the government's broader development agenda.

Please refer to Annex 2 for a matrix showcasing the key priority outcome areas of the Marape-Rosso Government and the specific contributions that DfCDR intends to make to each of these areas. DfCDR is fully committed to achieving the relevant targets outlined in the matrix, dedicated to serving the government and, ultimately, the people of Papua New Guinea, in pursuit of the desired outcomes defined in the PNG Vision 2050 for a "Smart, Wise, Fair, and Happy Society by 2050".

### 3.6. Alignment to Medium Term Development Plan (IV) 2023-2027

**Table 3.6.1:** The table below illustrates the alignment of DfCDR's Policies and programs with the Government's Medium Term Development Plan IV 2023-2027.

MTDP Strategic Priority Area (SPA)	Deliberate Intervention Program (DIP)	DfCDR Policy Alignment
SPA 01: Strategic Economic investment	DIP 1.6: Micro, Small medium enterprise	National Informal Economy Policy & voice strategy. <ul style="list-style-type: none"> <li>- Financial Literacy Trainings.</li> <li>- Promotion of the growth of Cottage Industries.</li> </ul>
SPA 02: Connect PNG infrastructure	DIP 2.6: WaSH	Policy on Integrated Community Development <ul style="list-style-type: none"> <li>- Community Environment. (Sectoral Policy).</li> </ul>
	DIP 2.7: Institutional Housing	DfCDR Internal Housing Policy. <ul style="list-style-type: none"> <li>- Secure land for staff housing.</li> <li>- Reclaim Department lands (Hohola rehabilitation center) and convert into Institutional Housing.</li> </ul>
	DIP 2.8: Connect PNG - District growth centers.	Policy on Integrated Community Development <ul style="list-style-type: none"> <li>- District Community Development Centers (DCDC) &amp; Community Learning &amp; Development Centers (CLDCs).</li> </ul>
SPA 04: Quality Education and skilled Human Resource	DIP 4.1: Early Childhood Education.	Early Childhood Care and Development Policy. <ul style="list-style-type: none"> <li>- Promote and Support establishment of Early Childhood Care and Development Centers.</li> </ul> <p>NB: Education Dept. is focused on Curriculum development &amp; Teacher training.</p>

SPA 08: Digital Government, National Statistics Public Service Governance.	DIP 8.1: Integrated digital government system.	Policy on Integrated Community Develop. - Connect DCDCs via ICT infrastructure. - Databases for GBV, Disability, Elderly, Churches and CSOs
SPA 09: Research, Science and Technology.	DIP 9.5: Socio-Economic Policy Research.	Monitoring, Evaluation and Research (MER).
SPA 10: Climate change and Environment Protection.	DIP 10.1: Climate change Mitigation and Adaptation.	Community Environment - Social Impact Assessments.
	DIP 10.3: National Disaster management.	
SPA 11: Population, Youth and Women Empowerment.	DIP 10.2: Environment Protection.	Community Environment. - Promote protection of Conservation areas.
	DIP 11.4: Women Empowerment.	National Policy on Gender & Women Empowerment.
SPA 12: Strategic Partnership	DIP 11.5: Family and Social Protection.	National Strategy response on Elimination of Gender Based Violence.
	DIP 12.4: Civil Society and Churches.	Church State Partnership Program and Policy on Integrated Community Development (2018 – 2028)





## 4. MANAGEMENT STRUCTURE

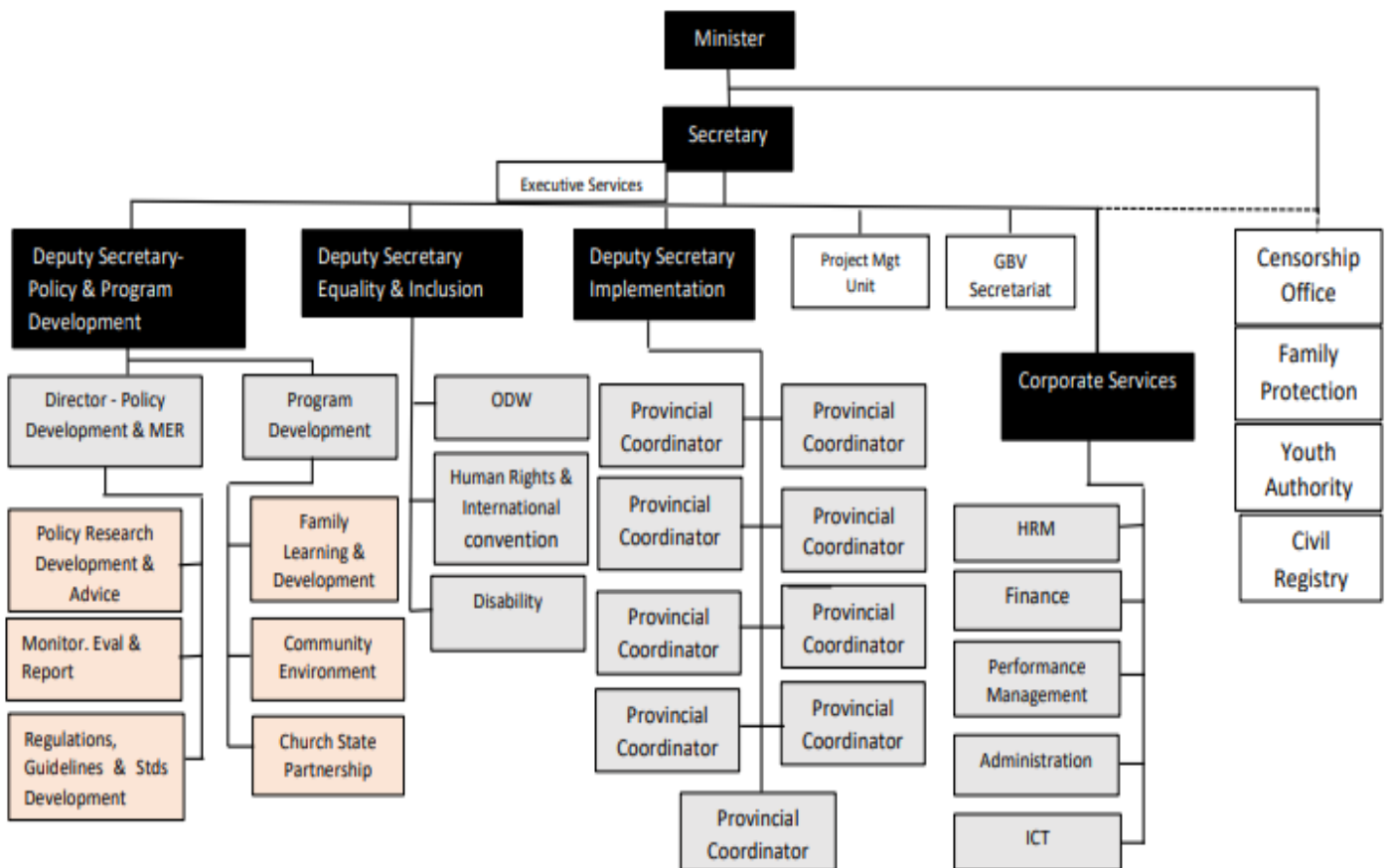
The Department of Community Development and Religion (DfCDR) has recently received approval from the Department of Personnel Management (DPM) for its revised organizational and management structure. As part of the government's decentralization agenda, DfCDR is actively aligning its operations with the sub-national levels, particularly provinces, districts, and wards. This strategic move aims to enhance implementation capabilities at these levels, allowing for more efficient and localized service delivery.

Under the new organizational structure, certain higher-level functions related to policy and legislation development, financing and resource mobilization, whole-of-government and development partners' coordination, as well as overall oversight and accountability functions, will remain centralized at the national departmental level. Most of the operational and implementation for service delivery will be at the Sub-national levels (Provinces, Districts, and Wards). This approach will be enabling the provincial, district, and ward levels to have greater autonomy in addressing local community needs while the national level ensures coherence and consistency in decision-making and strategic directions.

The organizational and management structure of DfCDR establishes a clear hierarchy of authority and defines accountability, communication, and reporting channels within the respective divisions, sections, and levels of operation. This structure is designed to facilitate efficient coordination and collaboration between different

levels of the department, ensuring that policies and programs are effectively implemented to benefit the communities across Papua New Guinea.

**Fig: 4.1. DfCDR Corporate Structure:**



Approved by DPM Secretary 7th December 2022

### 4.1. Senior Management Team (SMT)

The Top Management team of the department comprises the Secretary, Deputy Secretaries for Policy Advice and Program Development, Equality and Inclusion, Implementation, and the Director for Corporate Services. This team holds accountability to the Minister, the National Executive Council (NEC), and other upstream policy and coordination responsibilities such as the Social, Law and Order Sector (SLOS) and whole-of-government coordination.

Their primary role is to provide overall oversight and set strategic directions for the department. Some key functions of the Top Management team include, but are not limited to:

**4.1.1. Policy Formulation:** They are responsible for formulating policies that align with the government's development agenda and priorities. They provide strategic advice and recommendations to the Minister and NEC on various aspects of the integrated community development program.

**4.1.2. Program Planning and Implementation:** They are responsible for planning and implementing programs and projects in line with the department's strategic objectives and priorities. Their focus is on ensuring effective, efficient, and timely implementation of programs.

**4.1.3. Resource Mobilization:** They mobilize resources, including financial, human, and technical resources, required for policy and program implementation. This includes identifying funding opportunities and developing partnerships with development partners and other stakeholders to ensure adequate resources are available.

**4.1.4. Monitoring and Evaluation:** They oversee the monitoring and evaluation of the department and its programs. They establish robust monitoring and evaluation systems to track progress, identify challenges and opportunities, and make evidence-based decisions.

**4.1.5. Stakeholder Engagement:** They engage with stakeholders, including communities, development partners, government agencies, and civil society organizations. Building strong partnerships and collaborations is crucial to ensure effective and sustainable implementation of programs and projects.

**4.1.6. Financial Management:** They are responsible for managing the department's financial resources, ensuring frugality, efficiency, and effectiveness. This includes developing and implementing sound financial management systems, including budgeting, accounting, and reporting.

Overall, the Top Management team plays a critical role in ensuring the department achieves its strategic objectives and contributes to the government's development agenda and priorities. Their leadership and expertise guide the department

towards effective policy formulation, program implementation, resource mobilization, stakeholder engagement, financial management, and performance monitoring and evaluation.



## 4.2. Office of the Secretary

The Office of the Secretary is responsible for the overall Leadership and Management of the department to ensure the department achieve its goals and vision; provides policy advice & direction; oversees performance Improvement; ensures effective communication to staff and managers; and motivates and boosts the morale of staff and managers alike.

The Secretary's office also provides management directions for the use of department resources; ensures compliance & accountability; provides firm, fair and timely decision-making pertaining to policies, programs, resources allocation and staff performances; and facilitates team building of all staff and managers.

The Secretary's office also receives periodic and annual performance reports; present Government and Parliamentary reports and Statements; approves Corporate Plan & Annual Plans for subsequent implementation; and sometime oversees special projects (such as DCDC and Nutrition Projects).

## 4.3. Policy & Program Development Division

This Wing is responsible for research and development of appropriate legislations, policies, programs and activities that enable the development and strengthening of the family unit. It works closely with all DfCDR's stakeholders, especially the Churches, NGOs, Provincial Administrations, other Government departments and agencies, and Development Partners when developing Policies and Programs that install moral values and principles in families and building stronger communities.

## 4.4. Equality and Inclusion Division

The Equality and Inclusion Wing is responsible for the operations and oversight of the following offices:

**Office of Development of Women** - ensures appropriate policies and programs are designed and implemented to advance the cause of women in PNG; coordination of the ODW to ensure appropriate protection frameworks are developed and implemented and periodic reviews, M&E and reporting are done (functional roles only).

**Disability** – develop appropriate policies and programs for persons with special needs.

**Human Rights and International Conventions** – ensure that PNG's treaty obligations to international conventions, Human Rights and treaties are met and comply with reporting obligations. The unit will also develop awareness programs on human rights, conventions and treaties.

#### **4.5. Implementation Division**

The Implementation Wing is newly created under the recently approved structure. The officers under this Wing will go right down to the sub-national levels – provinces, districts, and wards. Generally, this Wing provide strategic advice, operationalize any Policies and Programs down at the sub-national levels working with all partners on the ground at the provincial, district and ward levels respectively. They will also support M&E and data collection and other high-level review reports to Secretary, SMT and the Minister.

One of the key attributes of this Wing will be in developing and maintaining sustainable partnership with other government departments through whole-of-government program initiatives, partnership with development partners, NGOs, private sector, sub-national governments, churches and other actors at the community levels.

Two key outcomes envisaged under the Implementation Wing are to establish the:

- i) District Community Development Centers (DCDCs) – effective management and operationalize of the DCDCs with the Provincial governments and the DDAs; and,
- ii) Community Learning and Development Centers – operationalize the CLDCs at the Ward levels with the DDAs and the respective LLGs and Wards.

#### **4.6 Corporate Services**

They provide important administrative support to ensure prudent management of financial resources and ensure compliance with Public Finance (Management) Act and meeting other statutory requirements in achieving value for money.

They are also responsible for prudent Human Resource Management, including organization development, recruitment & selection (hire), utilization, learning and development, performance assessment, and retrenchment. They ensure compliance with Public Services (Management) Act, General Orders and best HRM practices.

They ensure efficient and effective management of administration, logistical support services, assets management, fleet management, and records management responsibilities.

They ensure the development and management of the ICT function, inclusive of; ICT services, communications, software and hardware provision, MIS, database management, applications of other ICT tools and systems.

#### **4.7 Department Committees**

Two main committees under the Department are the Executive Management Team (EMT) and the Senior Management Team (SMT).

The EMT is the highest decision-making body of the Department that comprises of the Secretary, the three Deputy Secretaries, Director Corporate Services. The EMT is responsible for deliberating on programs, approving programs and budgets. The EMT

has an annual calendar of its meetings where important decisions are made regarding the operations and strategic directions of the Department.

SMT is made up of all members of the EMT and all Managers who head individual sections in the three divisions within the Department. SMT meetings transpire at the end of every month, however special SMT can be called for at the discretion of the EMT. In SMT meetings, managers are briefed on recent high-level decisions and its implementation and its implication on the Department's operations.

Apart from these two main committees, there are other committees, however these are not fully operational and currently operate on ad hoc basis. These include the a): the Training Committee that oversees the Department's Training Plan and, b) the Discipline Committee that resolves issues pertaining to discipline within the DfCDR. In the life of this Corporate Plan, these Committees will be strengthened, as well as new committees established such as the Housing Committee.





## 5. CORPORATE OBJECTIVES

The Department, along with its stakeholders in the social sector, has a primary outcome of building equitable, knowledgeable, and productive family units for a sustainable future. The family unit is the core of our society's social structure, and building strong families with grounded values and principles is crucial for creating strong communities and a thriving society.

Papua New Guinea is a diverse society with hundreds of different traditional cultural and language groups, largely living in rural areas. However, the society has evolved rapidly since the 1930s, with the influence of Western cultural elements, leading to the erosion of traditional social structures and values. The breakdown of social structures has resulted in social disorder and decadence, further compounded by corruption and lack of basic services at the sub-national level.

Strong families and communities are essential building blocks for social, economic, and spiritual development in Papua New Guinea. Family units are the foundation for the upbringing and socialization of children and youth and provide emotional and

social support. Strong families promote a sense of belonging, social identity, and cultural heritage, which in turn, foster community cohesion and shared purpose. Similarly, communities offer a sense of collective identity and shared responsibility, promoting social and economic development.

The Department's programs will focus on building strong families and communities to strengthen the social fabric of Papua New Guinea and create a more resilient and sustainable society. The Corporate Plan 2023-2027 outlines five corporate objectives and strategies to achieve these objectives. The Plan includes a result and monitoring matrix to track implementation progress.

### **Corporate Objective 1: To promote and strengthen good governance, administrative functions and leadership commitments.**

The corporate objective emphasizes the importance of effective and efficient management of the department's administrative functions. By promoting good governance practices, the objective seeks to ensure that the department operates in a transparent, accountable, and responsible manner, while providing services to our people.

It also highlights the significance of leadership commitments in driving the department's success. Effective leadership can create a positive work environment, foster innovation, and empower employees to achieve their full potential. By strengthening leadership capabilities, the department can enhance its ability to achieve its goals and objectives.

In addition, this objective emphasizes the importance of efficient and effective administrative functions, including human resource management, finance, administration, performance management, and information and communication technology and that of the executive branch within the office of the secretary. By ensuring these functions are well-managed, the department can operate smoothly, efficiently, and effectively.

Overall, the corporate objective reflects the department's commitment to operating in an ethical, accountable, and efficient manner, while continuously improving its performance to better serve our people.

#### **STRATEGIES**

**1.1 Enhance Human Resource Management Processes and Procedures.**

**1.2 Ensure Effective Financial Management and Reporting System complying with PNG Public Finance Management Act, Regulations and Standards.**

**1.3 Enhance Administrative Functions Processes and Procedure.**

**1.4 Strengthen Performance Management through Planning, Reporting, and Capacity Building.**

**1.5 Optimize Department's Operations through Information Communications Technology.**

**1.6 Address Workplace Challenges on Gender Equity and Social Inclusion through Welfare and Counselling Services.**

**1.7 Provide Timely and Accurate Legal Advice to the Senior Management Team.**

**1.8 Conduct Compliance Audit of the Financial Operations of the Department.**

**1.9 Promote Department's Work through all Media Channels.**

**Corporate Objective 2: To provide policy advice, develop and review policies, programs and legislations including standards guidelines and regulations for an integrated approach on community development.**

The Department is undertaking crucial reforms to streamline its service delivery mechanism, especially driving the Government's agenda for decentralization. Under the new restructure, the department is making relevant adjustment to ensure that critical service delivery functions relegated to the subnational levels, especially provincial levels, district levels, LLGs and wards. At the national level, it will focus on strategic policies, legislation, stakeholder coordination, resource mobilization and other administrative functions.

To facilitate for the necessary reforms, the department will focus on reviewing its policies, legislations, service delivery frameworks and other such strategic enablers to ensure it remains relevant to meet the needs of the people. DfCDR will take stock of all its legislations, and policies to update and streamline them for their relevance, purpose and currency to reflect the contemporary and prevailing social conditions aligned to the Vision 2050 and other broader objectives of the country.

#### **STRATEGIES**

**2.1 Provide Timely and Reliable Strategic Policy Advice to the Government.**

**2.2 Conduct Research, Design, and Support Implementation of Protection and Empowerment Programs for Families and Communities.**

- 2.3 Promote Partnership and Mainstreaming of Sectoral Policies, Strategies, and Programs.**
- 2.4 Coordinate the Development, Review, and Amendment of Legislative Frameworks, Regulations, and Standard Guidelines.**
- 2.5 Monitor, Evaluate, and Report on the Impact of Policies, Regulations, and Guidelines for Community Development.**
- 2.6 Promote and Strengthen Church-State Partnership Programs and Civil Society Organizations.**
- 2.7 Oversee Strategic and Operational Planning for the Department, District Community Development Committees (DCDCs), and Community-Level Development Committees (CLDCs)**

**Corporate Objective 3: Promote Institutional Development and strengthen Inclusive rights-based protection policies and programs.**

The main objective of the reform agenda driving the department is to establish strong families and sustainable communities for the betterment of society. A strong family unit is the fundamental building block for cohesive and sustainable communities, and therefore, a strong country. Unfortunately, our society has witnessed the breakdown of key social structures and values, including respect for elders, customary traditions, and the rule of law, which were previously instrumental in safeguarding families and communities. This breakdown has been caused by negligence and deprivation of basic services, resulting in social disorder and high levels of absolute and multi-dimensional poverty.

To address this issue, the department has developed several strategies to promote gender development, women's empowerment, and leadership programs; design protection policies and programs for marginalized groups; conduct periodic reviews of international conventions; promote social responsibility programs through advocacy and awareness campaigns; support early childhood care and youth development programs through partnership; and empower vulnerable and marginalized groups with life skills.

The department is optimistic that by intervening at the family unit level, it can effectively address the critical social determinants and improve the livelihoods of our people. This initiative is in line with Vision 2050, which aims to produce citizens who are healthy, intellectually astute, and have high ethical and moral values. Family units are ultimately responsible for taking ownership of their own life courses and trajectories. While churches and some NGOs are making efforts to build families and communities

with limited resources, the department is committed to ensuring that people are developed and empowered to take charge of their own livelihoods.

The corporate objective "Promote Institutional Development and strengthen Inclusive rights-based protection policies and programs" aims to enhance the capacity and effectiveness of organizations and institutions to protect the rights of individuals, particularly marginalized and vulnerable groups. This objective encompasses a range of initiatives, including the development of policies and programs that promote inclusion, human rights, and social justice, as well as the strengthening of institutional systems and processes to ensure accountability and transparency.

At its core, this objective is focused on advancing the rights of all individuals and promoting a more equitable and just society. This can involve working with a range of stakeholders, including governments, civil society organizations, and communities, to identify and address systemic barriers to equality and to create more inclusive and responsive institutions.

Some specific activities that might be undertaken to achieve this objective include developing training and capacity-building programs for institutional staff and leadership, supporting the development of policies and programs that promote inclusion and human rights, conducting research and analysis to inform policy and advocacy efforts, and engaging in public awareness-raising and advocacy campaigns to promote rights-based policies and programs.

Overall, the goal of this corporate objective is to promote institutional development that is aligned with the principles of human rights and social justice, and to create more inclusive and responsive systems that can better serve the needs of all individuals, particularly those who have been historically marginalized or excluded.

#### **STRATEGIES**

- 3.1. Promote Gender Development, Women Empowerment, and Leadership.**
- 3.2. Develop and Implement Protection Programs for Vulnerable and Marginalized Groups.**
- 3.3. Periodically Review and Report on International Conventions.**
- 3.4. Develop and Promote Social Responsibility Programs through Awareness and Advocacy.**
- 3.5. Support Early Childhood Care and Youth Development Programs through Partnerships.**
- 3.6. Empower Vulnerable and Marginalized Groups with Life Skills.**

## **Corporate Objective 4: Implement programs and projects at the provinces, districts and ward levels.**

The department is championing a major service delivery model down to the sub-national levels, especially to the District and Ward levels. This to ensure services are delivered to family units and communities that need the most. As articulated elsewhere in this Corporate Plan, the department will employ and place officers at various levels of government. It is incumbent of the respective levels of government to take more ownership and responsibility for the enabling environment to host the officers. At a later stage, these officers could be integrated into the provincial government's or the DDA's functional structure, but cannot be ascertained given its prematurity.

The department will operationalize and rollout the District Community Development Centre (DCDC) concept with its relevant programs and activities in phases. In the first phase 41 Wards will be targeted with service package which include; empowerment and capacity building for men, women, children and others, spiritual and moral development for all family members; protection and lifestyle skills suitable to the local conditions thus enable them to live and use their newly acquired skills to make a sustainably reasonable living. DfCDR will work in partnership with others and review the programs through the Biannual Community Development Forums.

### **STRATEGIES**

- 4.1. Coordination of Program and Activities at the Subnational Levels of Government.**
- 4.2. Identify Key Impact Programs for Delivery at the Districts and Wards.**
- 4.3. Facilitate and Implement Sectoral Policies and Programs.**
- 4.4. Facilitate and Host Community Development Forums Bi-annually (Every Two Years).**
- 4.5. Ensure the Business Process of DCDCs and CLDCs are Functional.**
- 4.6. Promote, Market, and Induct Community Development Policies and Programs at the Provinces and Districts.**

## **Corporate Objective 5: Provide leadership and Management of Special Projects.**

Corporate objective 5 involves overseeing and managing various projects that require special attention and expertise. The objective entails the following sections:

1. **Project Management Unit:** This section is responsible for the overall management and coordination of the special projects. The Project Management Unit ensures that projects are implemented according to plan, within budget, and on time. The unit also oversees project monitoring and evaluation and provides regular reports to management.
2. **Child Nutrition and Social Protection Project:** This section focuses on implementing the Nutrition Project. The goal of this project is to improve the well-being of vulnerable populations through access to basic needs, such as food, healthcare, and education.
3. **Gender Based Violence Secretariat:** This section is responsible for the implementation of the National Response to Gender Based Violence Strategy. The Gender Based Violence Secretariat works to prevent and respond to gender-based violence and to provide support to survivors.

The Project Management Unit established will provide leadership and management of special projects that involve establishing accessible facilities for protection and empowerment programs and services, implementation of the national response to gender-based violence strategy, implementation of Child Nutrition and Social Protection project, and providing Department staff with their own homes through internal home ownership scheme; the following guiding approaches are highly recommended.

**A) Develop a Project Plan:** Create a comprehensive project plan that outlines the project goals, objectives, timelines, resources required, and key performance indicators. The project plan should be communicated to all relevant stakeholders, including staff, partners, and funders.

**B) Establish a Project Team and Project Steering Committee:** Set up a project team comprising of skilled and experienced professionals who can manage the different aspects of the project. The team should have clear roles, responsibilities, and reporting lines to oversee administrative functions. The project Steering committee provides the overall monitoring of the progressive update of each project. Membership of the committee should be at Deputy Secretary Level from each relevant agency or organization.

**C) Provide Adequate Resources:** Ensure that the project team has access to the necessary resources, including finances, technology, equipment, and personnel. Adequate resources will enable the team to deliver the project efficiently and effectively.

**D) Monitor and Evaluate Progress:** Regularly monitor the progress of the project and evaluate its impact on the target population. This will help identify areas that need improvement and enable the team to make necessary adjustments.

**E) Engage Stakeholders:** Engage all relevant stakeholders, including government agencies, civil society organizations, and community members, in the project implementation process. This will foster ownership and sustainability of the project.

**F) Maintain Communication:** Maintain open communication with all stakeholders throughout the project implementation process. This will ensure that everyone is informed of the project's progress and any challenges faced.

**G) Develop a Sustainability Plan:** Develop a sustainability plan that outlines how the project will continue to operate after the initial implementation period. This plan should include strategies for securing funding, maintaining facilities, and improving staff capacity.

By following these operational guidelines, department will effectively lead and manage special projects that involve establishing accessible facilities for protection and empowerment services, implementation of the national response to gender-based violence strategy, implementation of social protection policy – particularly the nutrition project and providing department staff with their own homes through internal home ownership scheme.

## **STRATEGIES**

- 5.1. Enhance Accessible Facilities for Protection and Empowerment Services at Districts and Wards.**
- 5.2. Implement the National Response to Gender-Based Violence Strategy.**
- 5.3. Implement Child Nutrition and Social Protection Project.**
- 5.4. Facilitate Department Staff Home Ownership through an Internal Home Ownership Scheme**

**Note: See Annex 1 (Results Framework) for detailed information on the Outcome Areas, the Key Result Areas, and the Indicators.**



## 6. RESOURCE MOBILISATION & PARTNERSHIPS

The Department requires adequate technical and financial resources to fully implement the Corporate Plan, as well as other policies, and strategies it has. The key resources include but not limited to finance, human resources, ICT and technical resources among others. Above all, political will and ownership by leaders especially at the sub-national level is key for local ownership and sustainability of the service delivery model the department is championing.

As a government department, DfCDR rely mostly on the regular and timely budget appropriations of the government. Our human resources, utilities, and basic operations are funded through the annual budget appropriations. DfCDR anticipates a staff increase with the restructure, especially under the new Implementation Wing, where staff will be based at the subnational levels; i.e.: provinces, districts, and wards.

On occasions, DfCDR will obtain development grants through the Public Investment Programs (PIP) under the Department of National Planning and Monitoring to undertake special projects. Management and implementation of these projects are important given that funds are one-off thus key milestones of the project must be met. At times, sustainability and mainstreaming of these project remains challenging as the department is unable to absorb the operational cost into the regular budget appropriations.

DfCDR also rely on sub-national levels of governments, especially Provincial Governments and DDAs to take more ownership and leadership of the service delivery functions at their levels respectively and absorb relevant costs and functions.

### 6.1 Program Partnerships:

The Department works closely with a range of stakeholders on many of the policies and programs. As government, DfCDR set the policy parameters as reference for the

stakeholders to operate within. The stakeholders are important as they bring different technical expertise, financial and other resources.

**Civil Society Organisations (CSOs):** CSOs (both local and international) are critical as they undertake specific program or activities relevant to their comparative advantage areas implementing various policies relating to children, elderly, special needs, women and men. These organisations mobilised their own resources, or sometimes co-sponsored projects that they implement.

The Churches provide an important role in the social sector providing a range of social services, including schools and health care facilities and services. They are independent bodies with their own established networks and work programs that provides most of the social services, especially in rural and remote locations of the country. The department only ensures program alignment, coherence and coordination role including overseeing the State-Church Partnership policy. Recognising the importance of their services in the absence of the State, recently, the government has agreed to pay the salaries of church health services among other support.

**Private Sector:** Private Sector operators have become increasingly involved in supporting social programs under the Public-Private Partnership policy. Indeed, the private sector brings significant resources and capacity not only in finance but technical capacity and innovative approaches to service delivery. In most of the resource enclave areas, they provide most of the social and community development services for the communities in the project impact areas. Generally, most of the private sector through their foundations and community social responsibility (CSR) functions are doing a lot to provide community and social development activities.

### **International Development**

**Partners:** they mobilise a lot of financial and technical resources to make it available to the department. All technical and development resources are coordinated through the central government agencies, especially the Department of National Planning & Monitoring, in alignment with the Development Cooperation



Policy and appropriate technical cooperation agreements between and the State. However, most of the programs and activities supported by development partners tend to have similar endings despite huge program budgets and resources, especially

failing to build and strengthen national capacity, and DfCDR cannot absorb the projects' operational expenditures thus most programs are unsustainable. Also, some of the major social and community development projects are implemented by the donors themselves thus it is difficult to integrate and mainstream them into the government programs. Some of these matters are discussed during our development partners' summits and other appropriate forums.

The bottom line is that the government must have more ownership and leadership in any social and community development program regardless of the donor. And donors must use government's existing systems and processes to deliver any service delivery projects and manage results for mutual accountability. This is in line with principles of the Paris Declaration of Aid Effectiveness.

However, due to limited capacity and resource constraints, government's systems and processes are often ignored. In line with PNG's Development Cooperation Policy, donors and development partners must ensure to build national systems and processes and the capacity necessary to drive our programs. Government must be enabled the tools it requires to lead implementation for sustainability of any programs.

**Subnational levels of governments:** provinces and districts have a lot of financial resources mobilised through the Service Improvement Programs, namely the Provincial Service Improvement Programs (PSIP) and District Services Improvement Programs (DSIP). Some of the District Development Authorities (DDA) and Provincial Governments are coming forward to take more ownership and leadership of the program delivery models initiated by the department. They have taken the ownership is establishing the physical infrastructures for the DCDC and CDLC. DfCDR is determined to work with them and others that have shown interest to ensure the service delivery model is viable and can deliver tangible outcomes.

**LLGs and Wards:** they have also shown high interest and enthusiasm in driving the CDLC. They recognised that the department is not promoting a silo program but a service delivery model that other sectors of the government can leverage to channel their programs directly to communities. For far too long, government service delivery models have failed to function and service the people at the district and ward levels. CDLCs has practical resonance as it is rebuilding the community's social and governance structures for cohesive and sustainable communities.

**Whole-of-Government** approach: The service delivery model under our restructure will also facilitate and bring together many other service sectors of the government. For example, DCDCs will house services such as NID, civil registry, IPA, IRC, DICT and others. This will actualise and streamline the whole-of-government approach for service delivery at the district and community levels. This model can provide the necessary impetus for the functioning of the National Service Delivery Framework and other service delivery models by the government such as through the Provincial and Local Level Services Monitoring Authority (PLLSMA). Under the restructure, DfCDR will

have officers right down to the district and ward levels. This will enable community development officers to work with communities to drive their community improvement initiatives.



### 6.2.1 Technical Resources

**Information, Communications & Technology (ICT)** – ICT and connectivity is a necessary part of management and business process DfCDR will embrace. Improved ICT system will improve data management systems to store, manage and analyse large volumes of data efficiently. This data can be used for program planning, monitoring and evaluation, and reporting purposes. It will also enhance communication especially going down to the subnational levels. Tools such email, video conferencing and instant messaging, can help to improve communication and collaboration between staff, partners, and stakeholders leading to more efficient and effective program implementation. ICT tools, such as mobile phones and web-based platforms, can help to reach remote and hard-to-reach communities. This can improve the accessibility of programs and services to those who need them most.

**Human Resources** – is another key component for capacity to implement the work program set out for the department. Under the restructure DfCDR will have staff right down to the subnational levels: provinces, districts, LLGs, and Ward levels. To make the restructure functional, DfCDR will need appropriately qualified and highly motivated individuals. In addition to qualification and experience, DfCDR will require persons with a genuine desire to help build strong and sustainable communities. Under the department's restructure, DfCDR will retire persons above the retirement age and bring in new officers to fill vacant positions, as a full staff strengthen is required at every level to function.

**Technical Assistance** – from time to time, DfCDR requires certain specialised technical and advisory support. While the department usually mobilizes the required capacities, sometimes development partners provide the assistance. In line with the government's protocols as specified in the General Orders and the Regulations on Engagement of Citizen and Non-Citizen Technical Advisers, DfCDR must ensure that persons engaged must focus on skills transfer and capacity building. In that way, DfCDR can develop and build sustainable technical capacity for the required expertise than relying on external advisers and consultants.

Overall, the department is determined to implement its work program set out in this Corporate Plan, as well as other policies. DfCDR will make strong business cases to the government of the day for adequate funding and necessary resources. DfCDR need staff on the ground to move the decentralisation reform initiatives and the restructure. That needs adequate resources and commitment from all levels of government to take ownership and leadership in facilitating the implementation. All the partners important as they a role to play and fill in the capacity and resource gaps where necessary. DfCDR needs innovative and 'out-of-the-box' ideas to transform the service delivery challenges that inhibit our people from accessing basic services and building strong and sustainable communities. DfCDR remain optimistic that this reform initiative will orchestrate a renewed enthusiasm and hope in reaching most of the communities in line with the UN SDG mantra of 'Leaving-no-one-behind'.





## 7. IMPLEMENTATION, MONITORING AND EVALUATION

### 7.1. Implementation

The Department has developed a comprehensive Corporate Plan to guide its operations and activities from 2023 to 2027. The plan outlines the department's vision, mission, and strategic objectives, along with the key strategies and actions needed to achieve them. To ensure effective implementation of the Corporate Plan, the Strategic Policy and Monitoring and Evaluation Division oversees its delivery. This team is responsible for developing detailed work plans, identifying resource requirements, and monitoring progress against key performance indicators. Regular progress reports are provided to the department's top management, the Minister, and, when necessary, the National Executive Council.

The implementation of the Corporate Plan is part of a broader reform effort underway in the Department. The department is undergoing a major re-structural reform to improve program effectiveness, enhance stakeholder engagement, and increase transparency and accountability. This reform effort includes various initiatives, such as program and operational reviews, capacity building for staff and partners, and the adoption of new technologies and systems. The department is also working to

strengthen its partnerships with other government agencies, development partners, and communities to ensure that its programs align with the needs and priorities of the people they serve.

To ensure the effectiveness of the implementation of the Corporate Plan and the department's reform efforts, a robust monitoring and evaluation system has been established. This system includes regular reporting on progress against key performance indicators, as well as tracking program outputs and impacts. Additionally, a dedicated evaluation team conducts regular program reviews and evaluations to identify areas for improvement and inform decision-making. The evaluation team collaborates closely with program staff and partners to ensure that evaluations are participatory and inclusive, and that the findings are used to enhance program effectiveness and impact.

Overall, the implementation of the Corporate Plan and the department's reform efforts are critical to effectively deliver the department's mandate of supporting the development of communities.

## **7.2 Monitoring and Evaluation**

DfCDR is committed to implementing a robust monitoring and evaluation (M&E) program, recognizing its significance in ensuring effective program implementation. Our M&E system will encompass a diverse range of indicators, data collection tools, and analysis methods to track program progress, identify opportunities and challenges, and make evidence-based decisions. Through regular reviews and updates, we will ensure the M&E system remains responsive to changing program needs and the operating environment.

Effectiveness and impact are central to our M&E approach, guiding decision-making at all levels of the department, from program design and planning to resource allocation and evaluation. M&E data will contribute to our institutional knowledge and expertise, allowing us to identify best practices and share insights with partners and stakeholders. Additionally, we will provide regular and transparent reports on program performance and impact to the government, development partners, and other stakeholders, demonstrating accountability and promoting transparency.

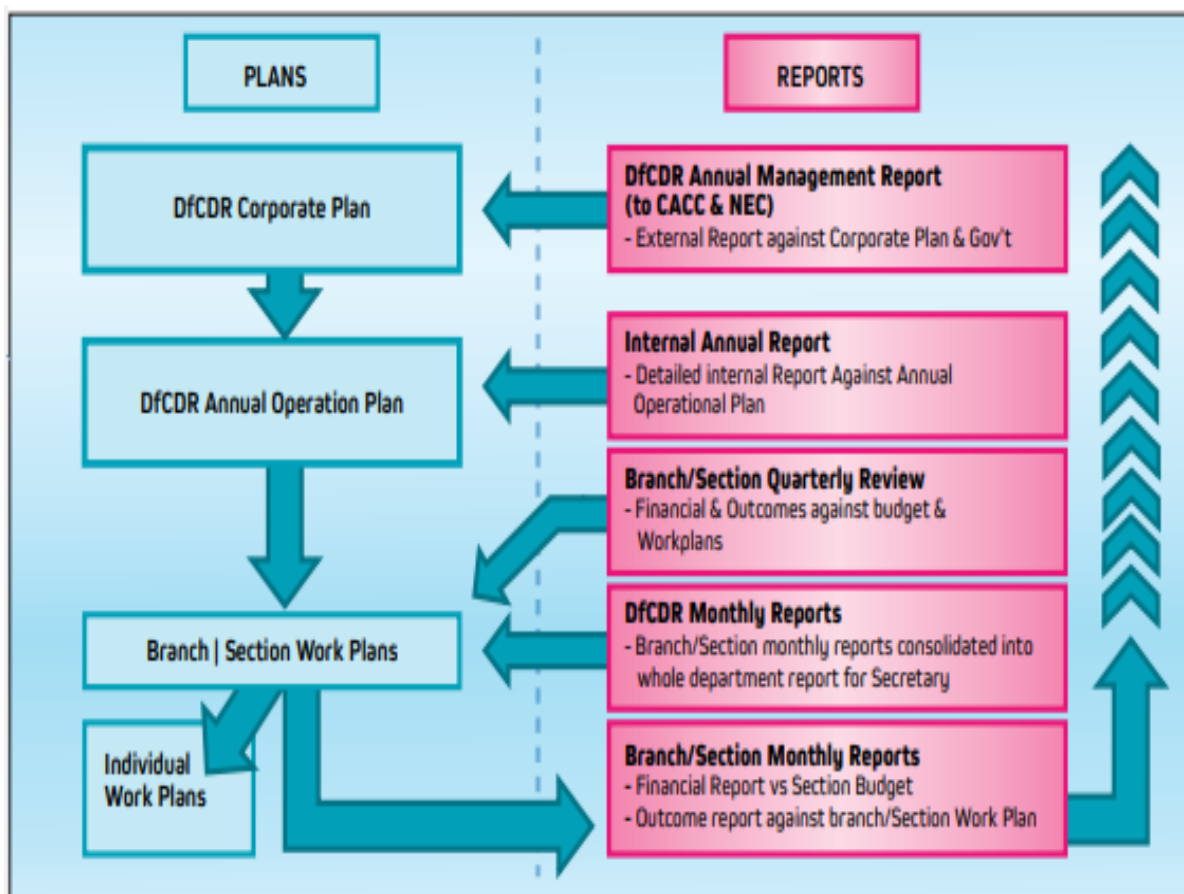
Furthermore, DfCDR will invest in capacity building initiatives to strengthen staff's understanding and utilization of M&E data. Through training and workshops, DfCDR aims to enhance its ability to effectively collect, analyze, and interpret data, empowering management and staff to use evidence for strategic decision-making and program improvement. In addition, we will foster a culture of learning and continuous improvement within the Department, encouraging staff to actively

engage with M&E findings, draw lessons from successes and challenges, and apply this knowledge to enhance the overall impact of our programs.

To ensure the credibility and reliability of our M&E program, we will adopt internationally recognized standards and best practices in data collection, storage, and analysis. Regular internal and external evaluations will be conducted to assess the effectiveness of our M&E system and identify areas for enhancement. Collaboration with external experts and partners will be sought to validate our findings and provide valuable feedback on program performance.

Through this comprehensive and dynamic M&E approach, DfCDR is committed to ensuring that our programs are evidence-based, results-driven, and responsive to the evolving needs of the communities we serve. By fostering a strong M&E culture and integrating data-driven decision-making into our core operations, we aim to maximize the positive impact of our initiatives and make significant strides towards building equitable, knowledgeable, and productive families for a sustainable future.

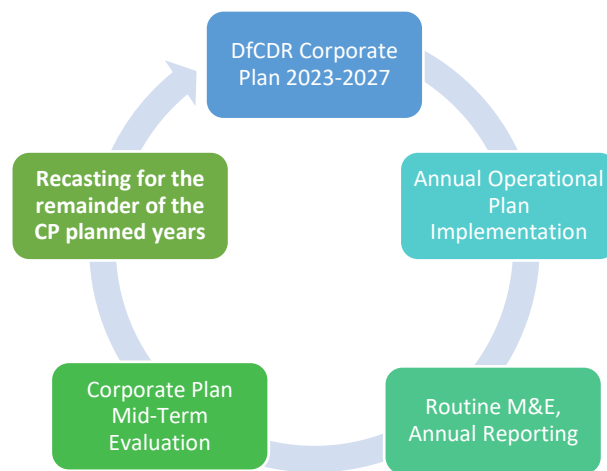
**Fig: 7.1 Planning, Management and Monitoring Framework**



The above framework identifies each process involved in managing the implementing and M&E for the Corporate Plan 2023 - 2027.

The Department's Annual Work Plan (AWP) would capture the strategies from the corporate plan that are earmarked for the year and develop appropriate and detailed activities with supportive performance indicators (KPIs) for each strategy. Annual budget figures are then made for each activity, which is then assigned to individual officers to manage, implement and report on annually throughout the implementation phase.

### 7.3 Reporting and Evaluation Framework



The Reporting and Evaluation Framework establishes Four key components. There are:

- i) The Corporate Plan Strategic Objectives and KRAs further detailed down to activity level for implementation and included in DfCDR's Annual Operational Plan.

- ii. Routine M&E on the AOP implementation and Annual reports to be prepared by the department. This is a mandatory requirement under section 32 of the Public Services (Management) Act 1995 (and as amended). The Secretary is obligated to provide annual reports, which will also be used to evaluate his/her performance, as well as the department for a particular calendar year;

- ii) A mid-term Review of the Corporate Plan is conducted with independent evaluators. This will ensure that progress on the implementation is monitored and evaluated without internal bias and appropriate actions are taken, where necessary, and key program lessons learned inform the interventions and activities and,

- iii) Recasting of Corporate Plan strategies and activities and the subsequent alignment of annual work plan (AWPs) and resources to successfully implement the outstanding corporate objectives and strategies in the remaining years. These are significant components of the Reporting and Evaluation framework and must be adhered to.



## 8. RISKS, CHALLENGES AND OPPORTUNITIES

The Department is fully committed to leading the social sector under our new executive leadership team and the stewardship of the Minister, as part of the Marape-Rosso Government of the 11th National Parliament. DfCDR is among the few national government departments taking the initiative to decentralize the delivery of critical services to the subnational levels, including provinces, districts, LLGs, and wards. These areas represent where the majority (85 percent) of our people reside, yet they have often been neglected, leading to a disenfranchised society and the breakdown of families, the fundamental building blocks of our society. While the national level will continue to lead strategic policy, coordination, resource mobilization, and other upstream functions, the department is taking on the challenge and risk of extending service delivery implementation to these subnational levels.

Indeed, there are significant limitations, such as inadequate enabling infrastructure, such as road access and connectivity, and the need to enhance the functional capacity for basic government services at the district level. Additionally, the National Service Delivery Framework and other decentralization initiatives, including the DDA model, are still in the process of implementation and finding their footing on the ground. The DCDC and CLDC service models aim to address these challenges and streamline service delivery to reach segments of our population that have been otherwise unreachable and neglected.

While some DDAs have shown receptiveness and are embracing the model, with a few already having developed their physical infrastructures to accommodate the

DCDCs, others are in discussions. It is crucial that Provincial Governments and DDAs become critical partners in the process to absorb the structure into their functions in the future, thus their leadership and ownership are essential, as the success of DCDCs and CLDCs will be anchored on them.

To ensure the successful implementation of this Corporate Plan, we must address existing inherent risks as well as emerging ones. DfCDR is exposed to various vulnerabilities domestically and globally, taking into account learnings from multifaceted existential threats such as the global Covid-19 pandemic and climate change. In this interconnected global society, no hurdle or threat is local and isolated; they have far-reaching implications on other societies and countries.

Below are some risk factors identified and proposed mitigation strategies. By proactively addressing these risks and implementing effective mitigation strategies, the department can increase the chances of successfully executing the Corporate Plan and achieving its decentralization and service delivery goals.

Risk Factors (Assumptions)	Likelihood	Impact	Mitigation Strategies
Political instability emanating from change of government due to vote of no confidence or cabinet reshuffle leading to changes with the Minister.	Medium	High	The senior management must be prepared to work with any new minister and remain apolitical.
Lack of capacity and support at the sub-national levels for reform implementation	Medium	High	<p>Proper advocacy and awareness done on DCDCs and CLDCs so that it is demand driven than pushed on to provincial government and districts thus they take more leadership and ownership at the jurisdiction.</p> <p>Appropriate MOUs are signed between DfCD and respective provincial Government and DDAs spelling out the roles and responsibilities of the parties.</p> <p>Provide support for Provinces and DDAs to integrate DCDCs and CLDCs into their service delivery framework/ development planning, budgeting and implementation.</p>

Lack of funding and adequate resources and infrastructure.	High	High	<p>Apply for special PIP grants</p> <p>Ensure all development partner projects and initiatives are coordinated to support the government's priorities than silos and other unsustainable projects and initiatives.</p> <p>Establish partnerships with DDA to absorb operating costs of service delivery elements in their districts, LLGs and Wards.</p> <p>Encourage DDAs to work with private sector enclave operators in their districts and their CSR foundations to support the DCDCs and DCLCs.</p>
Social and cultural barriers in reception and utility of the DCDCs and DCLCs: Some communities may be resistant to change or may have cultural practices that are incompatible with the Department's programs.	Medium	High	DfCDR to be mindful to local and traditional cultures and use cultural or establish government service delivery mechanism to drive the decentralization reform; for example, CDLC to integrate with 'housemen', community government model for ABG,
Public health disease outbreaks or pandemic like Covid-19	High	High	<p>Develop DfCDR Business Continuity Plan to response to Covid-19 or any emerging variant for Covid-19.</p> <p>Support Government's vaccination program and other preventative public health measures.</p>
Delay in recruitment under the new restructure	Medium	High	Work with DPM, Treasury, Finance and National Planning to expedite the appropriate resources for selection and recruitment of persons against the positions applied.
PNG's economic conditions are challenging with high inflation and cost of living that will impact the overall cost of program implementation.	High	High	Prioritize the implementation to undertake activities with low cost and high impact.
Some communities in PNG are located in remote	High	High	Technological advancements such as mobile technology and social media can

areas that are difficult to access, which could make it challenging for the Department to provide services to them			be used to increase the Department's reach and engagement with communities, particularly in remote areas.
Lack of Partnership with other agencies, development partners, private sector, NGOs, faith-based organizations, and development partners,	Medium	High	DfCDR to restart the Biannual Partnership Forum to keep all stakeholders informed and for them to make resources and technical assistance commitments.  Work through Government's Public Private Partnership policy, Development Corporate Policy, GoPNG NGO partnership policy.
Climate Change has posed serious existential threat to the global community.	High	High	Integrate climate change and Disaster Risk Reduction into office work program.

## 7. APPENDICES

### Annex: 1: Results Framework

Strategy 1.1: Enhance Human Resource Management Processes and Procedures	
Outcome: By 2027, DfCDR Organizational Restructure is completed and HRM processes and procedures enhanced.	
Key Result Area	Indicators
1.1.1 Organisational restructure completed: all positions approved under the new restructure is filled.	<ul style="list-style-type: none"> <li>• Percentage of positions filled under the new organizational restructure.</li> <li>• Timeliness of completing the organizational restructure, measured as the number of months taken to fill all approved positions.</li> </ul>
1.1.2 Streamlined HR Processes: Implement efficient and standardized human resource management processes, reducing bureaucracy and improving overall HR operations.	<ul style="list-style-type: none"> <li>• Percentage reduction in processing time for HR-related tasks (e.g., recruitment, onboarding, performance evaluations).</li> <li>• Number of standardized HR processes implemented (e.g., standardized job descriptions, performance appraisal templates).</li> <li>• Reduction in the number of HR-related complaints or issues reported by employees.</li> </ul>
1.1.3. Talent Retention and Development: Enhance talent retention through targeted development programs and career growth opportunities for employees.	<ul style="list-style-type: none"> <li>• Employee retention rate over a specified period (e.g., annually or quarterly).</li> <li>• Percentage increase in employee participation in development programs and training opportunities.</li> <li>• Number of internal promotions and career advancements within the organization.</li> </ul>
1.1.4. Employee Satisfaction: Improve employee satisfaction by fostering a positive work environment and addressing their needs and concerns.	<ul style="list-style-type: none"> <li>• Employee satisfaction score measured through regular surveys (e.g., Employee Satisfaction Index).</li> <li>• Rate of improvement in employee morale based on qualitative feedback from team leaders or HR.</li> <li>• Number of employee suggestions or improvements implemented based on their feedback.</li> </ul>

**Strategy 1.2: Ensure Effective Financial Management and Reporting System complying with PNG Public Finance Management Act, Regulations and Standards.**

**Outcome: By 2027, DfCDR has effective financial management and reporting system complying to PNG Public Finance Management Act, Regulations and Standards.**

Key Result Area	Indicators
<p>1.2.1. Transparent Financial Practices: Establish transparent financial management practices to build trust and confidence among stakeholders.</p>	<ul style="list-style-type: none"> <li>• Percentage of financial transactions subject to internal and external audits.</li> <li>• Number of financial reports published and made accessible to stakeholders within a specified timeframe (e.g., quarterly or annually).</li> <li>• Frequency of financial transparency training and awareness sessions provided to staff and relevant stakeholders.</li> <li>• Feedback from stakeholders on the perceived transparency of financial practices through surveys or feedback mechanisms.</li> </ul>
<p>1.2.2. Timely and Accurate Reporting: Ensure timely and accurate financial reporting, providing relevant information for decision-making and accountability.</p>	<ul style="list-style-type: none"> <li>• Percentage of financial reports submitted on time without delays.</li> <li>• Number of financial reporting errors identified and corrected within a specified timeframe.</li> <li>• Compliance rate with reporting deadlines and requirements set by regulatory authorities.</li> <li>• Feedback from stakeholders on the usefulness and relevance of financial reports through surveys or feedback mechanisms.</li> </ul>
<p>1.2.3. Prudent Resource Utilization: Implement prudent financial planning and resource allocation to optimize financial resources.</p>	<ul style="list-style-type: none"> <li>• Percentage of budget variance comparing actual expenditures to planned budgets.</li> <li>• Return on Investment (ROI) for major projects or initiatives.</li> <li>• Cost-saving measures implemented and resulting savings achieved within a specified period.</li> <li>• Ratio of administrative expenses to program expenses, indicating the efficiency of resource allocation.</li> </ul>

**Strategy 1.3: Enhance Administrative Functions Processes and Procedures.**

**Outcome: By 2027, DfCDR has enhanced administrative functions, processes and procedures.**

Key Result Area	Indicators
1.3.1. Improved Efficiency: Streamline administrative processes to reduce delays and optimize resource utilization.	<ul style="list-style-type: none"> <li>• Average Processing Time - Measure the average time taken to complete administrative tasks, such as processing applications, responding to inquiries, or handling documentation.</li> <li>• Resource Utilization Ratio - Calculate the ratio of resources (e.g., time, manpower, funds) used to complete administrative tasks compared to the desired or optimal resource allocation.</li> </ul>
1.3.2. Enhanced Service Delivery: Strengthen administrative support to enable effective and timely service delivery.	<ul style="list-style-type: none"> <li>• Service Quality Rating - Conduct regular surveys or assessments to gauge the quality of services provided to clients or beneficiaries, based on their feedback and satisfaction levels.</li> <li>• Service Delivery Timeliness - Measure the time taken from the point of request or application to the delivery of services, ensuring timely and efficient service provision.</li> </ul>
1.3.3. Standardized Procedures: Establish standardized administrative procedures to ensure consistency and reliability.	<ul style="list-style-type: none"> <li>• Procedure Compliance Rate - Assess the extent to which administrative staff adhere to established standardized procedures and protocols, tracking the compliance percentage over time.</li> <li>• Training and Awareness - Measure the percentage of administrative staff trained on standardized procedures and protocols, ensuring widespread awareness and understanding of the processes.</li> </ul>

**Strategy 1.4: Strengthen Performance Management through Planning, Reporting, and Capacity Building.**

**Outcome: By 2027, DfCDR has strengthened its performance management through planning, reporting, and capacity building.**

Key Result Area	Indicators
1.4.1. Effective Goal Setting: Align individual and departmental goals with organizational objectives to improve performance management.	<ul style="list-style-type: none"> <li>• Goal Alignment Percentage – Measure the percentage of individual and departmental goals that are aligned with the organization's strategic objectives. This indicates the level of alignment and focus on overall departmental priorities.</li> <li>• Goal Achievement Rate – Assess the rate at which set goals are achieved or exceeded, indicating the effectiveness of goal setting and implementation.</li> </ul>

<p>1.4.2. Robust Reporting Mechanisms: Implement comprehensive reporting systems to monitor progress and identify areas for improvement.</p>	<ul style="list-style-type: none"> <li>• Reporting Timeliness - Measure the percentage of reports submitted on time according to specified reporting schedules. Timely reporting ensures relevant information is available for decision-making.</li> <li>• Report Utilization - Assess the extent to which reports are actively used by management for decision-making, resource allocation, and performance evaluation.</li> </ul>
<p>1.4.3. Employee Capacity Building: Provide training and development opportunities to enhance employee skills and capabilities.</p>	<ul style="list-style-type: none"> <li>• Training Participation Rate – Measure the percentage of employees who have participated in training and development programs within a specified time frame. This indicates the level of engagement in capacity-building initiatives.</li> <li>• Employee Skill Assessment – Conduct assessments to gauge the improvement in employee skills and competencies after training, ensuring the effectiveness of capacity-building efforts</li> </ul>

**Strategy 1.5: Optimize Department’s Operations through Information Communications Technology.**

**Outcome: By 2027, DfCDR has optimized its operations through Information Communications Technology.**

Key Result Area	Indicators
<p>1.5.1. Enhanced Efficiency: Integrate and automate processes using ICT solutions to improve operational efficiency.</p>	<ul style="list-style-type: none"> <li>• Process Automation Rate - Measure the percentage of administrative tasks and processes that have been automated using ICT solutions. This indicates the level of efficiency gained through automation.</li> <li>• Processing Time Reduction - Track the average time taken to complete administrative tasks before and after the implementation of ICT solutions. A reduction in processing time indicates improved efficiency.</li> </ul>
<p>1.5.2. Data-Driven Decision Making: Utilize data analytics to inform decision-making and improve overall performance.</p>	<ul style="list-style-type: none"> <li>• Data Utilization Rate - Measure the percentage of decisions made within the department that are based on data analysis and insights. This indicates the level of reliance on data for decision-making.</li> <li>• Decision Impact Assessment - Assess the outcomes and impact of decisions made based on data analytics to evaluate their effectiveness in improving departmental performance.</li> </ul>

<p>1.5.3. Digital Transformation: Embrace digital technologies to modernize the department's operations and service delivery</p>	<ul style="list-style-type: none"> <li>• Technology Adoption Rate - Measure the percentage of digital technologies and solutions that have been successfully adopted and integrated into departmental operations.</li> <li>• Service Delivery Improvement - Assess the perceived improvement in service delivery, as reported by beneficiaries and stakeholders, after the implementation of digital transformation initiatives.</li> </ul>
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**Strategy 1. 6: Address Workplace Challenges on Gender Equity and Social Inclusion through Welfare and Counselling Services.**

**Outcome: By 2027, DfCDR has addressed workplace challenges on Gender Equality and Social Inclusion.**

Key Result Area	Indicators
<p>1.6.1. Inclusive Work Environment: Promote a workplace culture that values diversity and inclusivity, ensuring equal opportunities for all.</p>	<ul style="list-style-type: none"> <li>• Diversity Ratio - Measure the representation of diverse groups (e.g., gender, ethnicity, age) within the department to assess inclusivity.</li> <li>• Inclusion Index - Conduct regular surveys or assessments to gauge employees' perception of inclusivity and equal opportunities within the workplace.</li> </ul>
<p>1.6.2. Supportive Services: Provide welfare and counselling services to address workplace challenges and enhance employee well-being.</p>	<ul style="list-style-type: none"> <li>• Utilization of Support Services - Measure the percentage of employees who have accessed welfare and counselling services during specific periods.</li> <li>• Employee Well-being Index - Conduct employee well-being surveys to assess overall satisfaction and mental health indicators</li> </ul>
<p>1.6.3. Gender Mainstreaming: Integrate gender equity considerations into HR practices and policies to foster a more equitable workplace</p>	<ul style="list-style-type: none"> <li>• Gender Representation Ratio - Measure the representation of genders across different job levels and departments to assess gender balance.</li> <li>• Gender Sensitivity Training - Track the percentage of employees who have undergone gender sensitivity training to promote awareness and inclusivity</li> </ul>

**Strategy 1.7: Provide Timely and Accurate Legal Advice to the Senior Management Team.**

**Outcome: By 2027, DfCDR's Senior Management Team is provided with timely and accurate legal advice to make informed and evidence-based decisions.**

Key Result Area	Indicators
1.7.1. Timely and Accurate Legal Advice: Deliver timely and accurate legal counsel to support decision-making and compliance with laws and regulations.	<ul style="list-style-type: none"> <li>Legal Response Time - Measure the average time taken to provide legal advice in response to inquiries or requests.</li> <li>Legal Accuracy Rate - Assess the accuracy of legal advice provided by tracking the number of instances where advice aligned with applicable laws and regulations.</li> </ul>
1.7.2. Risk Mitigation: Identify and address legal risks to protect the department from potential legal liabilities.	<ul style="list-style-type: none"> <li>Risk Identification Rate – Track the number of identified legal risks and their potential impact on the department.</li> <li>Risk Mitigation Effectiveness – Evaluate the success rate of risk mitigation strategies implemented to prevent or minimize legal liabilities.</li> </ul>
1.7.3. Legislative Compliance: Ensure adherence to relevant legal requirements and obligations.	<ul style="list-style-type: none"> <li>Compliance Rate - Measure the department's compliance with relevant laws, regulations, and policies.</li> <li>Compliance Audits - Conduct periodic compliance audits to assess the department's adherence to legal requirements and identify areas for improvement</li> </ul>

**Strategy 1.8: Conduct Compliance Audit of the Financial Operations of the Department.**

**Outcome: By 2027, DfCDR has conducted compliance audit of the financial operations.**

Key Result Area	Indicators
1.8.1. Comprehensive Audit Process: Conduct thorough audits of financial operations to assess compliance with policies and regulations.	<ul style="list-style-type: none"> <li>Audit Coverage - Measure the percentage of financial operations audited within a specific timeframe (e.g., annually).</li> <li>Audit Scope Compliance - Assess the extent to which audit processes comply with established auditing standards and guidelines</li> </ul>
1.8.2. Identified Compliance Gaps: Identify areas of non-compliance and implement corrective actions to strengthen financial controls.	<ul style="list-style-type: none"> <li>Compliance Gap Identification Rate - Track the number of instances of non-compliance identified during audits.</li> <li>Corrective Action Implementation - Measure the percentage of identified compliance gaps that have been addressed through corrective actions</li> </ul>
1.8.3. Accountability and Transparency: Improve	<ul style="list-style-type: none"> <li>Audit Recommendations Implemented - Assess the extent to which audit recommendations have</li> </ul>

<p>accountability and transparency in financial management through compliance audits.</p>	<p>been implemented to enhance accountability and transparency.</p> <ul style="list-style-type: none"> <li>Stakeholder Feedback - Gather feedback from stakeholders on the perceived level of accountability and transparency achieved through compliance audits.</li> </ul>
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**Strategy 1.9: Promote Department’s Work through all Media Channels.**

**Outcome: By 2027, DfCDR has actively used all media channels to promote its work.**

Key Result Area	Indicators
<p>1.9.1. Increased Public Awareness: Raise awareness of the department's initiatives, programs, and achievements through media channels.</p>	<ul style="list-style-type: none"> <li>Media Reach - Measure the extent of media coverage and reach of the department's initiatives and programs across various media channels (e.g., TV, radio, newspapers, social media).</li> <li>Public Awareness Survey - Conduct surveys to gauge the public's awareness and knowledge of the department's initiatives and programs before and after media campaigns.</li> </ul>
<p>1.9.2. Enhanced Public Engagement: Foster public engagement and support for community development activities through media campaigns.</p>	<ul style="list-style-type: none"> <li>Public Engagement Metrics - Track the number of public engagements and interactions (e.g., participation in events, feedback received) following media campaigns.</li> <li>Social Media Engagement - Measure the level of engagement and interaction on the department's social media platforms as a result of media campaigns.</li> </ul>
<p>1.9.3. Positive Public Perception: Improve the department's image and reputation by effectively promoting its work to the public.</p>	<ul style="list-style-type: none"> <li>Public Perception Survey – Conduct perception surveys to assess the public's perception of the department's image and reputation before and after media campaigns.</li> <li>Media Sentiment Analysis – Analyse media coverage and sentiment to evaluate the overall positivity of the department's portrayal in the media.</li> </ul>

**Corporate Objective 2: To provide policy advice, develop and review policies, programs and legislations including standards guidelines and regulations for an integrated approach on community development.**

<b>Strategy 2.1: Provide Timely and Reliable Strategic Policy Advice to the Government.</b>	
<b>Outcome: By 2027, DfCDR has provided timely and reliable strategic policy advice to the Government.</b>	
<b>Key Result Area</b>	<b>Indicators</b>
2.1.1. Informed Decision Making: Provide evidence-based policy advice to government authorities, enabling them to make informed decisions.	<ul style="list-style-type: none"> <li>• Policy Feedback - Measure the frequency and timeliness of policy advice provided to government authorities in response to inquiries or policy changes.</li> <li>• Utilization of Policy Advice - Track the adoption and implementation of policy recommendations by government authorities.</li> </ul>
2.1.2. Policy Effectiveness: Assess the impact of existing policies and recommend improvements for better outcomes.	<ul style="list-style-type: none"> <li>• Policy Impact Evaluation - Conduct evaluations to assess the effectiveness and outcomes of existing policies on community development.</li> <li>• Policy Feedback from Stakeholders - Gather feedback from stakeholders on the effectiveness of policies and identify areas for improvement</li> </ul>
2.1.2. Policy Alignment: Ensure policies align with the government's development priorities and long-term goals.	<ul style="list-style-type: none"> <li>• Alignment Assessment - Evaluate the alignment of departmental policies with the government's national development priorities.</li> <li>• Policy Coherence - Measure the consistency and coherence of policies across different departments and sectors.</li> </ul>

<b>Strategy 2.2: Conduct Research, Design, and Support Implementation of Protection and Empowerment Programs for Families and Communities.</b>
<b>Outcome: By 2027, DfCDR has conducted research, designed and supported implementation of protection and empowerment programs for families and communities.</b>

Key Result Area	Indicators
2.2.1. Evidence-Based Programs: Develop protection and empowerment programs based on thorough research and analysis to address specific community needs.	<ul style="list-style-type: none"> <li>• Research Utilization - Measure the extent to which research findings are incorporated into the design of protection and empowerment programs.</li> <li>• Needs Assessment - Conduct needs assessments to identify specific community needs and ensure programs are tailored to address those needs.</li> </ul>
2.2.2. Program Implementation: Support the effective implementation of programs, ensuring they reach the intended beneficiaries and achieve their objectives.	<ul style="list-style-type: none"> <li>• Program Reach – Measure the percentage of the target population reached by the protection and empowerment programs.</li> <li>• Program Adherence – Assess the level of adherence to program guidelines and standards during implementation.</li> </ul>
2.2.3. Impact Assessment: Monitor and evaluate the impact of protection and empowerment programs on families and communities.	<ul style="list-style-type: none"> <li>• Outcome Evaluation - Conduct assessments to measure the outcomes and changes brought about by the programs on families and communities.</li> <li>• Beneficiary Feedback - Gather feedback from program beneficiaries on the perceived impact and effectiveness of the programs.</li> </ul>

**Strategy 2.3: Promote Partnership and Mainstreaming of Sectoral Policies, Strategies, and Programs**

**Outcome: By 2027, DfCDR has promoted partnerships and mainstreamed sectoral policies, strategies and programs.**

Key Result Area	Indicators
2.3.1. Collaborative Partnerships: Foster partnerships with different sectors, facilitating a coordinated and integrated approach to community development.	<ul style="list-style-type: none"> <li>• Partnership Growth - Measure the number of new partnerships established with different sectors over a specific period.</li> <li>• Partnership Effectiveness - Evaluate the outcomes and impact of collaborative partnerships on community development initiatives</li> </ul>
2.3.2. Sectoral Mainstreaming: Integrate community development priorities into sectoral policies and strategies for comprehensive and inclusive development.	<ul style="list-style-type: none"> <li>• Number of Mainstreamed Policies - Track the number of sectoral policies and strategies that have integrated community development priorities.</li> </ul>

	<ul style="list-style-type: none"> <li>Implementation Rate - Assess the rate at which mainstreamed policies are effectively implemented across different sectors.</li> </ul>
2.3.3. Multi-Stakeholder Engagement: Engage stakeholders to promote ownership and collaboration in the implementation of community development initiatives.	<ul style="list-style-type: none"> <li>Stakeholder Participation - Measure the level of participation and involvement of stakeholders in community development programs and activities.</li> <li>Stakeholder Satisfaction - Gather feedback from stakeholders to assess their satisfaction with the engagement process and the impact of their involvement.</li> </ul>

**Strategy 2.4: Coordinate the Development, Review, and Amendment of Legislative Frameworks, Regulations, and Standard Guidelines.**

**Outcome: By 2027, DfCDR has completed the reviews of relevant legislative frameworks, regulations, and standard guidelines.**

Key Result Area	Indicators
2.4.1. Updated Legislative Frameworks: Facilitate the development and review of relevant laws and regulations to address emerging challenges and opportunities.	<ul style="list-style-type: none"> <li>Legislative Review Frequency - Measure the frequency of reviews and updates to relevant laws and regulations within a specified timeframe (e.g., annually).</li> <li>Implementation of Amendments - Track the implementation and adoption of amendments resulting from legislative reviews.</li> </ul>
2.4.2. Standardized Guidelines: Establish clear and standardized guidelines to ensure consistency and uniformity in implementing community development programs.	<ul style="list-style-type: none"> <li>Guideline Development Rate - Measure the rate at which new standardized guidelines are developed and existing ones updated to align with current practices and policies.</li> <li>Guideline Compliance - Assess the level of compliance with established standardized guidelines across different community development programs.</li> </ul>
2.4.3. Compliance and Enforcement: Strengthen compliance and enforcement mechanisms to ensure adherence to established frameworks	<ul style="list-style-type: none"> <li>Compliance Rate - Measure the level of adherence to legislative frameworks and standardized guidelines by program implementers and stakeholders.</li> <li>Enforcement Effectiveness - Assess the effectiveness of enforcement actions taken in response to non-compliance incidents.</li> </ul>

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**Strategy 2.5: Monitor, Evaluate, and Report on the Impact of Policies, Regulations, and Guidelines for Community Development.**

**Outcome: By 2027, DfCDR has monitored, evaluated, and reported on impact policies, regulations, and guidelines for Community Development.**

<b>Key Result Area</b>	<b>Indicators</b>
2.5.1. Robust Monitoring and Evaluation: Establish effective monitoring and evaluation mechanisms to track the impact of policies and regulations.	<ul style="list-style-type: none"> <li>Monitoring Coverage - Measure the extent to which policies and programs are covered by monitoring and evaluation activities.</li> <li>Evaluation Findings Utilization - Assess the extent to which evaluation findings are utilized for program improvement and decision-making.</li> </ul>
2.5.2. Data-Driven Decision Making: Utilize data and evaluation findings to make informed decisions and enhance program effectiveness.	<ul style="list-style-type: none"> <li>Data Utilization Rate – Measure the percentage of decisions made based on data-driven insights from monitoring and evaluation processes.</li> <li>Program Adaptation – Track the number of program adaptations or modifications made based on evaluation findings.</li> </ul>
2.5.3. Transparent Reporting: Provide regular and transparent reports on policy and program impact to stakeholders and the public	<ul style="list-style-type: none"> <li>Reporting Frequency - Measure the regularity of reporting on policy and program impact (e.g., quarterly, annually).</li> <li>Stakeholder Feedback - Gather feedback from stakeholders on the clarity and transparency of the reports provided.</li> </ul>

**Strategy 2.6: Promote and Strengthen Church-State Partnership Programs and Civil Society Organizations.**

**Outcome: By 2027, DfCDR has promoted and strengthened Church-State Partnership Program and Civil Society Organizations.**

<b>Key Result Area</b>	<b>Indicators</b>
2.6.1. Collaborative Programs: Support joint initiatives between the government, churches, and	<ul style="list-style-type: none"> <li>Number of Collaborative Programs - Measure the number of joint initiatives and partnerships</li> </ul>

civil society organizations to address community development challenges.	<p>established between the government, churches, and civil society organizations.</p> <ul style="list-style-type: none"> <li>• Program Impact Assessment - Assess the impact and outcomes of collaborative programs on community development challenges.</li> </ul>
2.6.2. Institutional Strengthening: Enhance the capacity of civil society organizations to actively contribute to community development efforts.	<ul style="list-style-type: none"> <li>• Capacity Building Workshops – Track the number of capacity building workshops and training sessions conducted for civil society organizations.</li> <li>• Organizational Performance Improvement – Measure the improvements in organizational performance and capabilities of civil society organizations.</li> </ul>
2.6.3. Inclusivity and Engagement: Promote the active participation of all stakeholders in partnership programs for more inclusive development.	<ul style="list-style-type: none"> <li>• Stakeholder Representation - Measure the representation of diverse stakeholders (e.g., women, youth, marginalized groups) in partnership programs.</li> <li>• Participation Rate - Assess the level of active participation and engagement of stakeholders in joint initiatives.</li> </ul>

**Strategy 2.7: Oversee Strategic and Operational Planning for the District Community Development Centres (DCDCs), and Community Learning Development Centres (CLDCs).**

**Outcome: By 2027, DfCDR has overseen strategic and operational planning for the DCDCs and CLDCs.**

<b>Key Result Area</b>	<b>Indicators</b>
2.7.1. Aligned Strategic Goals: Ensure that strategic plans at all levels are aligned with the department's overall vision and objectives.	<ul style="list-style-type: none"> <li>• Alignment Assessment - Conduct periodic assessments to evaluate the alignment of strategic plans/policies at different levels (department, divisions, districts) with the department's overall vision and objectives.</li> <li>• Goal Consistency - Measure the consistency of strategic goals and objectives across different plans to ensure coherence and synergy.</li> </ul>
2.7.2. Coordinated Implementation: Facilitate the coordinated implementation of strategic plans to achieve desired outcomes efficiently.	<ul style="list-style-type: none"> <li>• Implementation Progress - Track the progress of strategic plan implementation in terms of milestones achieved and tasks completed.</li> <li>• Cross-functional Collaboration - Assess the level of collaboration and coordination among different units or divisions involved in implementing the strategic plans.</li> </ul>

<p>2.7.3. Performance Tracking: Establish mechanisms to track progress in achieving strategic goals and making necessary adjustments.</p>	<ul style="list-style-type: none"> <li>• Key Performance Indicators (KPIs) - Define and monitor KPIs for each strategic goal to measure progress and success.</li> <li>• Strategic Plan Review - Conduct periodic reviews of strategic plans to assess performance, identify challenges, and make necessary adjustments.</li> </ul>
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**Corporate Objective 3: Promote Institutional Development and strengthen Inclusive rights-based protection policies and programs.**

<p><b>Strategy 3.1: Promote Gender Development, Women Empowerment, and Leadership</b></p>	
<p><b>Outcome: By 2027, DfCDR has developed and implemented gender development, women empowerment, and leadership programs.</b></p>	
<p><b>Key Result Area</b></p>	<p><b>Indicators</b></p>
<p>3.1.1. Increased Gender Equality: Achieve greater balance and equity in opportunities, rights, and representation for all genders.</p>	<ul style="list-style-type: none"> <li>• Gender Parity Index - Measure the ratio of females to males in various sectors (e.g., education, employment) to track progress in achieving gender equality.</li> <li>• Gender Pay Gap - Assess the difference in average earnings between men and women to identify disparities in economic opportunities.</li> </ul>
<p>3.1.2. Enhanced Women's Empowerment: Support and empower women to actively participate in decision-making and leadership roles.</p>	<ul style="list-style-type: none"> <li>• Women in Leadership - Measure the percentage of women holding leadership positions in the department and other relevant organizations.</li> <li>• Women's Participation in Decision-making - Track the level of women's participation in decision-making processes at all levels.</li> </ul>
<p>3.1.3. Strengthened Leadership: Encourage and develop leadership skills among individuals from all backgrounds</p>	<ul style="list-style-type: none"> <li>• Leadership Training Participation – Measure the number of individuals who have participated in leadership training and development programs.</li> <li>• Leadership Effectiveness – Assess the impact of leadership development initiatives on individuals' performance and ability to lead effectively.</li> </ul>

**Strategy 3.2: Develop and Implement Protection Programs for Vulnerable and Marginalized Groups.**

**Outcome: By 2027, DfCDR has developed and implemented protection programs for vulnerable and marginalized groups.**

Key Result Area	Indicators
3.2.1. Improved Safety and Well-being: Establish and implement effective protection programs to ensure the safety and well-being of vulnerable and marginalized groups.	<ul style="list-style-type: none"> <li>• Program Reach - Measure the percentage of vulnerable and marginalized individuals covered by the protection programs.</li> <li>• Impact on Well-being - Assess the improvement in the well-being and quality of life of beneficiaries after participating in the protection programs.</li> </ul>
3.2.2. Inclusive Policies: Develop policies that address the unique challenges and needs of vulnerable and marginalized populations.	<ul style="list-style-type: none"> <li>• Policy Inclusivity Assessment - Evaluate the extent to which policies consider and address the specific challenges faced by vulnerable and marginalized groups.</li> <li>• Policy Implementation - Track the implementation and enforcement of inclusive policies to ensure their effectiveness.</li> </ul>
3.2.3. Social Inclusion: Promote the active participation and integration of vulnerable and marginalized groups into society.	<ul style="list-style-type: none"> <li>• Participation Rate – Measure the level of active participation of vulnerable and marginalized groups in community activities and decision-making processes.</li> <li>• Social Integration – Assess the extent to which vulnerable and marginalized groups are integrated and accepted in various social settings.</li> </ul>

**Strategy 3.3: Periodically Review and Report on International Conventions.**

**Outcome: By 2027, DfCDR has periodically reviewed and reported on the International Conventions and meeting the treaty obligations.**

Key Result Area	Indicators
3.3.1. Timely Reporting: Ensure timely and accurate reporting on the country's progress in meeting international conventions and commitments.	<ul style="list-style-type: none"> <li>• Reporting Timeliness - Measure the frequency and punctuality of reports submitted to international bodies as required by the conventions and commitments.</li> <li>• Report Accuracy - Assess the accuracy and completeness of the information provided in</li> </ul>

	the reports to ensure they reflect the country's actual progress.
3.3.2. Compliance and Accountability: Ensure adherence to international standards and human rights treaties while holding the government accountable for its commitments to international conventions.	<ul style="list-style-type: none"> <li>• Percentage of international standards and human rights treaties ratified and implemented by the government.</li> <li>• Number of cases or instances where the government's actions or policies are reviewed for compliance with international commitments, leading to appropriate accountability measures.</li> </ul>
3.3.3. Stakeholder Engagement and Collaboration: relevant stakeholders are engaged and partnership fostered to promote inclusive development alignment of programs meeting treating obligations.	<ul style="list-style-type: none"> <li>• Number of collaborative initiatives and partnerships established with external stakeholders to meet treaty obligations.</li> <li>• Feedback and satisfaction ratings from stakeholders on the Department's engagement and collaboration efforts in promoting programs and activities in meeting international treaty obligations.</li> </ul>

**Strategy 3.4: Develop and Promote Social Responsibility Programs through Awareness and Advocacy.**

**Outcome: By 2027, DfCDR has developed and promoted Social Responsibility Programs through awareness and advocacy.**

Key Result Area	Indicators
3.4.1. Social Responsibility Program Development: create impactful initiatives that address critical social issues, foster positive change, and promote a more equitable and sustainable society.	<ul style="list-style-type: none"> <li>• Number of social responsibility programs developed: measures the number and effectiveness of CSR programs.</li> <li>• Program Reach and Impact: assesses the extent to which the developed social responsibility programs have reached their target audience and made a positive impact on the communities.</li> </ul>
3.4.2. Increased Awareness: Raise public awareness of social issues and responsibilities among individuals and organizations.	<ul style="list-style-type: none"> <li>• Awareness Reach - Measure the percentage of the target population reached through awareness campaigns and initiatives.</li> <li>• Knowledge Assessment - Assess the level of knowledge and understanding of social issues and responsibilities among the public before and after awareness activities.</li> </ul>

<p>3.4.3. Behavioural Change: Encourage positive behavioural changes towards social responsibility and community engagement.</p>	<ul style="list-style-type: none"> <li>• Behaviour Change Rate - Measure the percentage of individuals who demonstrate positive behavioural changes after participating in social responsibility programs.</li> <li>• Community Engagement - Track the level of community involvement and participation in initiatives promoting social responsibility.</li> </ul>
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**Strategy 3.5: Support Early Childhood Care and Youth Development Programs through Partnerships.**

**Outcome: By 2027, DfCDR has supported early childhood care and youth development programs through partnership.**

Key Result Area	Indicators
<p>3.5.1. Holistic Development: Support comprehensive early childhood care programs that focus on physical, cognitive, and emotional development.</p>	<ul style="list-style-type: none"> <li>• Program Coverage - Measure the percentage of eligible children participating in early childhood care programs.</li> <li>• Development Milestones - Track the achievement of developmental milestones (physical, cognitive, emotional) among children enrolled in the programs.</li> </ul>
<p>3.5.2. Youth Empowerment: Empower youth through skill development, education, and mentorship for a more productive and engaged future generation.</p>	<ul style="list-style-type: none"> <li>• Skill Acquisition - Measure the number of youths acquiring new skills and competencies through training and educational programs.</li> <li>• Mentorship Impact - Assess the outcomes of mentorship programs on youth development and personal growth.</li> </ul>
<p>3.5.3. Sustainable Partnerships: Develop strong partnerships between government, NGOs, and private sectors for effective program implementation.</p>	<ul style="list-style-type: none"> <li>• Partnership Effectiveness - Assess the efficiency and impact of collaborative efforts among government, NGOs, and private sectors in program implementation.</li> <li>• Resource Mobilization - Measure the extent to which partnerships facilitate resource mobilization for community development initiatives.</li> </ul>

**Strategy 3.6: Empower Vulnerable and Marginalized Groups with Life Skills.**

**Outcome: By 2027, DfCDR has empowered vulnerable and marginalized groups with Life Skills.**

Key Result Area	Indicators
3.6.1. Empowerment and Independence: Provide vulnerable and marginalized individuals with life skills to enhance their self-reliance and autonomy.	<ul style="list-style-type: none"> <li>Life Skills Acquisition - Measure the number of vulnerable individuals who acquire essential life skills through empowerment programs.</li> <li>Self-Reliance Level - Assess the level of self-reliance and independence demonstrated by participants after completing the empowerment programs.</li> </ul>
2.6.2. Sustainable Livelihoods: Equip them with skills that lead to sustainable livelihood opportunities and economic empowerment.	<ul style="list-style-type: none"> <li>Livelihood Improvement - Measure the increase in income or economic opportunities for vulnerable individuals as a result of the skills acquired.</li> <li>Employment Rate - Track the percentage of individuals who secure employment or start sustainable income-generating activities.</li> </ul>
3.6.2. Social Integration: Foster the integration of vulnerable groups into society by enhancing their capacity to actively participate and contribute.	<ul style="list-style-type: none"> <li>Social Participation - Measure the level of engagement and participation of vulnerable individuals in community activities and decision-making processes.</li> <li>Social Inclusion Perception - Gather feedback from stakeholders to assess the perception of the community's inclusiveness towards vulnerable groups.</li> </ul>

**Corporate Objective 4: Implement programs and projects at the provinces, districts and ward levels.**

**Strategy 4.1: Enhance Coordination of Programs and Activities at the Subnational Levels of Government.**

**Outcome: By 2027, DfCDR has enhanced coordination of programs and activities at the subnational levels of Government.**

Key Result Area	Indicators
4.1.1. Improved Interagency Collaboration: Strengthen collaboration and communication between different government agencies operating at the subnational levels.	<ul style="list-style-type: none"> <li>Collaboration Index - Develop an index to measure the level of collaboration and cooperation among different government agencies.</li> <li>Information Sharing - Assess the frequency and effectiveness of information sharing between agencies to improve coordination.</li> </ul>

4.1.2. Effective Resource Allocation: Ensure efficient allocation of resources for community development programs by coordinating efforts among various stakeholders.	<ul style="list-style-type: none"> <li>• Resource Utilization Efficiency - Measure the effectiveness of resource allocation in achieving program objectives and outcomes.</li> <li>• Resource Coordination - Assess the level of coordination and joint planning among stakeholders to optimize resource utilization.</li> </ul>
4.1.3. Streamlined Service Delivery: Enhance the delivery of services and programs through better coordination, reducing duplication of efforts and maximizing impact.	<ul style="list-style-type: none"> <li>• Service Delivery Timeliness - Measure the timeliness of service delivery to beneficiaries in various community development programs.</li> <li>• Program Integration - Assess the level of integration and coordination among different programs to streamline service delivery.</li> </ul>

**Strategy 4.2: Identify Key Impact Programs for Delivery at the Districts and Wards.**

**Outcome: By 2027, DfCDR has key impact programs delivered at the District and Ward levels.**

Key Result Area	Indicators
4.2.1. Prioritized Impact Programs: Identify and prioritize programs with significant potential to create positive and sustainable impact at the district and ward levels.	<ul style="list-style-type: none"> <li>• Program Prioritization Rate - Measure the percentage of programs identified and prioritized based on their potential impact and alignment with community needs.</li> <li>• Stakeholder Feedback - Gather feedback from stakeholders on the relevance and significance of the prioritized impact programs.</li> </ul>
4.2.2. Targeted Resource Allocation: Allocate resources strategically to support the implementation of key impact programs, ensuring optimal utilization.	<ul style="list-style-type: none"> <li>• Resource Allocation Efficiency - Measure the extent to which resources are allocated to support the implementation of prioritized impact programs.</li> <li>• Resource Utilization - Assess how effectively and efficiently allocated resources are utilized to achieve program objectives.</li> </ul>

<p>4.2.3. Monitored Program Outcomes: Establish monitoring and evaluation mechanisms to track the outcomes and effectiveness of identified programs.</p>	<ul style="list-style-type: none"> <li>• Outcome Tracking - Monitor and track the progress and outcomes of prioritized impact programs regularly.</li> <li>• Program Effectiveness - Assess the overall effectiveness and impact of the programs in achieving their intended goals.</li> </ul>
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<p><b>Strategy 4.3: Facilitate and Implement Sectoral Policies and Programs.</b></p>	
<p><b>Outcome: By 2027, DfCDR has facilitated and implemented sectoral policies and programs.</b></p>	
<p><b>Key Result Area</b></p>	<p><b>Indicators</b></p>
<p>4.3.1. Effective Policy Implementation: Ensure timely and effective implementation of sectoral policies that support community development goals.</p>	<ul style="list-style-type: none"> <li>• Policy Implementation Timeline - Measure the time taken to implement sectoral policies after their approval and adoption.</li> <li>• Policy Compliance - Assess the level of compliance with sectoral policies to ensure they are being effectively implemented.</li> </ul>
<p>4.3.2. Enhanced Cross-Sector Collaboration: Promote coordination among different sectors to achieve holistic and integrated development outcomes.</p>	<ul style="list-style-type: none"> <li>• Cross-Sector Partnership Index – Develop an index to measure the level of collaboration and coordination among different sectors in community development initiatives.</li> <li>• Joint Program Development – Track the number of joint programs and initiatives developed through cross-sector collaboration.</li> </ul>
<p>4.3.3. Improved Service Access: Facilitate the delivery of essential services through the implementation of relevant sectoral programs.</p>	<ul style="list-style-type: none"> <li>• Service Coverage - Measure the percentage of the target population accessing essential services through sectoral programs.</li> <li>• Service Quality - Assess the quality and effectiveness of services delivered through sectoral programs.</li> </ul>

<p><b>Strategy 4.4: Facilitate and Host Community Development Forums Biennially (Every Two Years).</b></p>	
<p><b>Outcome: By 2027, DfCDR has facilitated and hosted Community Development Forums biennially.</b></p>	

Key Result Area	Indicators
4.4.1. Engaged Stakeholders: Foster active participation and engagement of stakeholders in the community development forums.	<ul style="list-style-type: none"> <li>Stakeholder Participation Rate - Measure the percentage of relevant stakeholders actively participating in the community development forums.</li> <li>Stakeholder Feedback - Gather feedback from stakeholders to assess their level of engagement and satisfaction with the forums.</li> </ul>
4.4.2. Informed Decision-making: Use the forums as platforms for sharing information, exchanging ideas, and making informed decisions about community development initiatives.	<ul style="list-style-type: none"> <li>Information Sharing - Measure the effectiveness of information sharing during the forums, including the distribution of relevant materials and data.</li> <li>Decision-making Impact - Assess the impact of the forums on the decision-making process for community development initiatives.</li> </ul>
4.4.3. Actionable Plans: Develop action plans based on the outcomes of the forums, guiding future community development efforts.	<ul style="list-style-type: none"> <li>Action Plan Development - Measure the number of actionable plans and initiatives formulated as a result of the community development forums.</li> <li>Plan Implementation - Track the implementation progress of the action plans developed during the forums.</li> </ul>

#### **Strategy 4.5: Ensure the Business Process of DCDCs and CLDCs are Functional.**

**Outcome: By 2027, DfCDR has well functional business processes for DCDCs and CLDCs.**

Key Result Area	Indicators
4.5.1. Efficient Business Processes: Streamline and optimize the business processes of District Community Development Centres (DCDCs) and Community Learning and Development Centres (CLDCs) to improve overall functionality.	<ul style="list-style-type: none"> <li>Process Efficiency – Measure the time and resources required to complete key business processes within DCDCs and CLDCs.</li> <li>Process Improvement – Assess the effectiveness of process optimization efforts through feedback and stakeholder evaluations.</li> </ul>
4.5.2. Improved Governance: Strengthen governance structures and capacities at the community level to ensure effective decision-making and resource management	<ul style="list-style-type: none"> <li>Governance Capacity - Evaluate the level of capacity and skills among members of DCDCs and CLDCs in effective governance practices.</li> <li>Decision-making Effectiveness - Assess the efficiency and impact of governance structures in making informed decisions.</li> </ul>

<p>4.5.3. Engaged Communities: Promote active community participation in the business processes of DCDCs and CLDCs, fostering ownership of development initiatives.</p>	<ul style="list-style-type: none"> <li>• Community Participation Rate - Measure the percentage of community members actively participating in the decision-making processes of DCDCs and CLDCs.</li> <li>• Community Feedback - Gather feedback from community members on their satisfaction and engagement with the committees.</li> </ul>
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**Strategy 4.6: Promote, Market, and Induct Community Development Policies and Programs at the Provinces and Districts.**

**Outcome: By 2027, DfCDR has promoted, marketed, and inducted community development policies and programs at the Provinces and Districts.**

Key Result Area	Indicators
<p>4.6.1. Increased Awareness: Raise awareness among provinces and districts about community development policies and programs to ensure their understanding and support.</p>	<ul style="list-style-type: none"> <li>• Awareness Campaign Reach - Measure the percentage of provinces and districts reached through awareness campaigns about community development policies and programs.</li> <li>• Knowledge Assessment - Assess the level of understanding and knowledge of community development policies and programs among stakeholders in provinces and districts.</li> </ul>
<p>4.6.2. Advocacy and Engagement: Conduct advocacy campaigns to garner support from key stakeholders and gain their commitment to the successful implementation of community development initiatives.</p>	<ul style="list-style-type: none"> <li>• Stakeholder Engagement - Measure the level of engagement and participation of key stakeholders in advocacy campaigns.</li> <li>• Stakeholder Commitment - Assess the degree of commitment and support expressed by stakeholders for community development initiatives.</li> </ul>
<p>4.6.3. Effective Implementation: Ensure successful induction and integration of community development policies and programs into provincial and district development plans.</p>	<ul style="list-style-type: none"> <li>• Integration in Development Plans - Measure the extent to which community development policies and programs are integrated into provincial and district development plans.</li> <li>• Implementation Progress - Track the progress of policy implementation at the provincial and district levels.</li> </ul>

**Corporate Objective 5: Provide leadership and Management of Special Projects.**

<b>Strategy 5.1: Enhance Accessible Facilities for Protection and Empowerment Services at Districts and Wards.</b>	
<b>Outcome: By 2027, DfCDR has enhanced accessible facilities for protection and empowerment services at district and wards.</b>	
<b>Key Result Area</b>	<b>Indicators</b>
5.4.1. Improved Infrastructure: Establish and upgrade DCDCs and CLDCs that provide protection and empowerment services, ensuring they are accessible and well-equipped.	<ul style="list-style-type: none"> <li>• Facility Accessibility - Measure the accessibility of the community development facilities for the target communities, including proximity and transportation options.</li> <li>• Facility Upgrades - Track the number of facilities that have been upgraded or improved to meet the required standards.</li> </ul>
5.4.2. Increased Service Reach: Expand the geographical coverage of facilities to reach more communities, especially those in remote or underserved areas.	<ul style="list-style-type: none"> <li>• Service Coverage - Measure the percentage of target communities that have access to protection and empowerment services through the established facilities.</li> <li>• Outreach Efforts - Assess the effectiveness of outreach programs in reaching communities in remote or underserved areas.</li> </ul>
5.4.3. Enhanced Service Quality: Ensure that facilities meet quality standards, providing effective and efficient services to beneficiaries.	<ul style="list-style-type: none"> <li>• Service Quality Assessment - Evaluate the quality of protection and empowerment services provided by the facilities through beneficiary feedback and satisfaction surveys.</li> <li>• Staff Training - Track the training and capacity-building initiatives provided to staff members to enhance service delivery quality.</li> </ul>

<b>Strategy 5.2: Implement the National Response to Gender-Based Violence Strategy.</b>	
<b>Outcome: By 2027, DfCDR has implemented the National Response to Gender-Based Violence Strategy.</b>	
<b>Key Result Area</b>	<b>Indicators</b>

<p>5.2.1. Policy Implementation: Effectively implement the National Response to Gender-Based Violence Strategy, ensuring its goals and objectives are realized.</p>	<ul style="list-style-type: none"> <li>• Strategy Implementation Progress - Track the progress of implementing key initiatives and actions outlined in the National Response to Gender-Based Violence Strategy.</li> <li>• Policy Alignment - Assess the alignment of existing policies and regulations with the objectives of the strategy.</li> </ul>
<p>5.2.2. Reduced Gender-Based Violence: Measure and reduce the incidence of gender-based violence through targeted interventions and awareness programs.</p>	<ul style="list-style-type: none"> <li>• Incidence Rate - Measure the frequency and prevalence of reported gender-based violence incidents over time.</li> <li>• Awareness Impact - Evaluate the effectiveness of awareness programs in educating communities and reducing acceptance of gender-based violence</li> </ul>
<p>5.2.3. Survivor Support: Strengthen support systems for survivors of gender-based violence, including counselling, legal assistance, and rehabilitation services</p>	<ul style="list-style-type: none"> <li>• Survivor Support Services - Assess the availability and accessibility of support services for gender-based violence survivors.</li> <li>• Survivor Feedback - Gather feedback from survivors on the quality and effectiveness of the support services received.</li> </ul>

**Strategy 5.3: Implement of Child Nutrition and Social Protection Project.**

**Outcome: By 2027, DfCDR has implemented Child Nutrition and Social Protection Project.**

Key Result Area	Indicators
<p>5.3.1. Improved Child Nutrition: Implement interventions to address child malnutrition and improve overall nutritional outcomes among vulnerable populations.</p>	<ul style="list-style-type: none"> <li>• Child Malnutrition Rate – Measure the percentage of children in vulnerable populations affected by malnutrition before and after intervention.</li> <li>• Nutritional Status Improvement – Assess the improvement in the nutritional status of children who received intervention services.</li> </ul>
<p>5.3.2. Social Protection Coverage: Expand the reach of social protection programs to include more children and families in need</p>	<ul style="list-style-type: none"> <li>• Program Coverage - Measure the percentage of eligible children and families who are enrolled in social protection programs.</li> <li>• Outreach Effectiveness - Assess the effectiveness of outreach efforts in identifying and including eligible beneficiaries.</li> </ul>

<p>5.3.3. Measurable Impact: Monitor and evaluate the project's impact on child nutrition and overall household well-being.</p>	<ul style="list-style-type: none"> <li>• Impact Evaluation - Conduct rigorous impact assessments to measure the project's effect on child nutrition and household well-being.</li> <li>• Household Well-being Indicators - Track key indicators of household well-being, such as income levels and access to basic necessities</li> </ul>
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**Strategy 5.4: Facilitate Department's Institutional Home Ownership program through an Internal Home Ownership Scheme.**

**Outcome: By 2027, DfCDR has established a Staff Home Ownership Scheme that staff own homes.**

Key Result Area	Indicators
<p>5.4.1. Housing Committee and Policy: DfCDR Staff Housing Committee is established and functional and Housing Policy developed.</p>	<ul style="list-style-type: none"> <li>• Formation of the DfCDR Staff Housing Committee within six months of the Corporate Plan's implementation.</li> <li>• Completion of the draft Housing Policy by the Policy Branch within one year of the Corporate Plan's implementation.</li> </ul>
<p>5.4.2. Needs Assessment and Feasibility Study: needs assessment to identify the demand and preferences for staff housing conducted, and management approved for the funding model.</p>	<ul style="list-style-type: none"> <li>• Percentage of completion of the Needs Assessment within one year of the Corporate Plan's implementation.</li> <li>• SEM approval of a sustainable and viable housing financing model.</li> </ul>
<p>5.4.3. Homeownership Opportunities: Provide eligible department staff with accessible and affordable opportunities for home ownership.</p>	<ul style="list-style-type: none"> <li>• Homeownership Rate – Measure the percentage of eligible department staff who have successfully acquired homes through the homeownership scheme</li> <li>• Staff Morale Surveys – Conduct regular staff morale surveys to assess the impact of the homeownership scheme on employee satisfaction.</li> </ul>

## Appendix 2: Priorities of the 11th National Parliament to the Department

KEY PRIORITIES BY 11 GOVERNMENT	DEPARTMENT CONTRIBUTIONS	DEPARTMENT SECTIONS	POLICY ALIGNMENT
<b>2. Build the resilient economy</b>	50 – 70% of the participants in the informal economy are supported through registration of their business with IPA and have access to financial resources (bank loans) so they can migrate into the formal sector	Informal Economy office	Informal Economy Policy
<b>3. Build economic infrastructure</b>	Informal Economy Control and Development Act is reviewed and passed. The legislation requires all stakeholders to work together to create an enabling and conducive environment for the informal economy participants to conduct their businesses	Informal Economy Sect.	Informal Economy Policy Informal Economy Control and Development Act
<b>4. Address natural resources</b>	Community Environment collaborate with the Office of Climate Change and DOE & C to implement the SIA	Community Environment	Policy on Integrated Community Development
<b>5. Address business &amp; investment confidence</b>	The reviewed Informal Sector Control and Development Act will call for all stakeholders to create an enabling environment where the informal economy will thrive	Informal Economy section	Informal economy policy and the Informal Economy Control and Development Act
<b>6. Address law and order</b>	DFCDR will work with churches in the country to establish Government Safe Houses to shelter women and children who are victims of GBV	GBV	National Gender Based Violence Strategy
<b>7. Work on Education and Health</b>	Community Learning to partner with ADRA PNG to support adult literacy program roll out	Community Learning	Policy on Integrated Community Development
<b>8. Strengthen the Institutions of State</b>	Get endorsement from DPM and go ahead with implementation of the restructure for the next 5 years	HRM with relevant sections of the Department	Corporate Plan 2023 - 2027



DEPARTMENT FOR  
**COMMUNITY DEVELOPMENT  
AND RELIGION**

























