



DEPARTMENT FOR COMMUNITY DEVELOPMENT AND RELIGION



ANNUAL OPERATIONAL PLAN 2026



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



3010200

Kwalimu Haus
PO Box 7354 Boroko,

www.dfcd.gov.pg

Somare Circuit
Waigani NCD



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DEPARTMENT FOR COMMUNITY DEVELOPMENT & RELIGION
P. O. Box 7354, Boroko. NCD 121.
Kwalimu Haus,
Levels 2, 3, 4 & 5
Somare Crescent, Waigani
Telephone: (+675) 3010200



<https://dfcdr.gov.pg>



<https://www.facebook.com/commdev>

SECRETARY'S MESSAGE



I warmly welcome you all to another year of implementation under the Department's restructure and the Five-Year Corporate Plan (2023–2027). The year 2025 marked significant progress in strengthening our core mandate and advancing the vision of *"Building equitable, knowledgeable, and productive families for a sustainable future."* I acknowledge the leadership of all Wings for driving these achievements.

A major milestone in 2025 was the recruitment of new staff across all divisions, ensuring the Department is fully resourced under the new structure. The newly appointed officers commenced duties and completed induction on 31 October, boosting our operational capacity. We also signed several MOAs with key stakeholders to reinforce partnership-based service delivery.

Department in 2025 participated in the review of core legislations and national policies, including the NCW Act, NYDA Act, Censorship Act, National GBV Act, Women's and Gender Equality Policy, Informal Economy Policy, GoPNG–CSO Partnership Policy, and the Disability Policy. The CEDAW Country Report was also completed as part of our international obligations.

Two important legislative achievements were reached: the passing of the Disability Bill on 31 July and the certification of the Community Development Bill on 20 October. These reforms strengthen the national framework for inclusive and community-driven development as the country marks 50 years of nationhood.

The Implementation Wing continued rolling out District Community Development Centres (DCDCs), improving coordination of legislation, policy, and program delivery at the sub-national level. Social Protection and Child Nutrition initiatives also progressed through strengthened governance mechanisms, MIS development, and improved beneficiary registration.

As we enter 2026, the release of *Reset PNG @50* reminds us of the need for accountability, innovation, and renewed commitment. The Department will continue aligning its programs to these national priorities to drive meaningful social transformation.

I encourage all managers, staff, and partners to remain focused and collaborative as we implement the AOP 2026 priorities and continue delivering meaningful change for our people.

Mr. Jerry Ubase (MBA-UPNG)

Secretary

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ABBREVIATIONS

AMR	Annual Management Report
AOP	Annual Operational Plan
AWP	Annual Work Plan
CACC	Central Agencies Coordinating Committee
CD	Community Development
CLDC	Community Learning Development Center
CSO	Civil Society Organization
DC	District Coordinator
DCDC	District Community Development Center
DFCDR	Department for Community Development and Religion
DIP	Deliberate Intervention Program
DPM	Department of Personal Management
GBV	Gender-Based Violence
HRM	Human Resource Management
KPI	Key Performance Indicator
KRA	Key Result Area
M&E	Monitoring and Evaluation
MTDP IV	Medium Term Development Plan IV 2023 – 2027
NDP	National Disability Policy
NEC	National Executive Council
NGBVS	National Gender-Based Violence Secretariat
PNGCPP	Papua New Guinea Church-State Partnership Program
PC	Provincial Coordinator
SIA	Social Impact Assessment
SLOS	Social Law and Order Sector
SMT	Senior Management Team

EXECUTIVE SUMMARY

As Papua New Guinea celebrates its 50th Golden Jubilee reflecting on the country's progressive development over half a century, the Marape-Rosso Government have issued a directive to all stakeholders through the Reset@50 National Initiative to assess the past achievements and challenges, and effectively strategize to deliver the necessary services to the people of Papua New Guinea.

The Department for Community Development & Religion have accomplished key socioeconomic milestones by ensuring that the recently established Community Development Bill is passed in the Parliament, simultaneously progressed the National Disability Services Bill, reviewed the National Strategy for Preventing and Responding to Gender Based Violence, further reviewed the Gender Equality and Empowerment Policy, and launched the National Social Protection Policy.

Operating on the five- year Corporate Plan 2023-2027 and aligning to the Reset@50 National Initiative, the organization has put in place the Annual Operational Plan (AOP) 2026 to outline the Department's specific objectives, goals and implementation plan for one-year. The document serves as the roadmap to implementing socioeconomic programs and policies envisioning the Government's aspirations to build equitable, knowledgeable and productive communities for a sustainable future.

AOP translates long-term strategies into actionable steps to be implemented over the year. The plan is structured around five core Corporate Objectives, each focused on building strong families and resilient communities aligned with the National Government's vision for a sustainable society.

Each Corporate Objective contains specific Key Result Areas (KRAs), supported by targeted Deliberate Intervention Programs (DIPs). For each DIP, the AOP details Key Performance Indicators (KPIs) to measure success, an estimated budget allocation, and timelines for implementation. Together, these elements ensure that the AOP is both practical and strategically aligned, guiding DfCDR in delivering programs that support community well-being and development at all levels of society.

The 5 key corporate objectives are:

- | | | |
|---------------------|----|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Corporate Objective | 01 | : To promote and strengthen good governance, administrative functions, and leadership commitments |
| Corporate Objective | 02 | : To provide policy advice, develop and review policies, programs and legislations including standard guidelines and regulations for an integrated approach on community development. |
| Corporate Objective | 03 | : Promote Institutional Development and strengthen inclusive rights-based protection policies and programs. |
| Corporate Objective | 04 | : Implement programs and projects at the provinces, districts, and ward levels. |
| Corporate Objective | 05 | : Provide leadership and Management of Special Projects. |

The department aims to achieve an 80% completion rate of the planned activities in the AOP by the end of 2026. This target reflects a commitment to fulfilling the goals outlined in the Corporate Plan, maintaining alignment with the Medium-Term Development Plan IV (MTDP IV), and supporting broader National Government aspirations. Successful implementation of the AOP will contribute to stronger governance, inclusive development policies, empowered local institutions, and a holistic approach to community development across Papua New Guinea.

INTRODUCTION AND BACKGROUND

The DfCDR operates under the Ministry for Youth, Religion, and Community Development as part of the social, law, and order sector. Its primary mission is to promote and protect the rights and well-being of all citizens. In addition to this core mandate, the department provides empowerment programs like financial literacy. Under its new strategic direction, the department will take an integrated approach to implementing sectoral policies and programs through the District Community Development Centers (DCDC).

Vision Statement

To promote the protection and empowerment of families to build equitable, knowledgeable, and productive communities for a sustainable future

Mission Statement

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.

Our Values

The department upholds core values that shape behavior and ensure the effective fulfillment of our mandated responsibilities. These core values include:

HONESTY

We are committed to truth and transparency

ACCOUNTABILITY

We are accountable to the government and our people.

INTEGRITY

We adhere to moral and ethical moral values.

RESPECT

We acknowledge the rights and privileges of all stakeholders we work with.

RESPONSIBLE

we accept stewardship of our people guided by conscience.

PARTNERSHIP

We value partnership with our stakeholders to deliver programs and services to our people



Figure 01: Core Values of the Department



Guiding Principles

The following principles are based on the National Constitution of PNG and serve as the core of the Department's approach to cultivating a strong corporate culture and guiding decisions in implementing programs.

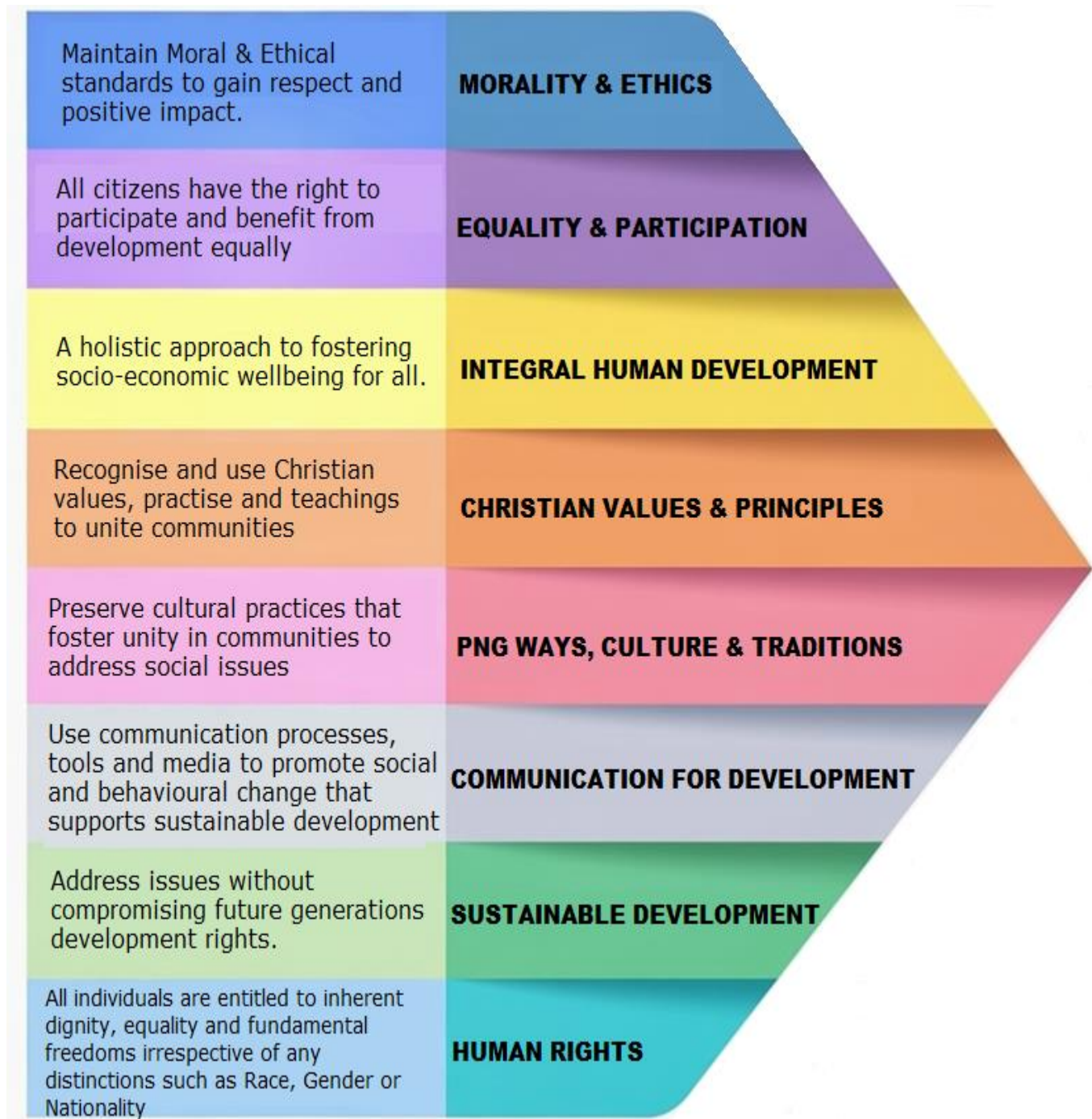


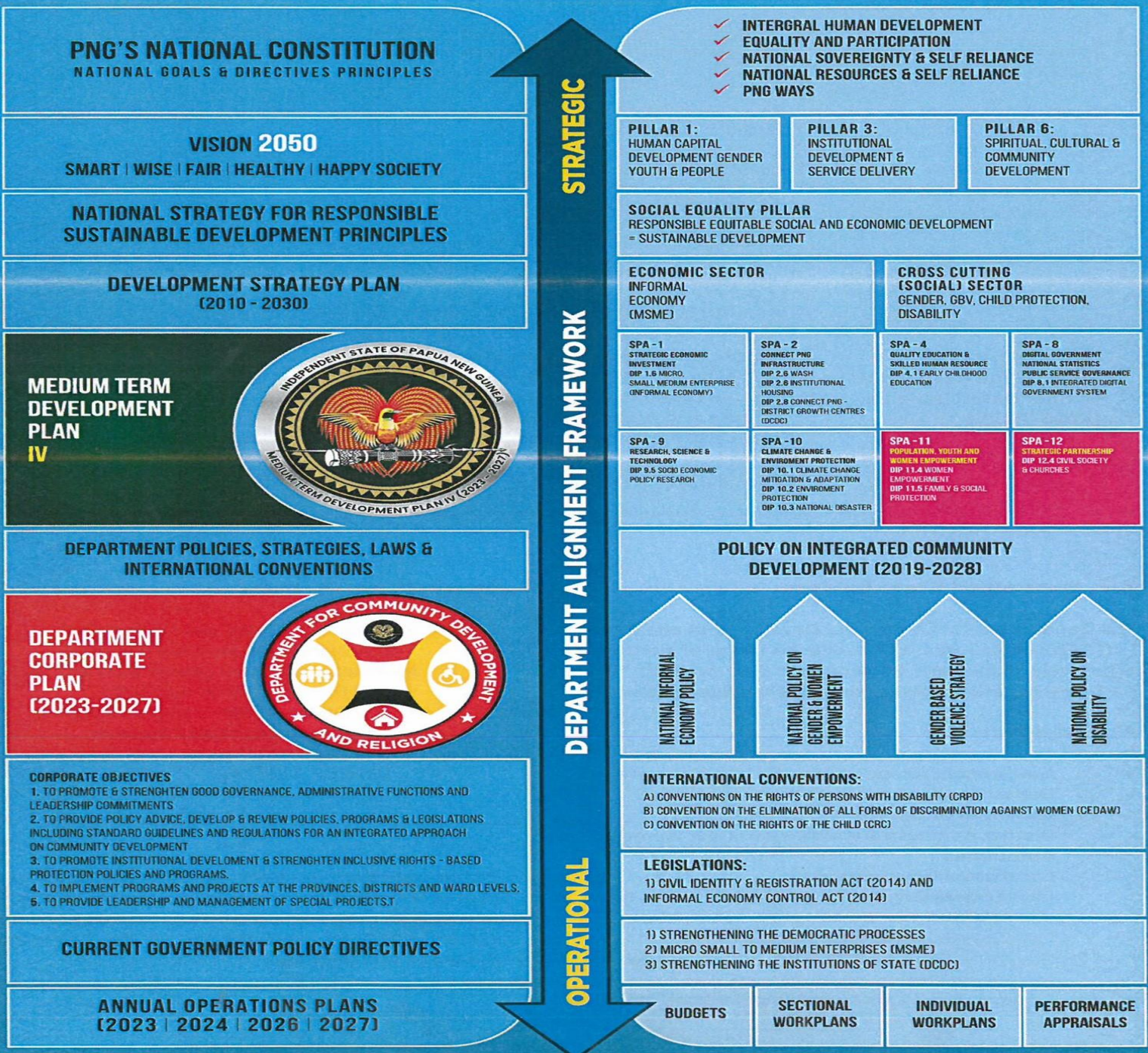
Figure 02: The Core Guiding Principles of the Department

Alignment Framework

The AOP 2026 is crafted to align with national development goals, starting from the foundation of PNG's National Constitution (through the National Goals and Directive Principles) and extending through Vision 2050, the Development Strategy Plan 2010 – 2030, the Medium-Term Development Plan IV 2023 – 2027, and the department's Corporate Plan 2023 – 2027. Effective implementation of this annual plan is key to realizing the department's Corporate Plan and supporting broader national objectives. DfCDR follows the alignment framework outlined below.

Figure 03: Alignment Framework

3.4. Department for Community Development & Religios Policy and Planning Framework



Alignment to the 11th National Parliament

The AOP 2026 has been carefully crafted to also align with the key priorities established by the Marape-Rosso government. This alignment ensures that the AOP 2025 supports national objectives and addresses critical areas of focus. A table listing the 8 primary priorities is provided below for reference.

KEY PRIORITIES OF 11 TH GOVERNMENT	DEPARTMENT CONTRIBUTION	DEPARTMENT SECTIONS	POLICY ALIGNMENT
Build the resilient community	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.	Family Learning and Development (Community Learning)	Informal Economy Policy on Integrated Community Development Policy
Build economic infrastructure	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.	Family Learning and Development (Community Learning)	Informal Economy Policy Informal Economy Control and Development Act
Address natural resources	Community Environment collaborates with the Office of Climate Change and DOE & C to implement the SIA	Community Environment	Policy on Integrated Community Development
Address business and investment confidence	The reviewed Informal Sector Control and Development Act will call for all stakeholders to create an enabling environment where the informal economy will thrive.	Family Learning and Development (Community Learning)	Informal Economy Policy and the Informal Economy Control and Development Act
Address law and order	DfCDR will work with churches in the country to establish Government Safe Houses to shelter women and children who are victims of GBV.	GBV Secretariat	National Gender-Based Violence Strategy
Work on Education and Health	Community Learning to partner with ADRA PNG to support adult literacy program roll out	Community Learning and Development	Policy on Integrated Community Development
Strengthened the Institutions of state	Get endorsement form 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

Figure 04: Alignment to the 11th Parliament

Strategic Management Framework

The strategic management framework below is essential for implementing and monitoring the Department's corporate plan. At its foundation lies the Annual Operational Plan (AOP). This document focuses on annual priorities from the corporate plan and translates them into specific activities (DIPs) with measurable performance indicators (KPIs). By setting budgets for each activity and designating officers responsible for execution and reporting, the framework ensures that resources are used effectively and goals are clearly defined. Through this organized approach, the Department can systematically manage resources, ensure accountability, and track the progress of the corporate plan's implementation year-round.



Figure 05: Management and Reporting Framework

RESET@50 ALIGNMENT

The Reset@50 alignment to the DFCDR Cooperate Objectives

RESET PRINCIPLE 01
Protecting the Sanctity
& Integrity of the
Constitution

BIG BET 1

Restore constitutional
balance & strenthen
parliamentary
governance

&

BIG BET 2

Restore budget
integrity &
constitutional
finance rules

DFCDR ALIGNMENT BIG BET 1 & 2

BET 1

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

2.1 Provide Timely and Reliable Strategic Policy Advice to the Government

2.4 Coordinate the Development, Review, and Amendment of Legislative Frameworks, Regulations, and Standards & Guidelines.

3.3 Periodically Review and Report on International Conventions.

BET 2

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

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

RESET PRINCIPLE 02
Advancing Human
Development & The
Family

BIG BET 3

Enable Universal Access to
Voluntary Family Planning
Services

&

BIG BET 4

Bring Power &
Internet Accessibility
to All

DFCDR ALIGNMENT BIG BET 3 & 4

BET 3

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

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

3.1 Promote Gender Development, Women Empowerment, and Leadership
3.2 Develop and Implement Protection Programs for Vulnerable and Marginalized Groups.

3.5 Support Early Childhood Care and Youth Development Programs through Partnerships.

3.6 Empower Vulnerable and Marginalized Groups with Life Skills.

5.1 Enhance Accessible Facilities for Protection and Empowerment Services at District and Wards.

5.3 Implement Child Nutrition and Social Protection Program.

BET 4

1.5 Optimize Department's Operations through Information Communications Technology.

RESET PRINCIPLE 03
Leveraging Data &
Evidence for Decision
Making

BIG BET 5

Institutionalize
Evidence-Based Decision
Making

&

BIG BET 6

Build a Universal &
National Identity System

DFCDR ALIGNMENT BIG BET 5

BET 5

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

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

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

No direct Corporate Objective listed.

RESET PRINCIPLE 04
Enabling Smart,
Sustainable &
Inclusive Growth

BIG BET 7

Enshrine
Private Sector-Led
Government-Facilitated
Growth

&

BIG BET 8

Free Up Land
for
Development

DFCDR ALIGNMENT BIG BET 7 & 8

BET 7

1.9 Promote Department's Work through all Media Channels.

2.3 Promote Partnership and Mainstreaming of Sectoral Policies, Strategies, and Programs.

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

3.4 Develop and Promote Social Responsibility Programs through Awareness and Advocacy.

4.3 Facilitate and Implement Sectoral Policies and Programs.

4.4 Facilitate and Host Community Development Biennial Forums.

5.2 Implement the National Response to Gender-based Violence Strategy.

BET 8

2.7 Oversee Strategic and Operational Planning for the Department, DCDCs, and CLDCs.

4.5 Ensure the Business Process of DCDCs and CLDCs are Functional.

4.6 Promote, Market, and Induct Community Development Policies and Programs at Provinces and Districts.

5.1 Enhance Accessible Facilities for Protection and Empowerment Services at District and Wards.

RESET PRINCIPLE 05
Ensuring
Accountability,
Transparency &
Impact

BIG BET 9

Reform the
Government Bureaucracy
through
Whole of Govt Audit

&

BIG BET 10

Strengthen Delivery
through
Delivery Unit & National
Coordination Authority

DFCDR ALIGNMENT BIG BET 9 & 10

BET 9

1.1 Enhance Human Resource Management Processes and Procedures.

1.3 Enhance Administrative Functions Processes and Procedure.

1.10 Efficiently process officer and manager compensation and entitlements, adhering to principles of performance merit, responsibility, and service recognition.

5.4 Facilitate Department Staff Home Ownership through an Internal Home Ownership Scheme.

BET 10

2.7 Oversee Strategic and Operational Planning for DCDCs and CLDCs.

2.5 Monitor, Evaluate, and Report on the Impact of Policies, Regulations, and Guidelines.

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.

4.5 Ensure the Business Process of DCDCs and CLDCs are Functional.

5.2 Implement the National Response to Gender-based Violence Strategy.

Reporting & Evaluation Framework

The Reporting and Evaluation is based on the activities outlined under each DIP in the AOP and the Framework includes three key components:

Monthly Reporting

Each section is required to prepare and submit monthly reports. These reports enhance internal performance and provide a basis for assessing the monthly progress of each section. It is the responsibility of managers to ensure these reports are completed and submitted.

Quarterly Reporting

Managers in charge of each section must submit detailed quarterly reports on activities and implemented plans. These reports are crucial for evaluating the performance of each department division, supporting stronger internal governance.

Annual Management Reporting

Quarterly reports are consolidated into an Annual Management Report (AMR), which includes a summary of how public funds were spent relative to the department's annual performance. The AMR is then submitted to relevant government bodies and the National Executive Council.

This framework of Reporting and Evaluation ensures that the progress of each activity contained in the AOP is monitored and evaluated on a monthly, quarterly, and annual basis, contributing to effective accountability during the course of its operations.

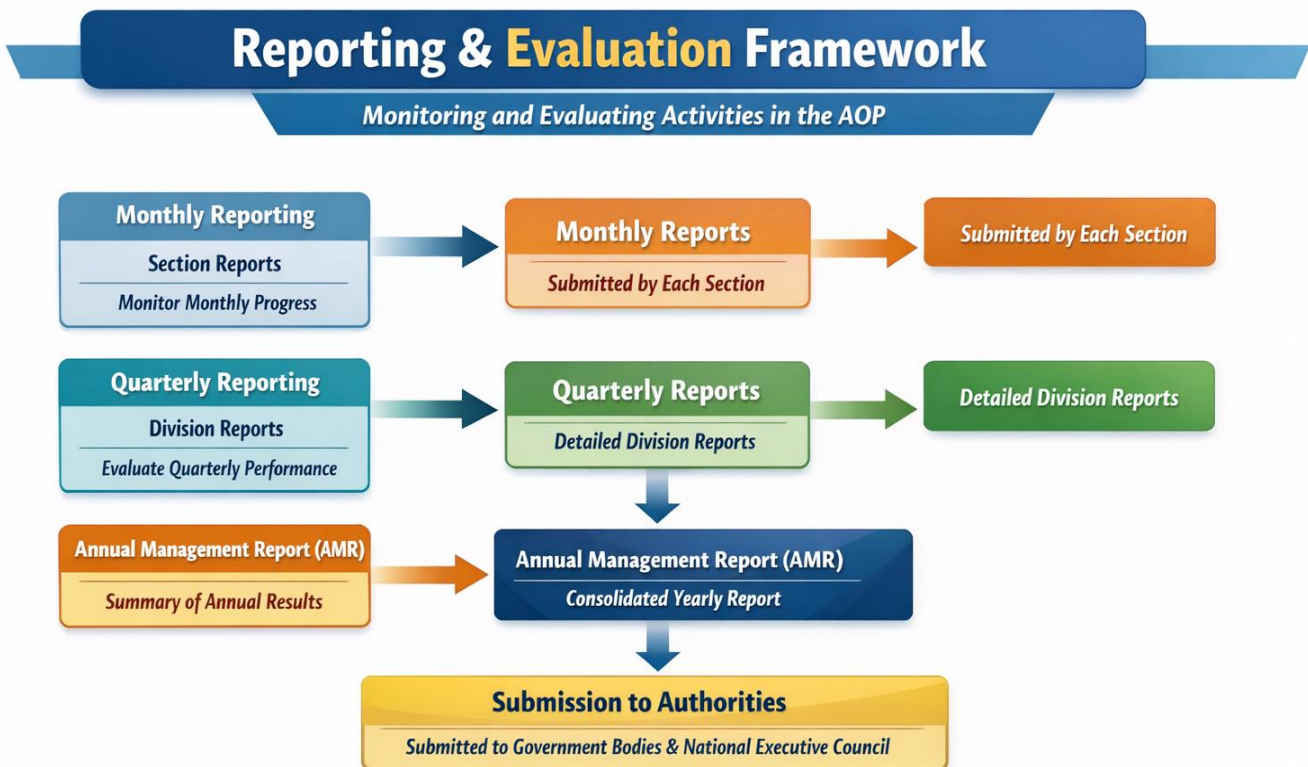


Figure 06: Monitoring & Evaluation Framework

Ensuring Accountability on a Monthly, Quarterly & Annual Basis

CORPORATE OBJECTIVES

The Department, in collaboration with its partners in the social sector, aims to achieve the primary goal of **"Building Equitable, Knowledgeable, and Productive Families for a Sustainable Future."** At the heart of our society lies the family unit, and strengthening families with solid values and principles is essential to fostering vibrant communities and a flourishing society.

In PNG, robust families and communities are the building blocks for societal, economic, and spiritual development. Families provide the groundwork for raising and socializing children, ensuring emotional and social support. Strong family bonds promote belonging, identity, and cultural heritage, which in turn strengthens community cohesion and shared objectives. Communities also play a key role, instilling a sense of collective identity and responsibility that drives social and economic growth.

As such, the department focuses on family units and communities. It has five corporate objectives, including a monitoring and evaluation framework to assess progress of each KRA and activities (DIPs) outlined in the AOP.



Figure 07: Corporate Objectives Overview

CORPORATE SERVICES

HUMAN RESOURCE MANAGEMENT							
CORPORATE OBJECTIVE 1: TO PROMOTE AND STRENGTHEN GOOD GOVERNANCE, ADMINISTRATIVE FUNCTIONS AND LEADERSHIP COMMITMENTS							
STRATEGY 1.1: IMPROVE HUMAN RESOURCE MANAGEMENT PROCESSES AND PROCEDURES							
OUTCOME: Human resource processes and procedures enhanced							
Primary Big Bet: • Big Bet #1 – Reform the Public Sector for a High-Performing State Secondary Contributions: • Big Bet #6 – Workforce data for planning and decision-making • Big Bet #4 – Fair and inclusive employment practices							
KEY RESULT AREA 1.1.1 Organizational Restructure Completed							
DIP Ref/Link Code	Deliberate Intervention Programs (DIP)	Key Performance Indicators (KPI)	Target	Budget		Responsible Division	
				Gov't	D/Partners	Primary	Secondary
1.1.1.1 Big Bet 1, 6 & 4	Data Cleansing & Corrections both manually and systematically.	Total data for S&E cleansed and corrected	Q1-Q4			HRM	
		Manual records established					
1.1.1.2 Big Bet 1, 6 & 4	Minor re-structure conducted.	Number of positions identified and re-designated.	Q1-Q4			HRM	Policy Research & Advice
		Cost Benefit Analysis conducted					
1.1.1.3 Big Bet 1, 6 & 4	Conduct Internal Advertisement	Number of Positions filled through the Internal Advertisement.	Q1-Q4			HRM	Performance Mgt.
KEY RESULT AREA 1.1.2 Streamlined HR Processes							
DIP Ref/Link Code	Deliberate Intervention Programs (DIP)	Key Performance Indicators (KPI)	Target	Budget		Responsible Division	
				Gov't	D/Partners	Primary	Secondary
1.1.2.1 Big Bet 1, 6 & 4	Develop Standard Operating Procedure (SOP)	SOP templates for HRM developed and utilized.	Q1-Q3			HRM	RSG, POLICY

1.1.2.2 BigBet 1, 6 & 4	Develop HRM Internal Policies	Occupation, Health and Safety Committee Established	Q1-Q4			HRM	Policy Research & Advice + RGS
		Funeral & Repatriation Policy developed					
		Exit Policy & Succession Plan Developed					
		HRM policies validated and socialized.					
1.1.2.5 BigBet 1, 6 & 4	Review of Job Description and Development of Duty Statements	No. of Job description developed and Duty Statement Socialized	Q1-Q4			HRM	
KEY RESULT AREA 1.1.3 Talent Retention and Development							
DIP Ref/Link Code	Deliberate Intervention Programs (DIP)	Key Performance Indicators (KPI)	Target	Budget		Responsible Division	
				Gov't	D/Partners	Primary	Secondary
1.1.3.1 BigBet 1, 6 & 4	Staff Development & Capacity Building	Number of Capacity Building initiatives conducted.	Q1-Q3			HRM	Performance Mgt.
		Number of information sessions conducted on Administration of Contract and Retirement processes and procedures.					
		Number of officers attended enhancement programs					
1.1.3.2 BigBet 1, 6 & 4	Facilitate the completion and endorsement of Training Plan	Conduct Training Needs Analysis (TNA)	Q1-Q3			HRM	RGS
		Training Plan Completed and submitted to DPM					
		Number of officers to be considered for Training					
1.1.3.3 BigBet 1, 6 & 4	Employment Contract Renewal Processes	Number of relevant trainings identified for relevant job/roles	Q3-Q4			HRM	Performance Mgt.
		Number of Contracts Renewed					



FINANCE

CORPORATE OBJECTIVE 1: To promote and strengthen good governance, administrative functions and leadership commitments

STRATEGY 1.2: ENSURE EFFECTIVE FINANCIAL MANAGEMENT AND REPORTING SYSTEM, COMPLYING WITH PNG PFMA, REGULATIONS AND STANDARDS.

OUTCOME: An improved financial management and reporting system that complies with regulatory requirements.

Primary Big Bet:

- Big Bet #1 – Reform the Public Sector for a High-Performing State

Secondary Contributions:

- Big Bet #6 – Strengthened financial reporting and controls
- Big Bet #5 – Efficient use of public resources for service delivery

KEY RESULT AREA 1.2.1 | Transparent Financial Practices

DIP Ref/Link Code	Deliberate Intervention Programs (DIP)	Key Performance Indicators (KPI)	Target	Budget		Responsible Division	
				Gov't	D/Partners	Primary	Secondary
1.2.1.1 Big Bet 1, 6 & 5	Implement the Audit Recommendation	Quarterly Audit recommendations implemented	Q1-Q4			Finance	
1.2.1.2 Big Bet 1, 6 & 5	Conduct Monthly Bank Reconciliation	Monthly Bank Reconciliations conducted					
1.2.1.3 Big Bet 1, 6 & 5	Provide Reports on Acquittals Submission	Number of Acquittals provided with reports by each section					

KEY RESULT AREA 1.2.2 | Timely and Accurate Reporting

DIP Ref/Link Code	Deliberate Intervention Programs (DIP)	Key Performance Indicators (KPI)	Target	Budget		Responsible Division	
				Gov't	D/Partners	Primary	Secondary
1.2.2.1 Big Bet 1, 6 & 5	Ensure Quarterly Financial Reporting	4 x Financial Reports completed and submitted/presented.	Q1-Q4			Finance	
		Number of PIP reports completed and submitted.					

KEY RESULT AREA 1.2.3 | Prudent Resource Utilization

DIP Ref/Link Code	Deliberate Intervention Programs (DIP)	Key Performance Indicators (KPI)	Target	Budget		Responsible Division	
				Gov't	D/Partners	Primary	Secondary

1.2.3.1 Big Bet 1, 6 & 5	Establish Budget and Planning Priority Committee (BPPC).	TOR for Budget and Planning Priority Committee	Q1			Finance	
		Number of Managers appointed as members to BPPC					
		Number BPPC meetings conducted					

ADMINISTRATION

CORPORATE OBJECTIVE 1: To promote and strengthen good governance, administrative functions and leadership commitments

STRATEGY 1.3: ENHANCE ADMINISTRATIVE FUNCTION PROCESSES AND PROCEDURES

OUTCOME: Improved administrative functions for efficiency and productivity

Primary Big Bet:

- Big Bet #1 – Reform the Public Sector for a High-Performing State

Secondary Contributions:

- Big Bet #5 – Improved frontline service support
- Big Bet #6 – Operational performance monitoring

KEY RESULT AREA 1.3.1 | Streamline administrative processes to improve efficiency

DIP Ref/Link Code	Deliberate Intervention Programs (DIP)	Key Performance Indicators (KPI)	Target	Budget		Responsible Division	
				Gov't	D/Partners	Primary	Secondary
1.3.1.1 Big Bet 1, 5 & 6	Purchase and monitor office assets.	Number of office assets and materials monitored and reported on a quarterly basis.	Q1-Q4			Admin	

KEY RESULT AREA 1.3.2. | Strengthen administrative support to enhance service delivery.

DIP Ref/Link Code	Deliberate Intervention Programs (DIP)	Key Performance Indicators (KPI)	Target	Budget		Responsible Division	
				Gov't	D/Partners	Primary	Secondary
1.3.2.1 Big Bet 1, 5 & 6	Ensure office supplies are made available.	Number of managers and staff received quarterly supplies of office stationery	Q1- Q4			Admin	Finance
1.3.2.2 Big Bet 1, 5 & 6	Re-fleet Departments aging vehicles	3x 25 seater busses purchased					
		Number of vehicles affixed with Z plates					
1.3.2.3 Big Bet 1, 5 & 6	Service and Tender Departments old vehicles	Number of Old Vehicles Serviced and tendered	Q1- Q4			Admin	Finance
		Tender process commenced with NPC					



PERFORMANCE MANAGEMENT

CORPORATE OBJECTIVE 1: To promote and strengthen good governance, administrative functions and leadership commitments

STRATEGY 1.4: IMPROVE PERFORMANCE MANAGEMENT THROUGH PLANNING, REPORTING AND CAPACITY BUILDING.

OUTCOME: Excellence in performance that achieves organizational corporate objectives in 2025

Primary Big Bet:

- Big Bet #1 – Reform the Public Sector for a High-Performing State

Secondary Contributions:

- Big Bet #6 – Evidence-based performance reporting
- Big Bet #4 – Merit-based accountability

KEY RESULT AREA 1.4.1 | Align individual and department goals to improve performance

DIP Ref/Link Code	Deliberate Intervention Programs (DIP)	Key Performance Indicators (KPI)	Target	Budget		Responsible Division	
				Gov't	D/Partners	Primary	Secondary
1.4.1.1 Big Bet 1, 6 & 4	Facilitate validation and endorsement of individual work plan template.	Standard individual work plan template endorsed and utilized.	Q1- Q3			P/Mgt.	Policy
		Number of Branches and Divisions develop section work plans					
1.4.1.2 Big Bet 1, 6 & 4	Develop internal Performance Management (PM) & Staff Rewards and Recognition Policy.	1x Draft performance management policy developed, validated and endorsed.					
		1x draft internal reward and recognition policy developed, validated and endorsed.					

KEY RESULT AREA 1.4.2 | Establish A Reporting Mechanism for Individual Performance, Attendance and Punctuality Monitoring and Identify Areas for Improvement.

DIP Ref/Link Code	Deliberate Intervention Programs (DIP)	Key Performance Indicators (KPI)	Target	Budget		Responsible Division	
				Gov't	D/Partners	Primary	Secondary
1.4.2.1 Big Bet 1, 6 & 4	Develop and implement an annual performance appraisal schedule for managers and staffs.	Number of managers and staff appraised on schedule	Q1-Q3			P/Mgt.	
		Number of contract gratuity paid					
		Refresher workshop on SPA conducted					
		Mid-year Managers appraisal conducted					
		Mid-year staff appraisal conducted					

REMUNERATION

CORPORATE OBJECTIVE 1: To promote and strengthen good governance, administrative functions and leadership commitments

STRATEGY 1.5: EFFICIENTLY PROCESS OFFICER AND MANAGER'S COMPENSATION AND ENTITLEMENTS, ADHERING TO PRINCIPLES OF PERFORMANCE, MERIT, RESPONSIBILITY AND SERVICE RECOGNITION

OUTCOME: A transparent and equitable system for compensating officers and managers to improve organizational performance, employee satisfaction and retention of talent.

Primary Big Bet:

- Big Bet #1 – Reform the Public Sector for a High-Performing State

Secondary Contributions:

- Big Bet #4 – Fairness, equity and staff welfare
- Big Bet #6 – Payroll and HR data integrity for planning and accountability

KEY RESULT AREA 1.5.1 | Accuracy and timeliness of compensation processing

DIP Ref/Link Code	Deliberate Intervention Programs (DIP)	Key Performance Indicators (KPI)	Target	Budget		Responsible Division	
				Gov't	D/Partners	Primary	Secondary
1.5.1.1 Big Bet 1, 4 & 6	Conduct payroll cleansing (PPP) and manage employee benefits effectively.	Number of outstanding P.E settled.	Q1-Q4			REM	
		% of Payroll System cleansed.					
		Staff establishment systematic review					
		Personnel Emoluments Budget Preparations for 2026 completed.					

KEY RESULT AREA 1.5.3 | Employee Satisfaction and Service Recognition

DIP Ref/Link Code	Deliberate Intervention Programs (DIP)	Key Performance Indicators (KPI)	Target	Budget		Responsible Division	
				Gov't	D/Partners	Primary	Secondary
1.5.3.1 Big Bet 1, 4 & 6	Establish Effective Record management	% History Cards updated	Q1-Q4			REM	
		Filing System established managed and updated regularly.					



INFORMATION COMMUNICATION TECHNOLOGY

CORPORATE OBJECTIVE 1: To promote and strengthen good governance, administrative functions and leadership commitments

STRATEGY 1.6: ENHANCE DEPARTMENT'S OPERATIONS THROUGH INFORMATION COMMUNICATION TECHNOLOGY

OUTCOME: Improved ICT environment as platform for effective communication, access to information, data management and analysis, and improved client services.

Primary Big Bet:

- Big Bet #6 – Build a Digital State and Data-Driven Government

Secondary Contributions:

- Big Bet #1 – Modernised public sector operations
- Big Bet #5 – Digitally enabled service delivery (HQ–DCDC connectivity)

KEY RESULT AREA 1.6.1 | Integrate and automate processes using ICT solutions to enhance efficiency

DIP Ref/Link Code	Deliberate Intervention Programs (DIP)	Key Performance Indicators (KPI)	Target	Budget		Responsible Division	
				Gov't	D/Partners	Primary	Secondary
1.6.1.1 Big Bet 6, 1 & 5	Improve and Upgrade ICT Infrastructure for DfCDR headquarter	Number of ICT Infrastructure Upgraded	Q1-Q4			ICT	Finance, DCDC Project
		Number of Computers, Equipment and Tools procured and issued.					
1.6.1.2 Big Bet 6, 1 & 5	Establish and improve Help Desk System	Help desk system established, equipped and operationalized.					
		Number of job tickets reported quarterly					
1.6.1.3 Big Bet 6, 1 & 5	Establish connectivity between Department HQ and District Community Development Centers	Number of Communication Links installed					
		Number of DCDC connected to Department HQ					

KEY RESULT AREA 1.6.2 | Utilize Data Analytics for Data-Driven Decision-Making

DIP Ref/Link Code	Deliberate Intervention Programs (DIP)	Key Performance Indicators (KPI)	Target	Budget		Responsible Division	
				Gov't	D/Partners	Primary	Secondary
1.6.2.1 Big Bet 6, 1 & 5	Develop and Operationalize Community Development	Integrated Database developed and operationalized to capture all relevant data.	Q1-Q3			ICT	DCDC Project



	Integrated Information Management System (CDIIMS)	Number of databases connected from Districts Community Development Centers to HQ.					
KEY RESULT AREA 1.6.3 Embrace digital transformation to modernize department's operation							
DIP Ref/Link Code	Deliberate Intervention Programs (DIP)	Key Performance Indicators (KPI)	Target	Budget		Responsible Division	
				Gov't	D/Partners	Primary	Secondary
1.6.3.1 Big Bet 6, 1 & 5	Establish HR Attendance System	Electronic attendance system procured and installed.	Q1-Q3			ICT	Perf Mgt. ADMIN, Com Learning
		Establish HR Electronic Attendance System – Electronic attendance system procured, installed, and operational					
1.6.3.2 Big Bet 6, 1 & 5	Establishment of Document Management System.	Central electronic document storage, retrieval and filing system established.					
		Department Internet established.					
1.6.3.3 Big Bet 6, 1 & 5	Provide Internal IT capacity-building training Workshops for Department Staff and Managers.	Number of internal IT training programs developed.					
		Number of IT training workshops conducted.					
		Number of managers and staff participate in training.					



EXECUTIVE BRANCH

(OFFICE OF THE SECRETARY)

GENDER EQUITY AND SOCIAL INCLUSION (GESI)

CORPORATE OBJECTIVE 1: TO PROMOTE AND STRENGTHEN GOOD GOVERNANCE, ADMINISTRATIVE FUNCTIONS AND LEADERSHIP COMMITMENTS

STRATEGY 1.7: ADDRESS WORKPLACE CHALLENGES ON GESI THROUGH WELFARE & COUNSELLING SERVICES.

OUTCOME: Enhanced gender equity, reduced discrimination, improve mental health and increased awareness and sensitivity among employees.

Primary Big Bet:

- Big Bet #4 – Advance Human Development and Social Inclusion

Secondary Contributions:

- Big Bet #1 – Inclusive and ethical public service culture
- Big Bet #6 – GESI and wellbeing data informing workforce planning

KEY RESULT AREA 1.7.1 | Promote Inclusive Work Environment that values diversity and equal opportunity for all.

DIP Ref/Link Code	Deliberate Intervention Programs (DIP)	Key Performance Indicators (KPI)	Target	Budget		Responsible Division	
				Gov't	D/Partners	Primary	Secondary
1.7.1.1 BigBet 4, 1 & 6	Conduct Public Service Gender & Social Inclusion Survey	Establish Technical Working Group (TWG) involving Department of Personnel Management.	Q1-Q3			GESI	
		Survey questionnaire and methodology developed and endorsed for data collection.					
		Number of Government agencies and statutory bodies surveyed.					
		1x Survey report submitted to CACC					



KEY RESULT AREA 1.7.2 Establish staff support services to address workplace challenges and employee well-being.							
DIP Ref/Link Code	Deliberate Intervention Programs (DIP)	Key Performance Indicators (KPI)	Target	Budget		Responsible Division	
				Gov't	D/Partners	Primary	Secondary
1.7.2.1 BigBet 4, 1 & 6	Establish Counselling and supportive services for the Department.	Internal Staff Welfare and Counselling Policy developed.	Q1-Q3			GESI	
		Number of staff receive counselling services and support from the Department.					
1.7.2.2 BigBet 4, 1 & 6	Operationalize Internal GESI Policy	Number of policy deliverables achieved and progressed by the end of the year.					
KEY RESULT AREA 1.7.3 Gender Mainstreaming							
DIP Ref/Link Code	Deliberate Intervention Programs (DIP)	Key Performance Indicators (KPI)	Target	Budget		Responsible Division	
				Gov't	D/Partners	Primary	Secondary
1.7.3.2 BigBet 4, 1 & 6	Conduct DfCDR Male Advocates Training Workshops (PS MAN – Public Service Male Advocates Network)	Number of trainings conducted and people trained.	Q1-Q3			GESI	
		Public Service Male Advocate Network established.					

LEGAL

CORPORATE OBJECTIVE 1: To promote and strengthen good governance, administrative functions and leadership commitments

STRATEGY 1.8 | TIMELY AND ACCURATE LEGAL ADVICE TO THE SENIOR MANAGEMENT TEAM

OUTCOME: Compliant to applicable laws and regulations, minimizes legal risks and make legally informed decisions on matters that includes contracts and dispute resolutions.

Primary Big Bet:

- Big Bet #1 – Reform the Public Sector for a High-Performing State

Secondary Contributions:

- Big Bet #6 – Improved legal compliance tracking and reporting
- Big Bet #5 – Faster, compliant program and partnership delivery

KEY RESULT AREA 1.8.1 Provide timely & accurate legal advice.							
DIP Ref/Link Code	Deliberate Intervention Programs (DIP)	Key Performance Indicators (KPI)	Target	Budget		Responsible Division	
				Gov't	D/Partners	Primary	Secondary
1.8.1.1 BigBet 1, 6 & 5	Provide case brief to the Solicitors' office and peruse matters together.	Monthly Reports on number of Cases attended to, their status, and outcome	Q1-Q4			LEGAL	
1.8.1.2 BigBet 1, 6 & 5	Provide technical Legal advice	Number of Legal Advice provided to Secretary, EMT and SMT Members					
1.8.1.3 BigBet 1, 6 & 5	Enable and facilitate Partnership Arrangements	Number of MOU, MOA, Contracts and TOR reviewed, developed processed and signed.					
KEY RESULT AREA 1.8.2 Risk Mitigation							
DIP Ref/Link Code	Deliberate Intervention Programs (DIP)	Key Performance Indicators (KPI)	Target	Budget		Responsible Division	
				Gov't	D/Partners	Primary	Secondary
1.8.2.1 BigBet 1, 6 & 5	Settle outstanding service-provider cases.	Number of cases settled and reported quarterly	Q1-Q4			LEGAL	FINANCE
1.8.2.2 BigBet 1, 6 & 5	Prepare legal instruments for incoming service providers.	Number of engagement contracts/arrangements prepared and agreed on.					
KEY RESULT AREA 1.8.3 Legislative Compliance							
DIP Ref/Link Code	Deliberate Intervention Programs (DIP)	Key Performance Indicators (KPI)	Target	Budget		Responsible Division	
				Gov't	D/Partners	Primary	Secondary
1.8.3.1 BigBet 1, 6 & 5	Conduct quarterly information sessions on General Orders, Public Service Management Act, and the Public Finance Management Act.	Number of information sessions conducted on relevant administrative laws & regulations.	Q1-Q4			LEGAL	RSG
		Number of officers participated in information sessions					
1.8.3.2 BigBet 1, 6 & 5	Record and resolve any instance of compliance breach.	Number of cases registered for disciplinary committee deliberation.					



MEDIA & PUBLICATION

CORPORATE OBJECTIVE 1: To promote and strengthen good governance, administrative functions and leadership commitments

STRATEGY 1.10: PROMOTE DEPARTMENTS WORK THROUGH ALL MEDIA CHANNELS

OUTCOME: Advocacy, sharing of information and improved stakeholder's engagement through all forms of media channel

- Big Bet #5 – Transform Service Delivery to Reach All Citizens
- Secondary Contributions:
- Big Bet #4 – Public awareness and inclusion
 - Big Bet #6 – Feedback and perception data to improve services

KEY RESULT AREA 1.10.1 | Increased Public Awareness on Department's work through media.

DIP Ref/Link Code	Deliberate Intervention Programs (DIP)	Key Performance Indicators (KPI)	Target	Budget		Responsible Division	
				Gov't	D/Partners	Primary	Secondary
1.10.1.1 BigBet 5, 4 & 6	Review Media Communication Strategy.	Number of consultations and workshops conducted.	Q1-Q4			MEDIA	POLICY
		Launching of Media Communication Strategy.					
1.10.1.2 Big Bet 5, 4 & 6	Procure Media Equipment and media Tools.	Number of media equipment purchased.	Q1-Q4			MEDIA	Finance
1.10.1.3 BigBet 5, 4 & 6	Promote Visibility and Marketing of DFCDRs Initiatives	Conduct Press conferences and develop press statement	Q1-Q4			MEDIA	
		Number of signage with Logos and key messages on facilities to enhance department's visibility.					
		4x qtr. newsletters published and distributed.					
		4x talk back shows hosted on Radio/TV stations.					
		Number of mainstream & Social Media publications on Departments Initiatives, News & programs					

		Productions and Distributions of Broachers and Pamphlets					
		Number of video productions on Department's Projects and Activities					
KEY RESULT AREA 1.10.2 Improve Public Positive Perception							
DIP Ref/Link Code	Deliberate Intervention Programs (DIP)	Key Performance Indicators (KPI)	Target	Budget		Responsible Division	
				Gov't	D/Partners	Primary	Secondary
1.10.2.1 Big Bet 5, 4 & 6	Monitor, investigate, and respond to biased or negative media coverage of the Department, including content targeting vulnerable groups.	Number of negative media publications identified and investigated in both mainstream and social media and reported to EMT.	Q1-Q4			MEDIA	LEGAL
		Number of response to negative publications written and published in media.					
		Number of legal actions taken in response to negative media publications about the Department, including those involving vulnerable groups.					



INTERNAL AUDIT

CORPORATE OBJECTIVE 1: To promote and strengthen good governance, administrative functions and leadership commitments

STRATEGY: CONDUCT COMPLIANCE AUDIT OF THE FINANCIAL OPERATIONS OF THE DEPARTMENT.

OUTCOME: Department adheres to Public Finance Management Act, Regulations and policies with appropriate actions taken to improve on deficiencies.

- Big Bet #2 – Restore budget integrity & Constitutional Finance Rules
 - Big Bet #9 – Reform the Government Bureaucracy through whole of Gov't Audit
- Secondary Contributions:
- Big Bet #5 – Institutionalize Evidence Based Decision Making

KEY RESULT AREA 1.9.1 | Establish a comprehensive audit process

DIP Ref/Link Code	Deliberate Intervention Programs (DIP)	Key Performance Indicators (KPI)	Target	Budget		Responsible Division	
				Gov't	D/Partners	Primary	Secondary
1.9.1.1 BigBet 2, 9 & 5	Conduct monthly audit of department's accounts.	Monthly audit reports compiled for the Secretary's briefing	Q1-Q4			Audit	Finance
1.9.1.2 BigBet 2, 9 & 5	Prepare Departments Annual Expenditure Report.	Expenditure report factored in Annual Management Report	Q4			Audit	Finance MER

KEY RESULT AREA 1.9.2 | Identify compliance gaps

DIP Ref/Link Code	Deliberate Intervention Programs (DIP)	Key Performance Indicators (KPI)	Target	Budget		Responsible Division	
				Gov't	D/Partners	Primary	Secondary
1.9.2.1 BigBet 2, 9 & 5	Conduct regular assessment of IFMS and Aslesco Payroll systems.	Quarterly system performance reports updated	Q1-Q4			Audit	Finance & Rem

KEY RESULT AREA 1.9.3 | Improve accountability and compliance through compliance audits

DIP Ref/Link Code	Deliberate Intervention Programs (DIP)	Key Performance Indicators (KPI)	Target	Budget		Responsible Division	
				Gov't	D/Partners	Primary	Secondary
1.9.3.1 BigBet 2, 9 & 5	Develop Departments Financial & Governance compliance audit framework.	Draft framework presented to SMT and EMT for validation and endorsement.	Q1-Q4			Audit	Finance, Policy & MER



OFFICE OF THE SECRETARY

CORPORATE OBJECTIVE 1: To promote and strengthen good governance, administrative functions and leadership commitments

STRATEGY 1.11: PROVIDE LEADERSHIP AND EXECUTIVE OVERSIGHT THROUGH THE OFFICE OF THE SECRETARY.

OUTCOME: Office of the Secretary is functionally effective and efficient with workflow.

- Big Bet #5 – Institutionalize Evidence Based decision making
- Secondary Contributions:
- Big Bet #9 – Reform the government bureaucracy through whole of gov't audit
 - Big Bet #10 – strengthen service delivery through national coordinating authority

KEY RESULT AREA 1.11.1 | Coordinate functions of the Office of the Secretary

DIP Ref/Link Code	Deliberate Intervention Programs (DIP)	Key Performance Indicators (KPI)	Target	Budget		Responsible Division	
				Gov't	D/Partners	Primary	Secondary
1.11.1.1 BigBet 5, 9 & 10	Facilitate Program Verification Committee meetings.	Number of program submissions received and assessed.	Q1-Q4	-	N/A	OoS	M&E & Finance
		Number of program submissions recommended for Secretary's endorsement.					
1.11.1.2 BigBet 5, 9 & 10	Facilitate EMT Meetings every two months.	Number of EMT meetings conducted	Q1-Q4	12K	N/A	OoS	M&E
		Number of EMT decisions made and implemented.					
1.11.1.3 BigBet 5, 9 & 10	Conduct Project Steering Committee (PSC) Meeting with PIP Managers	Number of PSC meetings conducted	4x Meets (Q1-Q4)	80K	N/A	OoS	PIP Managers + Finance
		Number of PSC meeting minutes and reports compiled.					

Corporate Objective 2: To provide Policy Advice, develop and review policies, programs and legislations including standards and regulations for an integrated approach on Community Development.

STRATEGY 2.3 | PROMOTE PARTNERSHIP AND MAINSTREAMING OF SECTORAL POLICIES, STRATEGIES, AND PROGRAMS

OUTCOME: Ensure effective partnership and Continues mainstream of sectoral policies, strategies and Programs

KEY RESULT AREA 2.3.1 | Foster Collaborative Partnership

DIP Ref/Link Code	Deliberate Intervention Programs (DIP)	Key Performance Indicators (KPI)	Target	Budget		Responsible Division	
				Gov't	D/Partners	Primary	Secondary
2.3.1.3 BigBet 5, 9 & 10	Annual Partnership Forum	Number of pre-forum meetings held with Stakeholders	Q1-Q2	100K	(TBA)	OoS	All Managers + Policy
		Number of Partners and Agencies Participated					
2.3.1.4 Big Bet 5, 9 & 10	Formalize MOUs and partnership frameworks	Formalize partnership frameworks through MOUs/MOAs	Q1-Q4			OoS	Legal
		Maintain partnership database.					



SPECIAL PROJECTS & PROGRAMS

DISTRICT COMMUNITY DEVELOPMENT CENTRES (DCDC- PROJECT)

CORPORATE PLAN OBJECTIVE 5: Provide Leadership and Management of Special Projects & Programs

STRATEGY 5.1. ENHANCE ACCESSIBLE FACILITIES FOR PROTECTION AND EMPOWERMENT SERVICES AT THE DISTRICTS AND WARDS.

OUTCOME: Community Development Centers established in Districts.

Primary Big Bet:

- Big Bet#9 – Reform the government bureaucracy.
- Big Bet#10 – Strengthen Delivery through delivery unit & National coordination Authority

Secondary Contributions:

- Big Bet#5 - Institutionalize evidence based decision making.
- Big Bet#3 – Enable universal access to voluntary family planning services.

KEY RESULT AREA 5.1.1 | Establish and upgrade accessible Infrastructure in Districts.

DIP Ref/Link Code	Deliberate Intervention Programs (DIP)	Key Performance Indicators (KPI)	Target	Budget		Responsible Division	
				Gov't	D/Partners	Primary	Secondary
5.1.1.1 BigBet 9,10,5&3	Facilitate the construction of DCDCs and CLDCs	No. of consultations with interested members of Parliament-EOIs	Q1 - Q4			DCDC Project	PC & DC Implementation Wing
		Formulate PIP Budget					
		Secure project land sites and ensure all necessary project documents are obtained.					
		Liaise with DDAs/NPC to procure contractors					
	DCDC Constructed, equipped, resourced and operationalized.						
5.1.1.2 BigBet 9,10,5&3	Conduct regular inspections on existing infrastructure and report for maintenance and upgrades	Number of facilities inspected & reports compiled and submitted.					
		Number of maintenance carried out.					



KEY RESULT AREA 5.1.2 Increased Service Reach							
DIP Ref/Link Code	Deliberate Intervention Programs (DIP)	Key Performance Indicators (KPI)	Target	Budget		Responsible Division	
				Gov't	D/Partners	Primary	Secondary
5.1.2.1 BigBet 9,10,5&3	Conduct survey exercise to identify service coverage and effectiveness at the DCDCs and CLDCs	Number of surveys conducted to assess service coverage	Q1-Q4			DCDC Project	PC & DC Implementation Wing
		Number of impact reports completed from survey findings.					
KEY RESULT AREA 5.1.3 Enhance Service Quality							
DIP Ref/Link Code	Deliberate Intervention Programs (DIP)	Key Performance Indicators (KPI)	Target	Budget		Responsible Division	
				Gov't	D/Partners	Primary	Secondary
5.1.3.1 BigBet 9,10,5&3	Conduct Capacity Building Training to ensure quality of services from through the DCDCs & CLDCs	Number of trainings conducted	Q1-Q4			DCDC Project	PC & DC Implementation Wing
		Number of post-training assessments completed					
		Number of community feedback reports on service quality.					

GENDER BASED VIOLENCE SECRETARIAT

Vision: All Papua New Guineans to live free from violence & discrimination and are empowered to realized their full potential in safety and dignity.

Mission: To eradicate Gender Based Violence (GBV) through a comprehensive approach that integrates survivor centered care; systemic accountability, cultural transformation, legal reforms, prevention programs and multi-sectoral collaboration.

Goal: Achieve zero tolerance for GBV by 2050.

(DfCDR) CORPORATE PLAN OBJECTIVE 5: Provide Leadership and Management of Special Projects & Programs

National Gender Based Violence Strategy (2026–2035) | Objectives.

1. 100% functioning National GBV secretariat
2. 100% functioning Provincial GBV Secretariats
3. 60% rural access to survivor services
4. 25% conviction rate for GBV cases
5. 70% youth report positive gender norms & negative attitudes are reduced from 83% of male population to 40%

STRATEGY 5.2. IMPLEMENT THE NATIONAL RESPONSE TO GENDER-BASED VIOLENCE STRATEGY

OUTCOME: Establish and operationalize the national and provincial gender based violence secretariat.

Primary Big Bet:

- Big Bet #10 – Strengthen Delivery through delivery Unit & National Coordination Authority.

Secondary Contributions:

- Big Bet #5 – Institutionalize evidence based decision making.
- Big Bet #3 – Enable Universal Access to Voluntary Family Planning Services.

KEY RESULT AREA 5.2.1 | Strategy Implementation | Pillar One & Five: Governance & Data + Accountability

DIP Ref/Link Code	Deliberate Intervention Programs (DIP)	Key Performance Indicators (KPI)	Target	Budget		Responsible Division	
				Gov't	D/Partners	Primary	Secondary
5.2.1.1 BigBet 10,5&3	Establish & Strengthen Provincial GBV governance Structures	Number of Provincial GBV Secretariats established and operationalized.	Q1-Q4	K4.8M		NGBVS	DfCDR Prov/Gov'ts
5.2.1.2 BigBet 10,5&3	Develop M&E and database systems to assess GBV/SARV response outcome	M&E mechanisms established		K1.3M			
		Database system developed and operationalized					
		GBV data readily available					

KEY RESULT AREA 5.2.2 | Reduce Gender Based Violence | Pillar Three: Prevention

DIP Ref/Link Code	Deliberate Intervention Programs (DIP)	Key Performance Indicators (KPI)	Target	Budget		Responsible Division	
				Gov't	D/Partners	Primary	Secondary
5.2.2.1 BigBet 10,5&3	Conduct awareness and advocacy campaigns	Number of awareness and advocacy campaigns conducted	Q2-Q4	K2.9M		NGBVS	DfCDR Prov/Gov'ts
5.2.2.2 BigBet 10,5&3	Provide training and counselling services	Number of training and counselling services conducted		K2.9M			

KEY RESULT AREA 5.2.3 | Support Survivors of Gender Based Violence | Pillar Two & Four: Survivor Services & Justice System

DIP Ref/Link Code	Deliberate Intervention Programs (DIP)	Key Performance Indicators (KPI)	Target	Budget		Responsible Division	
				Gov't	D/Partners	Primary	Secondary
5.2.3.1 BigBet 10,5&3	Establish and reinforce key survivor support services at the sub-national level	Availability, quality, and sustainable services accessible to all GBV survivors	Q1-Q4	K4.4M		NGBVS	DfCDR Prov/Gov'ts
5.2.3.2 BigBet 10,5&3	Strengthen core justice systems in provinces and districts to address GBV and SARV	Justice systems created and functional at the subnational level		K1.6M			

SOCIAL PROTECTION SECRETARIAT | CNSP PROJECT

CORPORATE PLAN OBJECTIVE 5: Provide Leadership and Management of Special Projects & Programs

STRATEGY 5.3. IMPLEMENT CHILD NUTRITION AND SOCIAL PROTECTION PROJECT

OUTCOME: Social Protection is grounded, recognized and expanded in the country through the Child Nutrition Project.

Primary Big Bet:

- Big Bet# 3 – Enable Universal Access to Voluntary Family Planning Services
- Big Bet# 10 – Strengthen delivery through unit and national coordination authority

Secondary Contributions:

- Big Bet#5 – Institutionalize evidence based decision making

KEY RESULT AREA 5.3.1 | Improve Child Nutrition

DIP Ref/Link Code	Deliberate Intervention Programs (DIP)	Key Performance Indicators (KPI)	Target	Budget		Responsible Division	
				Gov't	D/Partners	Primary	Secondary
5.3.1.1 BigBet 9,10,5&3	Establish and strengthen governance system at the National and Sub-National	PMU established and functioning at National & Provincial Level.	Q1-Q4			CNSP Project	Social Protection Secretariat
		Number of MOU finalized with Pilot Provinces.					
		Reporting Structure/Protocol established and operationalized.					
		Beneficiaries Disbursement Bank Account established.					
		Beneficiary registration completed and verified.					
Direct Cash Transfer to beneficiaries carried out.							
5.3.1.2 BigBet 9,10,5&3	Design, develop, and strengthen Management Information System (MIS) for Child Nutrition & Social Protection	MIS fully operationalized	Q1-Q4			CNSP Project	Social Protection Secretariat
		Beneficiary data generated and updated in MIS.					



KEY RESULT AREA 5.3.2 Social Protection Coverage							
DIP Ref/Link Code	Deliberate Intervention Programs (DIP)	Key Performance Indicators (KPI)	Target	Budget		Responsible Division	
				Gov't	D/Partners	Primary	Secondary
5.3.2.1 BigBet 9,10,5&3	Establish and strengthen partnership and collaboration at the National and Sub-National.	Signed MOU and Signed Letters	Q1-Q4			Social Protection Secretariat	PC & DC Implementation wing
		Visibility of partnership and collaboration					
5.3.2.2 BigBet 9,10,5&3	Develop Awareness and Capacity Building Training Toolkits	Number of IEC materials developed and disseminated.	Q1-Q4			Social Protection Secretariat	Media + Standards Regulations & Guidelines
		Number of capacity-building training toolkits produced.					
		Number of awareness sessions delivered using key policy messages					
		Training conference and meetings on Pacific Community of Practice in SP)					
5.3.2.3 BigBet 9,10,5&3	Socialization of NSPP at the National and sub-national level	Number of national and regional consultative workshops conducted.	Q1-Q4			Social Protection Secretariat	Policy
		Number of stakeholders reached through the socialization process.					
5.3.2.4 BigBet 9,10,5&3	Develop Implementation Plan of Social Protection Policy.	Implementation plan finalized and submitted through SLOS for endorsement				Social Protection Secretariat	Policy
		Social Protection Policy implementation plan is printed and circulated to relevant stakeholders.					
5.3.2.5 BigBet 9,10,5&3	Draft Social Protection Bill	Number of regional consultations conducted.	Q1-Q4			Social Protection Secretariat	Standards Regulations & Guidelines
		Certificate of necessity obtained from the first legislative council.					
		Social protection Bill submitted for endorsement in parliament.					



KEY RESULT AREA 5.3.3 Measureable Impact							
DIP Ref/Link Code	Deliberate Intervention Programs (DIP)	Key Performance Indicators (KPI)	Target	Budget		Responsible Division	
				Gov't	D/Partners	Primary	Secondary
5.3.3.1 BigBet 9,10,5&3	Develop M&E Framework & Tools and conduct M&E on Child Nutrition & Social Protection	M&E Plan Framework developed	Q1 – Q4			Social Protection Secretariat	M&E
		Data collection tools designed and piloted					
5.3.3.2 BigBet 9,10,5&3	Establish and strengthen partnerships with PNG Research Institutions and Organizations	MOUs signed with research institutions	Q1 – Q4			Social Protection Secretariat	Policy
		TORs and contractual agreements developed					
5.3.3.3 BigBet 9,10,5&3	Conduct Research on Social Protection & Safety Net in PNG	Scoping research on Social Protection completed	Q1 – Q4			Social Protection Secretariat	
		Methodology developed for Customary Social Protection & Safety Net study					
		Safety net Programs identified and developed					



POLICY ADVICE & PROGRAM DEVELOPMENT WING

POLICY RESEARCH AND ADVICE

CORPORATE OBJECTIVE 2: To Provide Policy Advice, develop & review Policies, Programs & Legislations standards guidelines & regulations for an Integrated Approach on Community Development

STRATEGY 2.1 - PROVIDE TIMELY AND RELIABLE STRATEGIC ADVICE TO GOVERNMENT

OUTCOME: Department is offered reliable and prompt strategic policy guidance

BIG BET #1: Restore Trust in Government and Public Institutions

Secondary Contributions:

- Big Bet #7: Strengthen Policy Coherence and Strategic Coordination
- Big Bet #6: Enable Evidence-Based Decision-Making

KEY RESULT AREA 2.1.1 | Offer Policy Advice grounded in evidence to support Informed Decision-Making.

DIP Ref/Link Code	Deliberate Intervention Programs (DIP)	Key Performance Indicators (KPI)	Target	Budget		Responsible Division	
				Gov't	D/Partners	Primary	Secondary
2.1.1.1 BigBet 1, 7 & 6	Develop and design a Community Development Service Delivery Framework	National Community Development Service Delivery Framework Agreement Developed.	Q1-Q3			Policy	Implementation
		National Community Development Service Delivery Framework endorsed by NEC.					
		Community Development Service Delivery Framework Launched.					
2.1.1.2 BigBet 1, 7 & 6	Collaboration with relevant research institutions on prevalent social issues affecting communities	Number of meetings and consultations held between Department & research institutions.	Q1-Q4			Policy	OoS
		Number of MOUs established between Department and tertiary or research institutions					



KEY RESULT AREA 2.1.2 | Assess the Impact of Existing Policies to Establish Policy Effectiveness

DIP Ref/Link Code	Deliberate Intervention Programs (DIP)	Key Performance Indicators (KPI)	Target	Budget		Responsible Division	
				Gov't	D/Partners	Primary	Secondary
2.1.2.1 BigBet 1, 7 & 6	Assessments on Department Policies for improvement	Number of Internal Desktop Reviews conducted with key policy issues identified and recommendations made.	Q1-Q4			Policy	M&E
		Number of surveys conducted on each existing policy framework to establish its effectiveness.					
2.1.1.2 BigBet 1, 7 & 6	Develop review plan for existing or new policy framework and submit for approval	DfCDR Policy Formulation Standard Structure Develop, submitted for internal legal clearance and stakeholder validation.	Q1-Q2			Policy	M&E

KEY RESULT AREA 2.1.3 | Align Plans and Policies to Government's Development Priorities

DIP Ref/Link Code	Deliberate Intervention Programs (DIP)	Key Performance Indicators (KPI)	Target	Budget		Responsible Division	
				Gov't	D/Partners	Primary	Secondary
2.1.2.1 BigBet 1, 7 & 6	Develop the new Community & Culture Sector Development Plan	No. of Consultations conducted	Q1-Q4		(TBA)	Policy	M&E
		Community & Culture Development Sector Plan endorsed by NEC					
		Community & Culture Development Sector Plan launched					
		New Community & Culture Sector Coordination Committee established					
2.1.2.2 BigBet 1, 7 & 6	Host 2026 Bi - Annual National Community Development Advisor Retreat in Port Moresby	2026 Bi – Annual National Community Development Advisor's Retreat hosted	Q3		(TBA)	Policy	OoS
		Number of resolutions passed.					
2.1.2.3 BigBet 1,7 & 6	Policy Design and Support Program	Number of Department policies reviewed, consulted, and updated for endorsement by CACC and NEC.	Q1-Q4			Policy	Disability Religion I/Economy CSO

2.1.2.2 BigBet 1, 7 & 6	Mid- Term Review of the Corporate Plan 2023-2027	Number of review workshops conducted	Q2-Q3			Policy	M&E
		Corporate Plan reviewed					
		Corporate plan printed and circulated					
2.1.2.3 BigBet 1, 7 & 6	Develop Department's 2027 Annual Operational Plan	2027 AOP printed and launched during the 2027 Public Service Dedication Service.	Q3-Q4			Policy	M&E

PARTNERSHIP & MAINSTREAMING

STRATEGY 2.3 - PROMOTE PARTNERSHIP AND MAINSTREAMING OF SECTORAL POLICIES, STRATEGIES, AND PROGRAMS

OUTCOME - Ensure effective partnership and continuous mainstreaming of sectoral policies, strategies and programs

BIG BET #2: Rebuild National Unity, Identity and Shared Purpose

Secondary Contributions:

- Big Bet #7: Strengthen Whole-of-Government and Cross-Sector Coordination
- Big Bet #5: Improve Integrated Service Delivery

Key Result Area 2.3.2 | Integrate Sectoral Mainstreaming on Community Development Initiatives

DIP Ref/Link Code	Deliberate Intervention Programs (DIP)	Key Performance Indicators (KPI)	Target	Budget		Responsible Division	
				Gov't	D/Partners	Primary	Secondary
2.3.2.1 BigBet 2, 7 & 5	Promote department Cross Cutting Policies and Programs	Number of promotional events, forums and meetings attended.	Q1-Q4			Policy	PC & DC Implementation Wing
		Number of Cross Cutting Issues promoted in each sector.					
		National Policy Coherence Framework completed and circulated to sectors.					
2.3.2.2 BigBet 2, 7 & 5	Integrate sectoral policies into program deliverables in the communities	A number of sector policies integrated into program deliverables.	Q1-Q4			Policy	PC & DC Implementation Wing
		MOAs signed with policy and program custodians.					

STRATEGIC AND OPERATIONAL PLANNING

STRATEGY 2.7 - OVERSEE STRATEGIC AND OPERATIONAL PLANNING FOR CDCDS AND CLDCS

OUTCOME - Ensure Planning and Operationalization of DCDCs and CLDCs

BIG BET #5: Transform Service Delivery to Reach All Citizens

Secondary Contributions:

- Big Bet #7: Strengthen Planning, Coordination, and Implementation
- Big Bet #6: Improve Performance Tracking and Accountability

KEY RESULT AREA 2.7.1 | Align Strategic Goals

DIP Ref/Link Code	Deliberate Intervention Programs (DIP)	Key Performance Indicators (KPI)	Target	Budget		Responsible Division	
				Gov't	D/Partners	Primary	Secondary
2.7.1.1 BigBet 5,7 & 6	Establish planning process within each functional District Community Development Center.	Number of DCDCs develop and align plans to District Plans.	Q1-Q4	200K		Policy	PC & DC Implementation Wing
		DCDC Plans are aligned to Sector Plans (MTDP4)					

INSTITUTIONAL HOME OWNERSHIP SCHEME

STRATEGY 5.4 | DEPARTMENT'S INSTITUTIONAL HOME OWNERSHIP PROGRAM THROUGH AN INTERNAL HOME OWNERSHIP SCHEME

OUTCOME | Land and Staff Housing Scheme secured.

BIG BET #1: Strengthen Economic Foundations and Workforce Stability

Secondary Contributions:

- Big Bet #3: Supports planned housing and institutional infrastructure development.
- Big Bet #5: Enhances institutional efficiency and staff welfare to sustain service delivery

KEY RESULT AREA 5.4.1 | Update Internal Housing Policy & establish committee.

DIP Ref/Link Code	Deliberate Intervention Programs (DIP)	Key Performance Indicators (KPI)	Target	Budget		Responsible Division	
				Gov't	D/Partners	Primary	Secondary
5.4.1.1 BigBet 1, 3 & 5	Strengthen Institutional Housing Governance & Policy Framework	Internal Housing Committee established (No. of committee members appointed).	Q1-Q4	20K		Housing Committee	Policy
		Internal Housing Policy (2019) reviewed and updated.					

		Updated policy approved by the Committee.					
		Participation in Public Service Housing Policy meetings (meeting reports produced).					
		Draft District Housing Policy (DCDC) completed for consultation.					
		Institutional Housing Governance Framework developed (data collected on staff information)					
KEY RESULT AREA 5.4.2. Need Assessment and Feasibility Study							
DIP Ref/Link Code	Deliberate Intervention Programs (DIP)	Key Performance Indicators (KPI)	Target	Budget		Responsible Division	
				Gov't	D/Partners	Primary	Secondary
5.4.2.1 Big bet 1, 3 & 5	Integrated Public Service Home Ownership Scheme Feasibility Study	Consolidated research report on existing Home Ownership models completed	Q1-Q4	50K		Housing Committee	Policy
		Proposed financial arrangements developed and submitted					
		Housing design and costing options completed					
		Final Comprehensive Feasibility Study Report presented to the Department					



REGULATIONS, STANDARDS AND GUIDELINES

CORPORATE OBJECTIVE 2: To Provide Policy Advice, develop & review Policies, Programs & Legislations standards guidelines & regulations for an Integrated Approach on Community Development

STRATEGY 2.4: COORDINATE DEVELOPMENT, REVIEW & AMENDMENT OF LEGISLATIVE FRAMEWORKS, REGULATIONS, AND STANDARD GUIDELINES.

OUTCOME – Regulations for Community Development Act developed, ensuring compliance with Standards and Guidelines

BIG BET #1: Restore Trust in Government and Public Institutions

Secondary Contributions:

- Big Bet #8: Strengthen Institutional Integrity and Rule of Law
- Big Bet #7: Improve Regulatory Coherence and Compliance

KEY RESULT AREA 2.4.1 | Facilitate the development and review of legislative frameworks and regulations.

DIP Ref/Link Code	Deliberate Intervention Programs (DIP)	Key Performance Indicators (KPI)	Target	Budget		Responsible Division	
				Gov't	D/Partners	Primary	Secondary
2.4.1.1 BigBet 1,8 & 7	Establish a Legislative and Policy Review Committee (LPRC)	Inter-departmental legal review committee established	Q1-Q2			RSG	Policy
		Terms of Reference (ToR) for the Committee developed					
		Number of Meetings held					
2.4.1.2 BigBet 1,8 & 7	Develop regulations for Community Development Act (2025)	Number of meetings/workshops held to draft Regulations for CD Act.	Q2-Q4			RGS	Policy
		Regulations (statutory instruments) submitted to NEC for endorsement.					
2.4.1.3 BigBet 1, 8 & 7	Socialize Community Development Act (2025)	Community Development Act (2025) gazetted by Governor General done.	Q2-Q4			RGS	Legal & Policy
		Program plan submitted for endorsement and funding.					
		Number of regional consultations conducted					
		Number of relevant stakeholders and regional participants involved.					

2.4.1.4 BigBet 1, 8 & 7	Develop DCDC operational standard guidelines in compliance with CD Act (2025)	Number of regional consultative workshops held for DCDC guidelines and standards drafting	Q1-Q4			RGS	PC & DC Implementation wing
		DCDC Operational SOP & Guidelines drafted					
		Validation workshop & endorsement of SOP & Guidelines conducted.					
		Guidelines for new or revised laws developed and endorsed based on Legislative review report					
2.4.1.5 BigBet 1, 8 & 7	Review Church State Partnership Grant Guideline	Review and drafting workshops conducted	Q1-Q4			RGS	OoR/ Policy
		Number of consultation & validation workshops conducted.					
		New Church State Partnership grant guideline endorsed through SLOS/NEC					
2.4.1.6 Big Bet 1, 8 & 7	Legislative & Policy Capacity Building	Number of joint mentoring sessions/ trainings conducted.	Q1-Q4			RGS	
		Number of staff trained; ≥70% competency improvement					
2.4.1.7 Big Bet 1, 8 & 7	Implementation of Standard Operating Procedure	SOP fully integrated into Department's operations	Q1-Q4			RGS	HRM & M&E
		SOP Quarterly Performance Report Submitted					



KEY RESULT AREA 2.4.2 Promote Compliance and Adherence to Established Framework							
DIP Ref/Link Code	Deliberate Intervention Programs (DIP)	Key Performance Indicators (KPI)	Target	Budget		Responsible Division	
				Gov't	D/Partners	Primary	Secondary
2.4.2.1 Big Bet 1, 8 & 7	Legislative Awareness & Compliance Training program developed.	Legal awareness and training sessions disseminated with simplified legal summaries at national and subnational level.	Q1-Q4			RGS	Policy
		Training and communication materials developed & endorsed.					
		Program endorsement and budget secured.					
2.4.2.2 Big Bet 1, 8 & 7	Establish Regulatory Compliance Incentive Program	Initiate research and concept note for DFCDR Compliance Incentive Program	Q1-Q4			RGS	OoS
		Draft concept note submitted for Executive endorsement and funding.					

MONITORING AND EVALUATION

CORPORATE OBJECTIVE 2: To Provide Policy Advice, develop & review Policies, Programs & Legislations standards guidelines & regulations for an Integrated Approach on Community Development

STRATEGY 2.5 - MONITOR, EVALUATE, AND REPORT ON THE IMPACT OF POLICIES, REGULATIONS AND GUIDELINES FOR COMMUNITY DEVELOPMENT.

OUTCOME - To ensure there is effective and comprehensive Monitoring Evaluation and Reporting

BIG BET #6: Enable Data-Driven Governance and Performance Management

Secondary Contributions:

- Big Bet #1: Improve Transparency and Accountability
- Big Bet #7: Strengthen Results-Based Management

KEY RESULT AREA 2.5.1 | Establish robust monitoring and evaluation mechanism

DIP Ref/Link Code	Deliberate Intervention Programs (DIP)	Key Performance Indicators (KPI)	Target	Budget		Responsible Division	
				Gov't	D/Partners	Primary	Secondary
2.5.1.1 BigBet 6,1& 7	Enforce the strategic management of the department to provide the report based on the M&E framework	The number of monthly reports submitted to ME&R based on the M&E framework.	Q1-Q4			M&E	RGS
		Compilation of the Annual Management Report (AMR)					
		Compilation of Quarterly Analysis Reports					
		Produce Quarterly M&E Bulletin for manager					
2.5.1.2 BigBet 6,1 &7	Design and develop a new systemized Monitoring and Reporting system incorporating the use of technology.	Managers and staff undergo user interface training on the new system	Q1-Q4			M&E	ICT
		Achievement Reports are generated automatically.					
		Managers and staff undergo user interface training; achievement reports are generated automatically.					
2.5.1.3 BigBet 6,1 &7	Develop Legislative Monitoring & Evaluation and Reporting Framework	Legislative M&E Framework developed	Q1-Q4			M&E	RGS
		Quarterly compliance reviews Conducted					
		CD Act Compliance report completed					

KEY RESULT AREA 2.5.2 Data-Driven Decision-Making							
DIP Ref/Link Code	Deliberate Intervention Programs (DIP)	Key Performance Indicators (KPI)	Target	Budget		Responsible Division	
				Gov't	D/Partners	Primary	Secondary
2.5.2.1 BigBet 6,1 & 7	Conduct quarterly M&E surveys on existing programs and projects of the Department	Number of survey reports submitted	Q1- Q4			M&E	PC & DC + Programs Policy HRM
		Number of project sites and program deliverables observed and reported.					
2.5.2.2 BigBet 6, 1 & 7	Desktop reviews on existing policy, plans and programs with recommendations for review.	Number of recommendations through desktop review reports for each policy, plan or program.					
		Number of Policy review submissions done base on evaluation reports.					
2.5.2.3 BigBet 6, 1 & 7	M&ER Officer Training & Capacity Building: - Research – Data collection, - Analysis and Reporting Skills. - Planning - Goal setting etc.	Number of M&ER Officers go undergo capacity building trainings.					
		Number of major decisions supported by data analysis					
KEY RESULT AREA 2.5.3 Transparent Reporting							
DIP Ref/Link Code	Deliberate Intervention Programs (DIP)	Key Performance Indicators (KPI)	Target	Budget		Responsible Division	
				Gov't	D/Partners	Primary	Secondary
2.5.3.1 BigBet 6,1 & 7	Conduct Quarterly Review Workshops for Senior Management.	Number of Quarterly review workshops conducted.	4xReview workshops (Q1- Q4)			M&E	Policy
		Number of managers participate in review workshops.					
2.5.3.2 BigBet 6, 1 & 7	Program logbook established for all section and division for monitoring purposes.	Program & Activity logbook is established.	Q1-Q4			M&E	Policy
		A monthly brief for EMT is drafted and submitted.					
		Activity logbook established; monthly brief for EMT drafted & submitted.					
2.5.3.4 BigBet 6, 1 & 7	Conduct Quarterly SMT Meetings	4 x Quarterly SMT Conducted	Q1-Q4			M&E	OoS
		Meeting minutes submitted					



Key Result Area 2.2.5 Impact Assessment							
DIP Ref/Link Code	Deliberate Intervention Programs (DIP)	Key Performance Indicators (KPI)	Target	Budget		Responsible Division	
				Gov't	D/Partners	Primary	Secondary
2.2.5.1 BigBet 1, 7 & 6	Conduct impact assessment surveys on the community development programs and projects implemented.	Number of impact assessments conducted on respective programs	Q1-Q4	200K		M&E	ComEnv. PC & DC Implementation Wing
		Annual compliance monitoring conducted and consolidated report produced.					
STRATEGIC & OPERATIONAL PLANNING							
STRATEGY 2.7: OVERSEE STRATEGIC AND OPERATIONAL PLANNING FOR CDCDS AND CLDCS							
OUTCOME - Ensure Planning and Operationalization of DCDCs and CLDCs							
BIG BET #5: Transform Service Delivery to Reach All Citizens Secondary Contributions:							
<ul style="list-style-type: none"> • Big Bet #7: Strengthen Planning, Coordination, and Implementation • Big Bet #6: Improve Performance Tracking and Accountability 							
KEY RESULT AREA 2.7.2 Coordinated Implementation							
DIP Ref/Link Code	Deliberate Intervention Programs (DIP)	Key Performance Indicators (KPI)	Target	Budget		Responsible Division	
				Gov't	D/Partners	Primary	Secondary
2.7.2.1 BigBet 5,7 & 6	Clearly define program or activity outcome for every Provincial/DCDC visit & report against outcome.	Number of reports consistent with outcomes.	Q1-Q4			M&E	PC & DC Implementation Wing
		Synchronized activities and programs implemented and reported around the country					
KEY RESULT AREA 2.7.3 Performance Tracking							
DIP Ref/Link Code	Deliberate Intervention Programs (DIP)	Key Performance Indicators (KPI)	Target	Budget		Responsible Division	
				Gov't	D/Partners	Primary	Secondary
2.7.3.1 BigBet 5, 7 & 6	Develop performance tracking matrix for each DCDC against strategic plans, policies and program outcomes.	Performance tracking matrix developed.	Q1-Q4			M&E	PC & DC Implementation Wing
		Number of DCDCs consistent with planned activities and outcomes.					



PROGRAM DEVELOPMENT

CORPORATE OBJECTIVE 2: To Provide Policy Advice, develop & review Policies, Programs & Legislations standards guidelines & regulations for an Integrated Approach on Community Development

STRATEGY 2.2 - CONDUCT RESEARCH, DESIGN, AND SUPPORT IMPLEMENTATION OF PROTECTION AND EMPOWERMENT PROGRAMS FOR FAMILIES AND COMMUNITIES.

OUTCOME - CONDUCT RESEARCH FOR EVIDENCE-BASED POLICIES AND PROGRAMS

BIG BET #5: Transform Service Delivery to Reach All Citizens

Secondary Contributions:

- Big Bet #4: Build a Fair, Inclusive and Cohesive Society
- Big Bet #6: Strengthen Data, Research, and Impact Evidence

INFORMAL ECONOMY

KEY RESULT AREA 2.2.1 | Develop evidence-based protection and empowerment programs.

DIP Ref/Link Code	Deliberate Intervention Programs (DIP)	Key Performance Indicators (KPI)	Target	Budget		Responsible Division	
				Gov't	D/Partners	Primary	Secondary
2.2.1.1 BigBet 1, 7 & 6	Complete and submit Informal Economy Policy for endorsement.	Editorial on policy completed	Q1-Q4		(TBA)	I/Economy	Policy
		NEC submission drafted and Submitted for Policy endorsement.					
		Policy endorsed socialized and implemented					
2.2.1.2 BigBet 1, 7 & 6	Conduct financial literacy trainings	Number of Financial Literacy Trainer of Trainer(s) (TOT) Training conducted.	Q1-Q4		CEFI	Informal Economy	
		Number of Financial Literacy Retail Training(s) (FLRT) conducted.					
		Number of participants trained under TOT and FLRT trainings.					
2.2.1.3 BigBet 1, 7 & 6	Consult CLRC and NEC on the status of Informal Economy Control and Development Act (2004) review.	Number of letters and meetings with CLRC and NEC secretariat.	Q1-Q4			Informal Economy	Policy
		Ministerial and NEC submissions facilitated through SLOS.					

COMMUNITY ENVIRONMENT

KEY RESULT AREA 2.2.2 | Facilitate the Development and Implementation of Key Initiatives to Safeguard Communities from Environmental Impacts

DIP Ref/Link Code	Deliberate Intervention Programs (DIP)	Key Performance Indicators (KPI)	Target	Budget		Responsible Division	
				Gov't	D/Partners	Primary	Secondary
2.2.2.1 BigBet 1, 7 & 6	Develop Community Based Disaster Risk Management Strategies.	Number of workshops conducted with relevant partners to develop disaster risk management strategies.	Q1-Q4		(TBA)	Community Environment	
		Number of Disaster Risk Management Strategies developed, socialized and implemented with relevant partners.					
2.2.2.2 BigBet 1, 7 & 6	Community Capacity Enhancement Initiative (CCEI)	Number of CCEI workshops conducted on peacebuilding dialogues and mediation sessions.	Q1-Q4			Community Environment	
		Number of participants attend CCEI Trainings					
2.2.2.3 BigBet 1, 7 & 6	Climate Change Adaptation and Mitigation at Community Level	Number of consultations with relevant stakeholders	Q1-Q4			Community Environment	
		Terms of Reference developed					
		Technical Working Group established					
		MOU developed and signed with relevant partners.					
2.2.2.4 BigBet 1, 7 & 6	Develop Wash Program for Rural Communities.	Number of consultations with relevant partners and stakeholders on Wash Program	Q2-Q4			Community Environment	Policy
		Research PIP for wash program submitted to National Planning.					



KEY RESULT AREA 3.5.3 Sustainable Partnership							
DIP Ref/Link Code	Deliberate Intervention Programs (DIP)	Key Performance Indicators (KPI)	Target	Budget		Responsible Division	
				Gov't	D/Partners	Primary	Secondary
3.5.1.2 BigBet 4,5 & 1	Partnerships with relevant stakeholders for program implementation	Number of Community Environment programs implemented through partnerships	Q1-Q4			Community Environment	OoS
		Number of resources mobilized ensure equal distribution					
COMMUNITY LEARNING							
KEY RESULTS AREA 2.2.3 Strengthen Communities through Learning and Lifelong Skills Development							
DIP Ref/Link Code	Deliberate Intervention Programs (DIP)	Key Performance Indicators (KPI)	Target	Budget		Responsible Division	
				Gov't	D/Partners	Primary	Secondary
2.2.3.1 BigBet 1, 7 & 6	Conduct Adult Literacy Training	Number of TOT training on Adult Literacy conducted.	Q1-Q4			Community Learning	
		Number of Adult Literacy Learner Classes Conducted					
		National Literacy Week Awareness campaign attended.					
2.2.3.2 BigBet 1, 7 & 6	Identify and develop Life Skills Training program	Number of life skills training programs identified, packaged & delivered.	Q1-Q4			Community Learning	PC & DC Implementation Wing
		Number of participants undertake life skills training.					



Family Learning and Development

STRATEGY 3.5: SUPPORT EARLY CHILDHOOD CARE AND YOUTH DEVELOPMENT PROGRAMS THROUGH PARTNERSHIP

Outcome: Instilling Positive Values in Children and Youths as Foundations for Productive Families and Societies

BIG BET: BIG BET #4: Invest in Human Capital Development

Secondary Contributions:

- Big Bet #5: Transform Service Delivery to Reach All Citizens
- Big Bet #1: Strengthen Institutions and Partnerships for Sustainable Development

KEY RESULT AREA 3.5.1 | Support ECCD programs for holistic development

DIP Ref/Link Code	Deliberate Intervention Programs (DIP)	Key Performance Indicators (KPI)	Target	Budget		Responsible Division	
				Gov't	D/Partners	Primary	Secondary
3.5.1.1 BigBet 4,5 & 1	Support Early Childhood Care & Development and youth development at the District and Ward levels	Number of eligible children who participated in early childhood care programs.	Q1-Q4	300K		Community Learning	PC & DC Implementation Wing
		Number of children benefiting from these programs					

KEY RESULT AREA 3.5.2 | Youth Empowerment

DIP Ref/Link Code	Deliberate Intervention Programs (DIP)	Key Performance Indicators (KPI)	Target	Budget		Responsible Division	
				Gov't	D/Partners	Primary	Secondary
3.5.2.1 BigBet 4, 5 & 1	Develop positive parenting program for youth engagement	Positive parenting training program/package developed	Q1-Q4	100K		Community Learning	Policy, DC Implementation Wing
		PIP submission for positive parenting program submitted for funding.					
		Positive parenting program piloted in respective DCDCs.					

(CSO) CHURCH-STATE PARTNERSHIP PROGRAM – Office of Religion

STRATEGY 2.6 - PROMOTE AND STRENGTHEN CHURCH-STATE PARTNERSHIP AND CIVIL SOCIETY ORGANIZATIONS

OUTCOME - Ensure an effective partnership for Service Delivery

BIG BET #2: Rebuild National Unity, Identity and Shared Purpose

Secondary Contributions:

- Big Bet #5: Extend Service Delivery through Trusted Partners
- Big Bet #4: Strengthen Social Cohesion and Inclusion

KEY RESULT AREA 2.6.1 | Collaborative Programs

DIP Ref/Link Code	Deliberate Intervention Programs (DIP)	Key Performance Indicators (KPI)	Target	Budget		Responsible Division	
				Gov't	D/Partners	Primary	Secondary
2.6.1.1 Big Bet 2, 5 & 4	National Public Service Dedication Service	Conduct National Public Service Dedication Service	Q1			OoR	
		Number of Departments & Public Institutions participate in Dedication Service					
2.6.1.2 BigBet 2, 5 & 4	National Day of Prayer and Repentance.	Conduct National Day of Prayer and Repentance	Q3			OoR	
		Number of provinces observe Repentance Day					

KEY RESULT AREA 2.6.2 | Institutional Strengthening

DIP Ref/Link Code	Deliberate Intervention Programs (DIP)	Key Performance Indicators (KPI)	Target	Budget		Responsible Division	
				Gov't	D/Partners	Primary	Secondary
2.6.2.1 BigBet 2, 5 & 4	Church Development Council (CDC) Meeting	CDC Meeting conducted	Q2-Q4			OoR	
		Number of Church Leaders participate in Council Meeting					
2.6.2.3 BigBet 2, 5 & 4	Review existing PNG Church-State Partnership Policy Framework	PNG CSPP Policy endorsed by the NEC	Q2-Q4			OoR	Policy
		Conduct x 4 Regional Consultation					

		1 National Stakeholder Consultation					
		NEC Submission and Endorsements					
		Religion Policy Launched					
KEY RESULT AREA 2.6.3 Inclusivity and Engagement							
DIP Ref/Link Code	Deliberate Intervention Programs (DIP)	Key Performance Indicators (KPI)	Target	Budget		Responsible Division	
				Gov't	D/Partners	Primary	Secondary
2.6.3.1 BigBet 2, 5 & 4	Data Collection on Services provided by Churches at the Sub-National Levels	Number of Church Services mapped out within all established District Community Development Centers	Q2-Q3		DFAT (CPP)	OoR	ICT, PC & DC Implementation Wing
		Report on Church services established					
2.6.3.2 BigBet 2,5 & 4	Disburse Grants to Churches	Number of site inspections done for churches who received grants.	Q2			OoR	OoS
		Number of Churches submit acquittals for grants received.					
		Number of Churches receive grants from Department.					



EQUALITY AND INCLUSION WING

OFFICE FOR DEVELOPMENT OF WOMEN

CORPORATE OBJECTIVE 3: PROMOTE INSTITUTIONAL DEVELOPMENT AND STRENGTHEN INCLUSIVE RIGHTS-BASED PROTECTION POLICIES AND PROGRAMS

STRATEGY 3.1 | PROMOTE GENDER DEVELOPMENT, WOMEN EMPOWERMENT AND LEADERSHIP

OUTCOME: Create an equitable, just, and inclusive society for women and girls to have equal opportunities to participate in decision-making processes, leadership roles and economic activities.

- BIG BET #4: Advance Social Inclusion and Equity
- Secondary Contributions:
- Big Bet #1: Strengthen institutional capacity for gender-responsive governance
 - Big Bet #5: Improve access to leadership, economic participation, and decision-making for women

KEY RESULT AREA 3.1.1 | Increased Gender Equality

DIP Ref/Link Code	Deliberate Intervention Programs (DIP)	Key Performance Indicators (KPI)	Target	Budget		Responsible Division	
				Gov't	D/Partners	Primary	Secondary
3.1.1.1 BigBet 4, 1 & 5	ODW Staff capacity building on use of Gender Parity Index (GPI) & Gender Pay Gap (GPG) across GEWE policy sectors	Number of ODW staff trained on GPI	Q2-Q4			ODW	Policy & M&E
		Number of ODW officers implementing GPI across GEWE policy sectors					
3.1.1.2 BigBet 4, 1 & 5	Commemoration of International and National Women's Day	Number of plenary meetings conducted	Q1	297K		ODW	
		Number of events conducted					
		International and National Women's Day hosted and report submitted.					
3.1.1.3 BigBet 4, 1 & 5	Strengthen the institutional independence of ODW	Standalone organizational framework developed	Q1-Q4			ODW	HRM
		Framework approved by DPM and NEC					
		Structure established					

KEY RESULT AREA 3.1.2 Enhanced Women's Empowerment							
DIP Ref/Link Code	Deliberate Intervention Programs (DIP)	Key Performance Indicators (KPI)	Target	Budget		Responsible Division	
				Gov't	D/Partners	Primary	Secondary
3.1.2.1 BigBet 4, 1 & 5	Develop Women's Empowerment Strategies	Number of consultations conducted	Q1-Q2	1.49M		ODW	
		Women in Leadership Strategy developed					
		Women's Economic Empowerment Strategy developed					
		NEC and CACC endorsement					
3.1.2.2 BigBet 4, 1 & 5	GEWE committee internal and external stakeholder engagements	Number of GEWE interagency meetings conducted annually & reports submitted	Q1-Q4	33.8K		ODW	
		Number of TWG meetings conducted annually & reports submitted					
3.1.2.3 BigBet 4, 1 & 5	International and Regional Commitments	Triennial Conference attended	Q1	640K		ODW	
		CSW 70th Session attended					
		Beijing +30 attended					
		Universal Periodic Review (UPR) attended					
		7th Regional Working Group (RWG) on the Implementation of Family Protection/ Domestic Violence Legislation attended					
KEY RESULT AREA 3.1.3 Strengthened Leadership							
DIP Ref/Link Code	Deliberate Intervention Programs (DIP)	Key Performance Indicators (KPI)	Target	Budget		Responsible Division	
				Gov't	D/Partners	Primary	Secondary
3.1.3.1 BigBet 4, 1 & 5	Hosting of Leadership Symposium in partnership with AUS/ANZ High Commission	Number of women participants attend symposium.	Q1-Q4	300K		ODW	
		Symposium Report					
3.1.3.2 BigBet 4, 1 & 5	Capacity Building for the National Council of Women (NCW) executives	Number of NCW executives trained at the national and subnational levels					
		Number of trainings conducted and reports submitted.					
3.1.3.3 BigBet 4, 1 & 5	Review and harmonise legislation relating to women's leadership and gender equality	Number of gender related legislations reviewed and harmonized					



PROTECTION PROGRAMS

STRATEGY 3.2: DEVELOP AND IMPLEMENT PROTECTION PROGRAMS FOR VULNERABLE AND MARGINALISED GROUPS

OUTCOME: Eradicate discrimination, stigma, and improve well-being and quality of life for the vulnerable and marginalized people

- BIG BET #4: Advance Social Inclusion and Protect Vulnerable Populations
Secondary Contributions:
- Big Bet #5: Deliver inclusive protection services at national and subnational levels
- Big Bet #6: Strengthen data, policy frameworks, and evidence for protection programming

KEY RESULT AREA 3.2.1 | Improved Safety and Well-Being

DIP Ref/Link Code	Deliberate Intervention Programs (DIP)	Key Performance Indicators (KPI)	Target	Budget		Responsible Division	
				Gov't	D/Partners	Primary	Secondary
3.2.1.1 BigBet 4, 5 & 6	Document and profile stories of women's cultural knowledge, traditional roles, and contributions to community well-being across PNG.	Number of stories and case studies gathered, published, and shared nationally.	Q2-Q4	100K		ODW	Media

KEY RESULT AREA 3.2.2 | Inclusive Policies

DIP Ref/Link Code	Deliberate Intervention Programs (DIP)	Key Performance Indicators (KPI)	Target	Budget		Responsible Division	
				Gov't	D/Partners	Primary	Secondary
3.2.2.1 BigBet 4, 5 & 6	Socialization of the PNG GEWE Policy and Strategies	Number of socialization sessions conducted through policy dialogues	Q1-Q2	150K		ODW	
		Number of departments integrating GEWE actions into annual work plans					
		Number of private sector partners incorporating gender equality commitments into corporate practices					

KEY RESULT AREA 3.2.3 | Promote Social Inclusion

DIP Ref/Link Code	Deliberate Intervention Programs (DIP)	Key Performance Indicators (KPI)	Target	Budget		Responsible Division	
				Gov't	D/Partners	Primary	Secondary
3.2.3.1 Big Bet 4, 5 & 6	Implementation of MoAs with partners	Number of MoAs implemented jointly with partners	Q1-Q4	50K		ODW	OoS Legal

		Number of gender mainstreaming programs implemented					
3.2.3.2 BigBet 4, 5 & 6	Engagement in Melanesian Spearhead Group (MSG) gender equality and inclusion framework	The number of Melanesian countries that participated in the consultation	Q2-Q4	281.4K		ODW	
		Consultation reports submitted					

STRATEGY 3.3: PERIODICALLY REVIEW AND REPORT ON INTERNATIONAL CONVENTIONS

OUTCOME: Provide periodic report on the domestication and ratification of regional and international human rights commitments in the country

- BIG BET #2: Strengthen Policy, Legal, and Regulatory Compliance
- Secondary Contributions:
- Big Bet #1: Improve institutional coordination and accountability
 - Big Bet #6: Enhance reporting systems, monitoring, and evidence-based compliance

KEY RESULT AREA 3.3.1 | Timely Reporting

DIP Ref/Link Code	Deliberate Intervention Programs (DIP)	Key Performance Indicators (KPI)	Target	Budget		Responsible Division	
				Gov't	D/Partners	Primary	Secondary
3.3.1.1 BigBet 2, 1 & 6	Presentation of PNG CEDAW State report in New York/Geneva	CEDAW report successfully presented	Q2-Q4	630K		ODW	Inter Conventions + Treaties
		Positive feedback or recommendations received					

AWARENESS & ADVOCACY

STRATEGY 3.4: DEVELOP AND PROMOTE SOCIAL RESPONSIBILITY PROGRAMS THROUGH TRAINING, AWARENESS AND ADVOCACY

OUTCOME: Building a positive social change and stronger resilient communities

- Big Bet #2: Strengthen Policy, Legal, and Regulatory Compliance
- Secondary Contributions:
- Big Bet #1: Improve institutional coordination and accountability
 - Big Bet #6: Enhance reporting systems, monitoring, and evidence-based compliance

KEY RESULT AREA 3.4.1 Social Responsibility Program Development							
DIP Ref/Link Code	Deliberate Intervention Programs (DIP)	Key Performance Indicators (KPI)	Target	Budget		Responsible Division	
				Gov't	D/Partners	Primary	Secondary
3.4.1.2 BigBet 2, 1 & 6	Men and Boys Engagement in Gender Equality Strategy	Number of regional consultations held	Q1-Q2			ODW	
		Strategy drafted					
		Strategy successfully endorsed					
KEY RESULT AREA 3.4.2 Increased Awareness							
DIP Ref/Link Code	Deliberate Intervention Programs (DIP)	Key Performance Indicators (KPI)	Target	Budget		Responsible Division	
				Gov't	D/Partners	Primary	Secondary
3.4.2.1 BigBet 2, 1 & 6	Conduct Awareness and Advocacy on CEDAW	Number of awareness sessions conducted	Q2-Q4			ODW	
		Number of targeted populations reached and educated on CEDAW					
		Number of individuals gained an understanding of CEDAW					
		Number of advocacy articles and awareness materials circulated					

OFFICE FOR DISABILITY SERVICES

CORPORATE OBJECTIVE 3: PROMOTE INSTITUTIONAL DEVELOPMENT AND STRENGTHEN INCLUSIVE RIGHTS-BASED PROTECTION POLICIES AND PROGRAMS

STRATEGY 3.2: DEVELOP AND IMPLEMENT PROTECTION PROGRAMS FOR VULNERABLE AND MARGINALISED GROUPS

OUTCOME: Disable person's rights are promoted, protected and services rendered through disable persons organisations.

- BIG BET #4: Advance Social Inclusion and Protect Vulnerable Populations
- Secondary Contributions:
- Big Bet #5: Deliver inclusive protection services at national and subnational levels
 - Big Bet #6: Strengthen data, policy frameworks, and evidence for protection programming

KEY RESULT AREA 3.2.2 | Develop Inclusive Policies

Budget	Responsible Division	Budget	Target	Budget		Responsible Division	
				Gov't	D/Partners	Primary	Secondary
3.2.2.3 BigBet 2, 1 & 6	Review the National Disability Policy	Number of consultations, drafting workshops, and reporting conducted	Q1-Q4	1M		Disability	Policy
		Number of consultations, drafting workshops, and reporting conducted					
		Policy successfully launched					

KEY RESULT AREA 3.2.3 | Promote Social Inclusion

Budget	Responsible Division	Budget	Target	Budget		Responsible Division	
				Gov't	D/Partners	Primary	Secondary
3.2.3.1 BigBet 2, 1 & 6	Socialization of the Disability Services Act	Number of awareness sessions conducted and stakeholder groups reached	Q1-Q4	1M		Disability	RGS & Policy HRM
		Enhanced public awareness of the Disability Service Act					
		Number of PCCD's established					
3.2.3.2 BigBet 2, 1 & 6	Commemoration of International and National Disability Day	Number of programs and events conducted to commemorate International & National Disability Day.					
3.2.3.2 BigBet 2, 1 & 6	Establishment of Office of Disability Services.	Number of Consultative Workshops conducted on Office establishment.					



		Structure submitted to Personnel Management for reclassification					
		Structure approved by DPM					
EMPOWERMENT PROGRAMS							
STRATEGY 3.6 EMPOWER VULNERABLE AND MARGINALIZED GROUPS WITH LIFE SKILLS TRAINING							
OUTCOME: The Vulnerable and marginalized people are empowered, resilient and live a productive life							
<ul style="list-style-type: none"> • BIG BET #5: Transform Service Delivery to Reach All Citizens Secondary Contributions: <ul style="list-style-type: none"> • Big Bet #4: Advance social inclusion through empowerment and skills development • Big Bet #6: Enable data capture and monitoring of empowerment and livelihood outcomes 							
KEY RESULT AREA 3.6.1 Enhanced Self-Reliance for Empowerment and Independence							
DIP Ref/Link Code	Deliberate Intervention Programs (DIP)	Key Performance Indicators (KPI)	Target	Budget		Responsible Division	
				Gov't	D/Partners	Primary	Secondary
3.6.1.1 BigBet 5, 4 & 6	Promote Sign Language	Sign Language Training Manual vetted by stakeholders	Q3-Q4	250K		Disability	
		Number of Sign Language Training conducted					
		Sign Language mainstreamed at the subnational level					

ELDERLY

CORPORATE OBJECTIVE 3: PROMOTE INSTITUTIONAL DEVELOPMENT AND STRENGTHEN INCLUSIVE RIGHTS-BASED PROTECTION POLICIES AND PROGRAMS

PROTECTION PROGRAM

STRATEGY: 3.2 DEVELOP AND IMPLEMENT PROTECTION PROGRAMS FOR VULNERABLE AND MARGINALIZED GROUPS

OUTCOME: Eradicate Discrimination, Stigma and Improved well-being and quality of life for the vulnerable and marginalized people.

- Big Bet #5 – Transform Service Delivery to Reach All Citizens

Secondary Contributions:

- Big Bet #4 – Build a Fair, Inclusive and Cohesive Society: Reduces exclusion, stigma, and inequality.
- Big Bet #1 – Restore Trust in Government and Public Institutions: Strengthens compliance with national and international human rights obligations.

KEY RESULT AREA 3.2.2 | Develop Inclusive Policies

DIP Ref/Link Code	Deliberate Intervention Programs (DIP)	Key Performance Indicators (KPI)	Target	Budget		Responsible Division	
				Gov't	D/Partners	Primary	Secondary
3.2.2.2 BigBet 5, 4 & 1	Develop the National Senior Citizen and Ageing Strategy	Initial Draft developed for consultations	Q1-Q4	200K		Elderly	Social Protection + Policy
		Number of regional consultations with relevant stakeholders					
		Draft strategy submitted for endorsement					
		Strategy Launched					

KEY RESULT AREA 3.2.3 | Promote Social Inclusion

DIP Ref/Link Code	Deliberate Intervention Programs (DIP)	Key Performance Indicators (KPI)	Target	Budget		Responsible Division	
				Gov't	D/Partners	Primary	Secondary
3.2.3.1 BigBet 5,4 & 1	Develop awareness programs on the Rights of Senior Citizens (elderly persons)	Number of awareness programs developed and delivered.	Q1- Q4			Elderly	
3.2.3.2 BigBet 5, 4 & 1	Commemoration of the International Elderly Day	Number of events and programs conducted	Q3-Q4			Elderly	
		International Elderly Day celebrated					

EMPOWERMENT PROGRAMS

STRATEGY 3.6: EMPOWER VULNERABLE AND MARGINALIZED GROUPS WITH LIFE SKILLS TRAINING

OUTCOME: The vulnerable and marginalized people will be empowered to be resilient and live a productive life

- BIG BET #5: Transform Service Delivery to Reach All Citizens
- Secondary Contributions:
- Big Bet #4: Advance social inclusion through empowerment and skills development
 - Big Bet #6: Enable data capture and monitoring of empowerment and livelihood outcomes

KEY RESULT AREA 3.6.2 | Design and develop life skill programs for Disable Person and Elderly.

DIP Ref/Link Code	Deliberate Intervention Programs (DIP)	Key Performance Indicators (KPI)	Target	Budget		Responsible Division	
				Gov't	D/Partners	Primary	Secondary
3.6.2.1 BigBet 5,4 & 6	Complete Development of Trainers Guide for Retirees Exit Plan Trainings	Finalized and Validated Trainers Guide for Working Retirees Exit Plan Trainings	Q1-Q4			Elderly	HRM
		Trainers' guide endorsed					
3.6.2.2 BigBet 5, 4 &6	Conduct Exit Plan Trainings and Counselling for retirees	Number of trainings and counselling conducted					

INTERNATIONAL CONVENTIONS & TREATY

CORPORATE OBJECTIVE 3: PROMOTE INSTITUTIONAL DEVELOPMENT AND STRENGTHEN INCLUSIVE RIGHTS-BASED PROTECTION POLICIES AND PROGRAMS

STRATEGY 3.3: PERIODICALLY REVIEW AND REPORT ON INTERNATIONAL CONVENTIONS.

OUTCOME: Department

- BIG BET #5: Transform Service Delivery to Reach All Citizens
- Secondary Contributions:
- Big Bet #4: Advance social inclusion through empowerment and skills development
 - Big Bet #6: Enable data capture and monitoring of empowerment and livelihood outcomes

KEY RESULT AREAS 3.3.2 | Compliance and Accountability

DIP Ref/Link Code	Deliberate Intervention Programs (DIP)	Key Performance Indicators (KPI)	Target	Budget		Responsible Division	
				Gov't	D/Partners	Primary	Secondary
3.3.2.1 BigBet 5, 4 & 6	Coordinate and Report on the Convention and Rights of Persons with Disability (CRPD)	Number of emerging issues identified and reported.	Q1-Q4	200K		International Conventions and Treaties	
		Number of drafting workshops conducted					
		Periodic report completed and submitted					
3.3.2.2 BigBet 5, 4 & 6	Establish a steering committee on treaties and international conventions with specific Terms of Reference (TOR).	Number of participants and meetings attended.	Q1-Q2	60K		International Conventions and Treaties	
		Steering Committee established					
		Terms of Reference developed					

KEY RESULT AREA 3.3.3 | Stakeholder Engagement and Collaboration

DIP Ref/Link Code	Deliberate Intervention Programs (DIP)	Key Performance Indicators (KPI)	Target	Budget		Responsible Division	
				Gov't	D/Partners	Primary	Secondary
3.3.3.1 BigBet 5, 4 & 6	Collaborate with DJAG to facilitate the official transfer of the Family Protection Act & SARV Plan	Number of Consultations and reports drafted	Q1- Q2	900K		International Conventions and Treaties	
		Transfer instrument signed and executed					
		One sensitization workshop on the Family Protection Act and SARV Plan conducted					

3.3.3.2 BigBet 5, 4 & 6	Commemoration of the 20 days of Human Rights Activism	Number of activities hosted together with partners to commemorate the day	Q4	900K	International Conventions and Treaties	
		Baseline Assessment for the 20 Day Human Rights Activism conducted				
		National and International 20 Days Human Rights Activism Calendar Developed				
		Reports completed and submitted				

What is Community Development?

FUN FACT



Community development is a participatory process that seeks to improve the social, economic, environmental, and overall well-being of communities through the active involvement of their members. It recognizes communities as partners in development, emphasizing collective action, local ownership, and shared responsibility for addressing common challenges.



The United Nations defines Community Development as “a process where community members come together to take collective action and generate solutions to common problems.” This highlights grassroots participation and self-help approaches rather than top-down delivery of solutions. Similarly, the International Association for Community Development (IACD) describes it as a practice that promotes participatory democracy, sustainable development, human rights, equality, and social justice through the organization, education, and empowerment of people in both urban and rural communities.



Community development is participatory, holistic, and community -driven. It focuses on building local capacity, leadership, and resilience to ensure long-term and sustainable progress while addressing interconnected issues such as livelihoods, health, education, social inclusion, and infrastructure.



In essence, community development is about people working together to strengthen communities, expand opportunities, and create inclusive, self-reliant societies through collective decision-making and action.



IMPLEMENTATION WING

CORPORATE OBJECTIVE (04) FOUR:

STRENGTHEN COMMUNITY DEVELOPMENT PROGRAM IMPLEMENTATION AT PROVINCIAL, DISTRICT AND WARD LEVELS:

Implementation Wing under Corporate Objective Four strengthens coordinated delivery of community development programs through functional Provincial Coordinators and District Community Development Coordinators. This aims to ensure effective service delivery, consistent policy implementation, and enhanced community participation nationwide.

In terms of the implementation structure, the Department for Community Development & Religion, through its respective divisions with clearly defined mandates and functions, provides direct technical and operational support to the Implementation Wing through the following responsibilities:

Implementation Structure & Responsibilities		
#	DESIGNATION	RESPONSIBILITIES
1	Department for Community Development & Religion (Implementation Wing, Policy Advice & Program Development, Equality & Inclusion, Corporate Services) Policy coordination and implementation at the subnational levels, sector collaboration, resource mobilization and partnerships.	<ul style="list-style-type: none"> - Policy Direction and Standards - National Planning & Coordination - Resource Mobilization - Monitoring and Evaluation - Consolidated Reporting
2	Provincial Coordinators (PC's) . Working closely with the Provincial Administration directly with the Provincial Community Development Advisor reporting to Provincial Administration and the Deputy for Implementation Wing.	<ul style="list-style-type: none"> - Provincial Coordination of Programs - Supervision of DCDC's - Stakeholder Engagement - Provincial Reporting and Compliance - Program Alignment with Provincial Priorities
3	District Community Development Centre Coordinators (DCDC) . Working closely with District Development Authorities reporting to the Provincial Coordinators and District Administrator.	<ul style="list-style-type: none"> - Direct program implementation - Community engagement - Data collection and reporting - Ward-level coordination - Delivery of impact programs
4	Community Learning Development Center Coordinators (CLDCs) . Working closely with ward development Committees and reporting directly to DCDC.	<ul style="list-style-type: none"> - Community mobilization - Local participation - Supporting implementation activities

The Implementation Structure establishes a clear and coordinated service delivery framework that links national policy leadership to community-level implementation. It ensures that community development programs are effectively planned, coordinated, and delivered across all administrative levels, while strengthening accountability, collaboration, and citizen participation.

At the national level, the **Department for Community Development & Religion**, through its Implementation Wing, Policy Advice & Program Development, Equality & Inclusion and Corporate Services divisions, provides overall policy leadership and strategic coordination. The Department is responsible for setting policy direction and standards, leading national planning and coordination, mobilizing resources and partnerships and overseeing monitoring and evaluation systems. It also consolidates implementation data and reporting to ensure evidence-based decision-making and alignment with national development priorities. Through this role, the Department serves as the central coordinating authority guiding program implementation across provinces and districts.

Provincial Coordinators (PCs) act as the critical bridge between national policy direction and district implementation. Working closely with Provincial Administrations and Provincial Community Development Advisors, Provincial Coordinators ensure coordinated delivery of programs within each province. They supervise District Community Development Centers (DCDCs), facilitate stakeholder engagement, and ensure compliance with reporting and governance requirements. In addition, Provincial Coordinators align community development programs with provincial priorities, strengthening integration between national initiatives and provincial development plans.

District Community Development Centre Coordinators (DCDCs) lead frontline implementation. Working in partnership with District Development Authorities and District Administrators, DCDC Coordinators are responsible for translating policies and programs into tangible services for communities. Their functions include direct program implementation, community engagement, ward-level coordination, and the delivery of impact programs. They also manage data collection and reporting processes, ensuring that accurate information flows upward to support monitoring, evaluation, and continuous program improvement.

At the community level, **Community Learning Development Centre Coordinators (CLDCs)** ensure grassroots participation and local ownership of development initiatives. Working closely with Ward Development Committees, CLDC Coordinators mobilize communities, encourage inclusive participation, and support implementation activities at the local level. Their role strengthens community engagement and ensures that development interventions respond directly to local needs and priorities.

Together, this four-tier implementation structure creates a functional whole-of-government delivery mechanism from national policy formulation to community-level action. It promotes coordinated planning, strengthened accountability, effective supervision, and active community participation, ultimately ensuring that community development programs are delivered efficiently, inclusively, and sustainably across the country.



KEY STRATEGIES & DIRECT INTERVENTION PROGRAM (DIP)

STRATEGY 4.1: STRENGTHEN COORDINATION ACROSS LEVELS OF GOVERNMENT.

OUTCOME: Improve Coordination between National, Provincial and District Structures/Administrations

- BIG BET #5: Transform Service Delivery to Reach All Citizens
- Secondary Contributions:
- Big Bet #4: Advance social inclusion through empowerment and skills development
 - Big Bet #6: Enable data capture and monitoring of empowerment and livelihood outcomes

KEY RESULT AREAS 4.1.1 | Improve Stakeholder Collaboration

DIP Ref/Link Code	Deliberate Intervention Programs (DIP)	Key Performance Indicators (KPI)	Target	Budget		Responsible Division	
				Gov't	D/Partners	Primary	Secondary
4.1.1.1 BigBet 5, 2 & 10	Conduct provincial stakeholder coordination meetings	Number of stakeholder meetings conducted at sub-national levels.	Q1-Q4			Prov. Coordinator	DCDC Coordinator
		Number of organisations and key individuals met.					
		Province/District directory for community development established.					
4.1.1.2 BigBet 5, 2 & 10	Facilitate community development forums	Number of Stakeholders invited to participate in Community Development Forum.	Q2-Q3		(TBA)	Prov. Coordinators	DCDC Coordinators
		Number of stakeholders support hosting the Community Development Forum.					
		National Community Development Forum Report submitted.					
4.1.1.3 BigBet 5, 2 & 10	Deliver policy & Program awareness sessions	No. of awareness programs delivered on Community Development policies and programs.	Q1-Q4			Prov. Coordinators	DCDC Coordinators
		Number of sensitization workshops conducted and reports submitted.					
		Number of agencies engaged in advocacy & awareness programs					

KEY RESULT AREA 4.1.2 Effective Resources Allocation							
DIP Ref/Link Code	Deliberate Intervention Programs (DIP)	Key Performance Indicators (KPI)	Target	Budget		Responsible Division	
				Gov't	D/Partners	Primary	Secondary
4.1.2.1 BigBet 5, 2 & 10	Strengthen collaboration with provincial and district administrations	Number of joint functional MOUs signed with provincial and district administrations.	Q1-Q4			Provincial Coordinators	DCDC Coordinators
		Number of joint plan activities budgeted & implemented with Provincial and District administrations.					
KEY RESULT AREA 4.1.3 Streamlined Service Delivery							
DIP Ref/Link Code	Deliberate Intervention Programs (DIP)	Key Performance Indicators (KPI)	Target	Budget		Responsible Division	
				Gov't	D/Partners	Primary	Secondary
4.1.3.1 BigBet 5, 2 & 10	Undertake community needs assessments	50% of targeted DCDC's complete community needs assessments in 2026.	Q1-Q4			Provincial Coordinators	DCDC Coordinators
		Number of CNA program approved and supported by Provincial & District Administrations.					
		Number of Community Needs reflected in Provincial and District Plans.					

STRATEGY 4.2: DELIVER IMPACT COMMUNITY DEVELOPMENT PROGRAMS

OUTCOME: Community Development Programs and activities are delivered at the Provinces, Districts and Ward levels as direct response to verified community needs.

BIG BET #5: Transform Service Delivery to Reach All Citizens

Secondary Contributions:

- Big Bet #6: Data-Driven Planning and Evidence-Based Decision Making
- Big Bet #4: Build a Fair, Inclusive and Cohesive Society

KEY RESULT AREA 4.2.1 | Prioritize Impact Programs

DIP Ref/Link Code	Deliberate Intervention Programs (DIP)	Key Performance Indicators (KPI)	Target	Budget		Responsible Division	
				Gov't	D/Partners	Primary	Secondary
4.2.1.1 BigBet 5, 6 & 4	Validate Community Needs Analysis (CNA) toolkit	% of assessment questions aligned with local development priorities	Q1-Q4	100K		DCDC Coordinators	Provincial Coordinators
		Pilot testing of toolkit conducted with limited number of errors.					
		% of district/provincial plans informed by CNA findings.					
4.2.1.2 BigBet 5, 6 & 4	Train officers on Kobo data collection tools	Number of participants recruited to participate in four regional Kobo Toolbox trainings.	Q1-Q4	400K		DCDC Coordinators	Provincial Coordinators
		70% of trained officers effectively using KoBo toolbox for data collection.					
		Data error reduced by 50% compared to paper based data collection.					
4.2.1.3 BigBet 5, 6 & 4	Prioritize and implement impact programs.	Number of impact programs identified and delivered with relevant stakeholders at the province and districts.	Q1-Q4			DCDC Coordinators	Provincial Coordinators
		Number of District Community Development Centers receive support for program grounding.					



4.2.1.3 BigBet 5, 6 & 4	Support Community Driven Initiatives	Number of community driven initiatives supported.	Q1-Q4			DCDC Coordinators	Provincial Coordinators
		Number of local community leaders supported through training and capacity building.					
KEY RESULT AREA 4.2.2. Establish and Operationalize DCDC and CLDC							
DIP Ref/Link Code	Deliberate Intervention Programs (DIP)	Key Performance Indicators (KPI)	Target	Budget		Responsible Division	
				Gov't	D/Partners	Primary	Secondary
4.2.2.1 BigBet 5, 6 & 4	Engage District MPs & Administrations	Number of Open Members and District Administrations consulted and engaged with.	Q1-Q3			DCDC Coordinators & DCDC Project Team	Provincial Coordinators
		Number of functional MOUs agreed upon and implemented.					
4.2.2.2 Big Bet 5, 6 & 4	Operationalise DCDC governance structures	Number of committees established with % of committee decisions executed within agreed timelines.	Q1-Q4			Provincial Coordinators	DCDC coordinators, Policy & Regulations Standards & Guidelines
		% of development initiatives aligned with district/community development plans					
		% of DCDCs with clarity on roles and responsibilities.					
4.2.2.3 BigBet 5, 6 & 4	Implement approved business processes	% of PICD process steps implemented in all DCDCs.	Q1-Q4			Provincial Coordinators	DCDC coordinators, Policy & Regulations Standards & Guidelines
		Number of DCDCs and CLDCs are operational with established business processes and procedures.					
		Standard Operating Processes and Procedures (SOP) for DCDCs and CLDCs manual developed in program delivery and evaluation.					

4.2.2.4 BigBet 5, 6 & 4	Develop and roll out DCDC operational roadmap	DCDC operational roadmap developed, endorsed and implemented. % of road map implemented by the end of 2026	Q1-Q4			Provincial Coordinators	DCDC coordinators, & Policy
KEY RESULT AREA 4.2.3 Monitoring, Evaluation & Reporting							
DIP Ref/Link Code	Deliberate Intervention Programs (DIP)	Key Performance Indicators (KPI)	Target	Budget		Responsible Division	
				Gov't	D/Partners	Primary	Secondary
4.2.3.1 Big Bet 5, 6 & 4	Conduct Monitoring and Evaluation Visits	Number of M&E data collection tools procured & repurposed for field trips.	Q1-Q4			DCDC Coordinators	M&E
		Number of Provincial M&E visits conducted					
4.2.3.2 Big Bet 5, 6 & 4	Collect program implementation data	% of specific data collected related on Disability, Elderly, women and children collected.	Q1-Q4			DCDC Coordinators	M&E
		Number of community development infrastructure accounted and reported.					
4.2.3.3 Big Bet 5, 6 & 4	Prepare District & Provincial progress reports	% of provincial and district implementation plans reported.	Q1-Q4			Provincial Coordinators	M&E + DCDC Coordinators
		Number of reports from Provinces and Districts submitted to Department.					
4.2.3.4 Big Bet 5, 6 & 4	Inform National Performance reports via M&E	% of provincial and district reports reflected in Departments Annual Report to NEC & Parliament.	Q1-Q4			Provincial Coordinators	DCDC Coordinators & M&E



STRATEGY 4.3: FACILITATE AND IMPLEMENT SECTORAL POLICIES AND PROGRAMS

OUTCOME: Fostering partnership with relevant partners for policies and program deliverables

BIG BET #10: Strengthen Whole-of-Government Coordination and Partnerships

Secondary Contributions:

- Big Bet #1: Restore Trust in Government and Public Institutions
- Big Bet #5: Transform Service Delivery to Reach All Citizens

Key Result Area 4.3.1. | Effective Policy Implementation

DIP Ref/Link Code	Deliberate Intervention Programs (DIP)	Key Performance Indicators (KPI)	Target	Budget		Responsible Division	
				Gov't	D/Partners	Primary	Secondary
4.3.1.1 BigBet 10,1 & 5	Facilitate sectoral collaboration with relevant authorities including Ministerial agencies	Number of community development policies translated into key intervention programs for implementation.	Q1-Q4			Provincial Coordinators	DCDC Coordinators + Policy Research & Advice
		Number of meetings with DPLLGA, DIRD and representation in PLASMA meetings					
4.3.1.2 BigBet 10, 1 & 5	Support implementation of community development policies	Identify and integrate broader Sectoral Community Development Policies for synergy in program grounding.	Q1-Q4			Provincial Coordinators	DCDC Coordinators + Policy Research & Advice
		Number of MOUs signed with sectoral agencies to implement and promote sectoral policies in Community Development space.					

KEY RESULT AREA 4.3.2. | Enhance Cross – Sector Collaboration

DIP Ref/Link Code	Deliberate Intervention Programs (DIP)	Key Performance Indicators (KPI)	Target	Budget		Responsible Division	
				Gov't	D/Partners	Primary	Secondary
4.3.2.1 Big Bet 10, 1 & 5	Integrate Service Agencies into DCDC structures	Number of MOAs signed between DfCDR and SLOS agencies for cost sharing arrangements in DCDC operations.				Provincial Coordinators	DCDC Coordinators & OoS
		Number of SLOS agencies allocated office space.					



4.3.2.2 BigBet 10, 1 & 5	Strengthen CSO, Church and development partner collaboration	Number of organizations collaborate with department and co-sponsor program delivery at the DCDCs and CLDCs.					
4.3.2.3 BigBet 10, 1 & 5	Promote whole of government service delivery	Number of integrated services delivered through DCDCs	Q1-Q4			Provincial Coordinators	DCDC Coordinators + Policy Research & Advice
		Number of referral pathways established between government agencies.					
		Outreach programs jointly delivered by agencies					
		Joint planning and budgeting processes implement					

Implementation Structure & Responsibilities

