



DEPARTMENT OF COMMERCE AND INDUSTRY

CORPORATE PLAN 2024 - 2027



"Fostering Economic Prosperity Through Commerce and Industry for a Sustainable Future"

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ABBREVIATIONS & ACRONYMS

The following abbreviations and acronyms have been used only for the purpose of this corporate plan.

Abbreviations	Acronyms
BDGs	Business Development Grants
CIDA	Construction Industry Development Authority
CSU	Co-operative Societies Unit
CSAs	Commercial Statutory Authorities
DAL	Department of Agriculture and Livestock
DCI	Department of Commerce and Industry
DNPM	Department of National Planning and Monitoring
DPM	Department of Personnel Management
ESSDP	Economic Sub-Sector Development Plan
FDI	Foreign Direct Investment
FI	Financial Institution
FTZ	Free Trade Zone
IBD	International Business Division
ICA	International Cooperative Alliance
ICDC	Industrial Centre Development Corporation
ILO	International Labour Organization
IPA	Investment Promotion Authority
MoA	Memorandum of Agreement
MoU	Memorandum of Understanding
MSER	Manus Special Economic Region
MSME	Micro, Small and Medium Enterprise
MSMIs	Micro Small and Medium Industries
MTDP IV	Medium Term Development Plan IV
PNGNCP	Papua New Guinea National Content Policy for Resource Sectors
PSMA	Public Service (Management) Act
NEC	National Executive Council
NISIT	National Institute of Standards and Industrial Technology
NTO	National Trade Office
PSC	Project Steering Committee
SEZ	Special Economic Zone
SIL	Societies Investment Limited
SMEs	Small and Medium Enterprises
SMIs	Small and Medium Industries
SMEC	Small Medium Enterprise Corporation
SNT	State Negotiating Team
UNDP	United Nations Development Programme

FORWARD BY THE MINISTER



I am delighted to present the revised Corporate Plan 2024-2027 for the Department of Commerce and Industry. This revised plan outlines our strategic direction for the next four years, playing a crucial role in achieving the Marape-Roso government's ambitious agenda outline in the MTDP IV, of reaching a K200 billion economy by 2030, creating 1 million jobs and improving the quality of life for our citizens.

As the Minister overseeing Commerce and Industry, I anticipate the effective execution of this corporate plan within its designated timeframe.

These ambitious goals require collaboration. I call upon all Commercial Statutory Authorities, under my Ministry, including other line agencies and stakeholders, to collaborate and provide the necessary support to enable the Department to deliver its key programs. Your active participation, combined with our expertise and commitment, will be instrumental in turning our plans into tangible success.

We recognize the vital role of connecting PNG through strategic infrastructure development. This development will not only empower economic growth but also bridge the gap between urban and rural areas, ensuring inclusive prosperity throughout the nation.

In the realm of International Trade, we emphasize the need to monitor imports with a focus on security and health measures, while also prioritizing the downstream processing of our resources in the coming years. These endeavors align with national policies, including Vision 2050, Medium Term Development Plan IV, and the PNG Development Strategic Plan 2010-2030.

As the lead economic agency, the Department is entrusted with shaping economic policies and legislations. Our objectives encompass diversifying our economic base, promoting downstream processing, and enhancing the value of our domestic and international trade. This approach aims to address foreign exchange challenges, stimulate employment opportunities, and generate increased revenue for the betterment of our citizens.

Our overarching objective is to elevate the standard of living for all Papua New Guineans. By fostering an environment that encourages economic growth and development, we aspire to create a prosperous and healthy nation.

Through open communication, collaboration partnerships, and shared vision we can collectively unlock the immense potential of our nation's commerce and industry, and contribute significantly to achieving the K200 billion mark by 2030. I encourage you to explore this plan and actively engage with the Department as we embark on this exciting journey together, connecting PNG and its people through sustainable economic growth.

I commend the Secretary and the Department's staff for their dedication and hard work in crafting this Corporate Plan 2024-2027.

A handwritten signature in blue ink, consisting of a large, stylized 'W' and 'D' intertwined, with a horizontal line crossing through the middle.

HON. WIN BAKRI DAKI, MP
Minister for Commerce and Industry

STATEMENT FROM THE SECRETARY



As the Secretary for Commerce and Industry, I am pleased to present the revised Corporate Plan 2024-2027 for my department. It serves as a strategic roadmap for supporting and facilitating economic and commercial development in Papua New Guinea (PNG), aligning with our mandate as the lead coordinating agency in the economic subsector. Over the next four years, we aim to provide expert guidance on PNG's economic trajectory, review and develop appropriate sector policies, and foster an environment conducive to economic growth.

Our plan is crafted to harmonize with national development frameworks such as Vision 2050, Medium Term Development Plan IV, and the PNG Development Strategic Plan 2010-2030, as well as global sustainability goals like the UNDP Sustainable Development Goals. Additionally, we prioritize initiatives like SME Agriculture Financing to bolster the private sector, particularly MSMEs, Co-operative Societies, and Small to Medium Industries.

Recognizing the imperative to diversify our economy beyond non-renewable resources, we emphasize downstream processing and seek to attract Foreign Direct Investments (FDIs). Strengthening manufacturing through policy reforms in the Manufacturing space and leveraging digital technology are pivotal strategies in this endeavour.

Furthermore, we acknowledge the pressing need for organizational restructuring and staff welfare enhancements. A vibrant, competent, and healthy workforce is fundamental to our success. I extend my gratitude to our stakeholders for their unwavering support, despite challenges faced in the previous plan.

Effective implementation hinges on collaborative efforts with government departments, agencies, and stakeholders. Adequate funding is indispensable for realizing our objectives.

I commend the Senior Management and staff for their dedication in formulating this plan. Moving forward, I look forward to strengthening our partnerships and working tirelessly toward achieving our shared goals.

Thank you.

A handwritten signature in blue ink, appearing to read 'David Ganaii'. The signature is fluid and cursive.

DAVID GANAI
Secretary

1. OUR VISION, MISSION & GOAL



- To lead the promotion of sustainable economic growth through investment in our renewable resource and preserve the nation's international trade competitiveness.



- To create a conducive economic environment through Public-Private - Partnership and encourage participation of local industries/MSMEs/MSMIs.

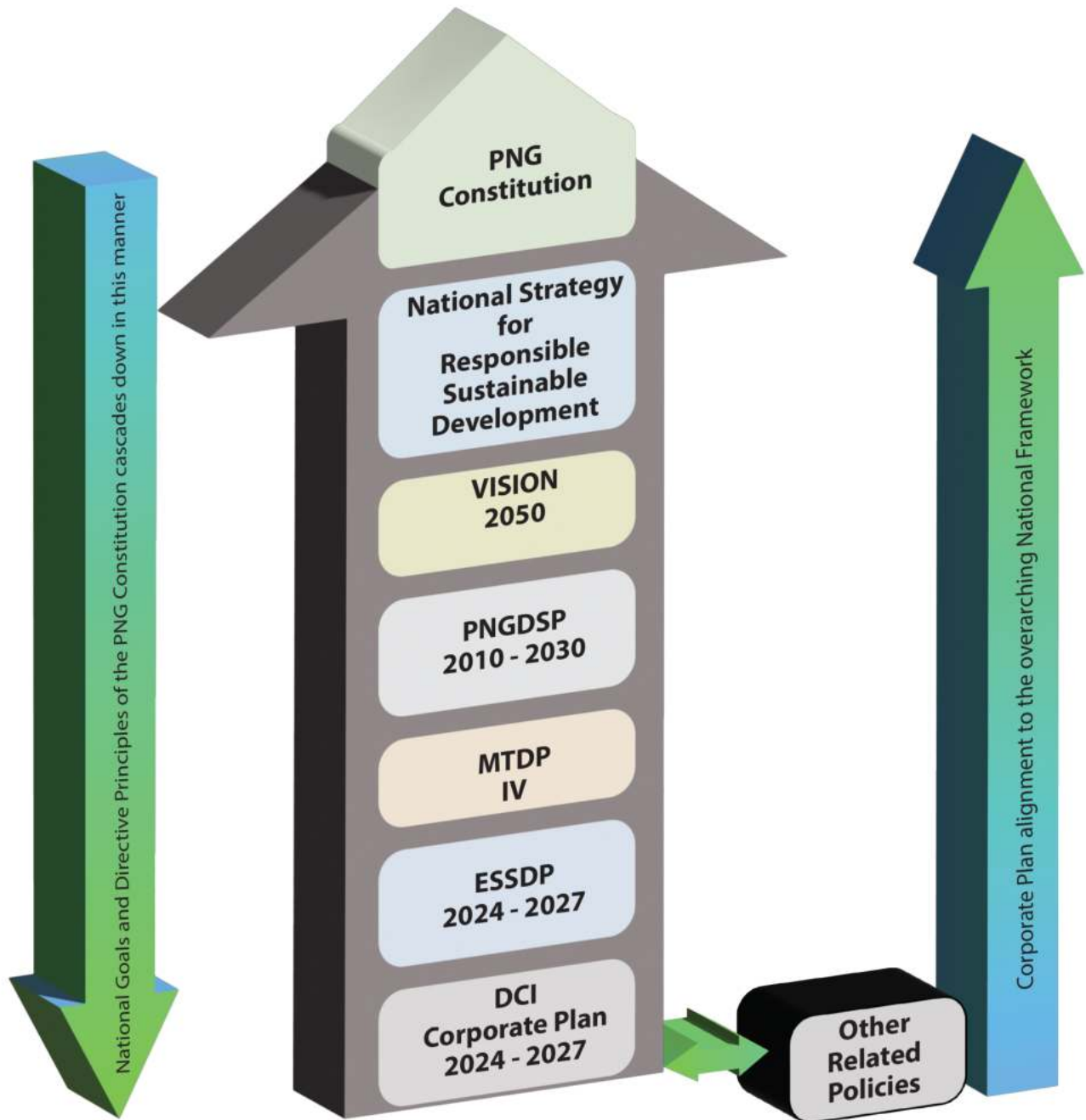


- To promote PNG's broad-based economic growth by creating conducive business environment through Public Private Partnership for industries, investors and MSMEs.
- To diversify PNG's broad-based economy by encouraging downstream processing of our natural resources.
- To support PNG become self reliant and to become an internationally competitive export-driven economy.
- To provide clear direction for all parties involved in the implementation of the MSME Policy measures by unifying and coordinating actions across all domestic stakeholders.

2. ALIGNMENT

The Corporate Plan’s implementation will complement the Economic Sub Sector Development Plan 2023-2027 and will be aligned to the Vision 2050, PNG Development Strategic Plan 2010-2030, UNDP Sustainable Development Goals, Medium Term Development Plan IV (MTDP IV), and other relevant policies to achieve the desired sustainable socio-economic development objectives of the government.

Figure 1: Alignment of the Corporate Plan to the national framework to achieve sustainable socio-economic development.



3. CORPORATE VALUES AND GUIDING PRINCIPLES

Core Values and Guiding Principles



The Management and Staff of the Department of Commerce and Industry is obligated to observe and uphold all public services workplace values and ethics as outlined in the Public Services General Orders, Public Service (Management) Act and the Public Service Code of Ethics.

As Public Officials, it is therefore paramount that all staff of the department must embrace these values in the conduct of their duties:

1. HONESTY

- We are committed to Christian principles, social norms, family expectations and the Public Service mechanisms,
- Display high moral and ethical values based on Christian principles in our conduct,
- We strive to make a difference by ensuring that we are honest and transparent in all our dealings, and
- We are committed to take leadership in the implementation of all economic policies for the economic prosperity of our people.

2. ACCOUNTABILITY

- We take ownership of our conduct and actions in the performance of our duties,
- Adapt to change where necessary,
- Take ownership of all that is entrusted to us including our decisions and actions, and
- Committed to providing sound economic policy advice to government without fear or favor

3. RESPONSIBILITY

- Uphold high moral and work ethical principles.
- Maintaining high standard of work ethics and performance

4. RESPECT

- Display respect for those in authority, colleagues and other stakeholders.
- Co-operating with other government agencies and stakeholders.
- Ensure that all Officers regardless of their gender have equal value, rights and opportunities to participate in every aspect of career development and advancement.
- Ensure our workplace is free of violence and bullying. Any Officers involve in any incident where an officer or staff member is physically attacked or threatened in the workplace will be dealt with immediately.

5. RESOURCEFUL

- The capacity of having high level of understanding of issues and to inspire others in order to make sound judgements.
- Demonstrate strong sense of duty, reliability and attitude both internally and externally.

4. OUR MANDATE

The DCI is a government-mandated Agency that promotes industrial and business (SME) development in PNG. The department's key functions are to coordinate policies and programs relevant to the development of the industries, commerce, investments, and trade that will guide PNG to diversify its economic base and facilitate investment, industry development, business growth, and trade for PNG to be competitive globally while sustaining our domestic economy.

DCI also provides oversight over the operations of Commercial Statutory Agencies (CSAs) which include, Industrial Centers Development Cooperation (ICDC), Investment Promotion Authority (IPA), Small Medium Enterprise Corporation (SMEC), and National Institute of Standards and Industrial Technology (NISIT).

4.1. Ministerial Determination

The National Gazette No. G690 – 31st August 2022 provides for the following list of specific legislations under the Ministry of Commerce and Industry.

- Associations Incorporation Act (Chapter 142)
- Business Groups Incorporation Act (Chapter 144)
- Business Names Act 2014
- Capital Market Act 2015
- Central Depositories Act 2015
- Cocoa Act (Chapter 388 – relating to international trade)
- Commerce (Trade Descriptions) Act Chapter 284
- Commerce Advertisement (Protection of Local Industry) Act Chapter 407
- Companies Act 1997
- Cooperatives Societies Act Chapter 389
- Copyright and Neighboring Rights Act 2000
- Customs Act (Chapter 101) Parts V and 1 and 2 of the Customs Act (Prohibited Imports Regulation Act)
- Customs (Dumping and subsidies) Act Chapter 118
- Distillation Act Chapter 305
- Exports (Control and Valuation) Act Chapter 108
- Free Trade Zones Act 2000
- Industrial Centers Development Corporation Act 1990
- Industrial Development (Incentives to Pioneer Industries) Act Chapter 119 (except s.4)
- Industry Assistance Board Act 1985
- Inflammable Liquid Act Chapter 311
- Investments Disputes Convention Act Chapter 346
- Investment Promotion Act 1992
- Licenses Act (T.N.G) Chapter 112 (related to copra buyer's license)
- Local Government Act Chapter 57 (s.91 only)
- National Development Bank Act 2007
- National Institute Standards and Industrial Technology Act 1993
- Packaging Act Chapter 285
- Patent and Industrial Designs Act 2000
- Radiation Safety and Control Act 2019
- Securities Commission Act 2015
- Small and Medium Enterprises Corporation Act 2014
- Special Economic Zones Authority Act 2019
- Trade Marks Act Chapter 385
- Trade Measurements Act Chapter 286

4.2. Core Function

Based on the Ministerial Determination, the Department is mandated with the following tasks:

1. Plan, research, formulate and coordinate policies and programs relevant to the development of industry, commerce, investments, and trade that will guide PNG to diversify its economic base and tap into new markets for its local products;
2. To provide to NEC, the Minister and Secretary promptly high-quality advice on all matters concerning policies and programs relevant to the development agenda of the Government of Papua New Guinea to secure the future through inclusive sustainable economic growth;
3. To formulate and maintain review processes and introduce appropriate policy options for the facilitation of investments, industry development, business growth, trade, and rural sector development;
4. To effectively apply the provisions of the Public Service Management Act 2014 within DCI;
5. To formulate and maintain a review process for the Department Regulations, General Orders, and Circular Instructions to give effect to PSMA and Government Employment Policies;
6. To undertake regular quarterly Department Audit with related project matters, officers' duty travels and administer the Performance of Division, Project Heads, & Performance Base Contract administration;
7. To advise NEC, Minister, and Heads of respective ministerial agencies (IPA, SMEC, ICDC, and NISIT) and Heads of other sector bodies as required by law, on all matters concerning the development of Commerce, Industry, and Investment;
8. Ensure that Government policies and programs assigned to the respective ministerial agencies (IPA, SMEC, ICDC, and NISIT) are implemented;
9. Provide advice and guidance support to the Provincial Administrations on investment, industry, commerce, and trade matters in line with economic development strategies of the Provincial and Local Level Governments;
10. Develop and monitor appropriate policies to assist in mobilizing local landowner participation in spin-off business activities in large commercial and industrial projects.
11. Play a lead role in the coordination and approval processes of Foreign Direct Investments (FDI) in downstream processing and other industrial projects;

12. Encourage and facilitate the expansion of a strong industrial base through an integrated manufacturing and marketing process;
13. Mobilize and support local participation through SMEs/SMIs participation in impact projects and activities to bolster rural development and indigenous entrepreneurship; and
14. Promote and secure export markets for PNG goods & services.
15. To support and promote local industries and PNG Made Products to be competitive for export to the global market.

4.3. Our Valued CSAs & Stakeholders

As the lead policy-making agency of the Ministry of Commerce and Industry, it is ably supported by the Commercial Statutory Agencies (CSAs) in implementing commerce and industry developments in PNG. These CSAs include:

- Industrial Centre Development Corporation (ICDC)
- Investment Promotion Authority (IPA)
- Small Medium Enterprise Corporation (SMEC)
- National Institute of Standards and Industrial Technology (NISIT)

Other DCI's key stakeholders include:

- Governor General of Papua New Guinea
- The National Parliament of Papua New Guinea
- National Executive Council
- Minister for Commerce & Industry
- Secretary of the Department of Prime Minister and National Executive Council
- Central Agencies Coordinating Committee
- National Departmental Heads
- Heads of Statutory Bodies
- Heads of Public Sector Industrial Organizations
- Development Partners
- Provincial Administrations
- Private Sectors
- Church Base and Civil Organizations
- NGOs

4.4. Outcome of Corporate Plan 2018-2022

The DCI's first Corporate Plan was launched in 2018. In a span of 5 years, this Corporate Plan had achieved 50 per cent of its objective. About 20 per cent of its work programs had been implemented whilst 30 per cent were ongoing activities. The other 50 per cent of the work programs were stalled due to insufficient funding, political instability, covid-19 pandemic and lack of manpower in each division/project unit.

This also led to non-implementation of a good number of high impact projects such as SEZ and PMIZ. In-addition, the functions of implementation of these projects were transferred to the Department of Finance and the National Fisheries Authorities respectively. The transfer of functions of these projects gave minimal prominence to the department in fully implementing its work programs.

In the case of Co-operative Societies Unit (CSU), the project also faced similar challenges. The PIP funds allocated for CSU over the years were inconsistent. However, CSU was fortunate to secure funding from DCI through the MSME stimulus & development package to boost MSME programs which were closely tied to CSU objectives.

Listed below are achievements of the Department over the last five years.

- SME financial literature trainings conducted in all the regions.
- Increased registration of Co-operatives.
- Approved DCI Structure uploaded onto the ALESCO Payroll System.
- Bougainville Socioeconomic Baseline Survey and Report was successfully conducted.
- Review of the MSME Policy 2022 and MSME Medium Term Development Plan I: 2022-2026 were successfully completed and to be launched soon.
- The proposed Papua New Guinea National Content Plan was endorsed by NEC.
- The Manus Special Economic Region Bill was passed in Parliament and is now an Act.
- CSU Registry System Automation is near completion.

The government's needed support is required for the next five years to implement the major activities or projects captured in this Corporate Plan with the aim of achieving the KPIs which will benefit our people.

As a way forward for the Department to achieve our strategic objectives for our Corporate Plan would be to:

- Include a proposed budget ceiling for each division and project in the new corporate plan.
- Create a Scenario Strategic Plan to be used specifically during unforeseen economic downturns or in a State of Emergencies such as Covid-19 Pandemic.
- Prioritize the work programs in order of priority to allocate adequate funding and resources.
- Revamp strategies must be outlined in the revised Corporate Plan 2024-2027.
- The new Corporate Plan must ensure that Action and Performance Indicators are achievable.
- Monitoring and Evaluation of the new Corporate Plan should be undertaken annually.



4.5. SWOT Analysis

4.5.1. SWOT

DCI has used SWOT analysis to help identify its current state by examining its strengths and weaknesses (internal factors) as well as the opportunities and threats (external factors) it faces.

It has re-assessed its organizational working environment and identified the following key factors influencing its ability to deliver its programs and services effectively.

STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • Strong partnerships with the private sector and development partners. • Effective and visionary management leadership • Robust legal framework mandating the functions of all divisions and project units. • Abundant pool of qualified and experienced staff. • Well-structured and functional organizational framework. • Highly skilled and dedicated staff with appropriate qualifications and experience. • Culture of knowledge sharing and collaboration among staff. • Effective planning and coordination mechanisms. • Comprehensive internal policies that guide staff work. • Continuous capacity-building opportunities for staff development. • Robust HR and Finance Systems in place. • Timely provision of HR and Financial reports to staff and management. • Staff's adaptability to new systems and processes. • Efficient and responsive support services. 	<ul style="list-style-type: none"> • Inadequate staffing levels. • Insufficient investment in IT systems and infrastructure. • Resource limitations in terms of finances and assets. • Challenges in time management and prioritization. • Communication gaps and deficiencies. • Absence of necessary enabling legislations. • Irregularities in implementing impactful projects. • Weak coordination among sector agencies. • Deficient occupational health and safety policies. • Potential conflicts of interest. • Uncertain project sustainability due to financial support issues. 	<ul style="list-style-type: none"> • Identify more funds for awareness programs. • Develop new & straight existing National policies to recognize the importance of both MSME & informal economy • Develop staff professional development programs and career path. • Create a conducive environment for all staff. • Equal opportunity for both men and women participation. • Strengthen Private Public partnerships with private sector and development partners. • Legislative reforms to enhance the business environment for private sector development. • Forging stronger network and ties with bilateral and multilateral relations. • Develop cyber security system. Network and ties with bilateral and multilateral relations. • Develop cybersecurity system. 	<ul style="list-style-type: none"> • Global and economic shocks due to natural and man-made disasters. • Natural disasters and pandemics. • Changing international laws and conventions due to geopolitical factors. • Changes in leadership within the organization or at the national level. • Political instability within the country or region. • Political influence on decision-making processes. • Cybercrime attacks on the department's IT systems and data. • Civil unrest and social disorder that may impact operations and safety. • Disruptions in water and power supply, affecting day-to-day functioning.

Table 1: SWOT Analysis of DCI's working environment

4.5.2. Challenges

DCI is not immune from the risks surrounding its ability to fully implement its strategies and goals. The global and national economy is rapidly changing. Competition is intensifying for skilled labour, capital, and resources. As the population grows, more economic, environmental, and social issues arise. Rapid climate and political change also affect the implementation phases of the plan. Just as the economy begins to recover from previous natural disasters, the risk of potential natural disasters emerges

Challenges	Mitigation Actions	Responsibility
Resource Constraints: Limited human resources, financial resources, and assets could hinder the department's ability to effectively carry out its programs and initiatives	Prioritize critical roles and responsibilities to ensure efficient allocation of available staff. Conduct a thorough review of current expenditures to identify potential areas for cost savings. Prioritize asset maintenance and replacement based on criticality and impact on operations.	Secretary and Management
IT Systems and Infrastructure: Inadequate IT systems and infrastructure may impede effective data management, communication, and technological advancements within the organization.	Invest in upgrading and modernizing IT systems and infrastructure to ensure efficient data management and communication. Implement cyber security measures to protect against cyber threats	Secretary and Management
Time Management Issues: Poor time management practices could result in missed deadlines, delayed projects, and reduced overall productivity.	Implement project management tools and techniques to monitor progress and deadlines. Set clear timelines and milestones, and regularly review and adjust project schedules as needed.	Secretary and Management
Project/programs Implementation Challenges: Inconsistency in the implementation of impact projects/program could lead to uneven outcomes, missed targets, and suboptimal project results.	Establish clear and standardized project management processes and guidelines. Provide training and support to project managers to ensure consistency in implementation.	Secretary and Management
Political Influence: Influence from political actors could potentially impact the decision-making processes within DCI.	Develop and implement transparent governance protocols that clearly outline decision-making processes, roles, and responsibilities. This can help prevent undue political interference by ensuring that decisions are made based on merit, expertise, and established procedures.	Secretary and Management

Table 2 : Challenges faced by the Department.

5. CORPORATE OBJECTIVES & STRATEGIC PRIORITY AREAS

5.1. Corporate Objectives

The Corporate objectives of the Department are directions that will guide it to implement its programs that will promote and diversify economic activities to create a robust economy aimed at achieving socio-economic development plans of Vision 2050, PNG Development Strategic Plan 2010-2030, Medium Term Development Plan IV and the National Planning and Responsibility Act 2016.

- Plan, research, formulate and coordinate policies and programs relevant to the growth of the industrial, commercial and investments line of work that will guide PNG to diversify its economic base and tap into new markets for its local products.
- Support and facilitate implementation of government programs and policy directions assigned to the Ministerial agencies (IPA, SMEC, ICDC, and NISIT).
- Play a lead role in the coordination and approval process of foreign direct investment (FDI) involving in major downstream processing and other industrial projects in the country.
- Facilitate expansion of a strong industrial base through an integrated manufacturing and marketing process.
- Formulate and coordinate organizational and governance reviews of the appropriate policies to assist and /or mobilize local landowner groups to fully participation in spin-off business activities and related large commerce and industrial impact projects areas to bolster rural development and home-grown entrepreneurship.
- To Improved national business and trade environments; Improved performance of trade and investment support institutions to offer high-quality, sustainable business services; Improved international competitiveness of national MSMEs.
- Support the growth of the MSMEs and cooperatives to bolster rural socio-economic development through running MSME/cooperative oriented programs to capacitate skills of locally owned MSMEs/cooperatives.
- Liaises with provincial commerce divisions to ensure policies and plans on investment, industry, commerce and trade matters trickle down to the provincial and district levels.



5.2. Strategic Priority Areas and Intervention Programs

Table 3: Main activities and Expected Outcomes for the Executive Branch

Executive Branch:		
Key Result Areas	Intervention Programs	Outcome Indicators
Report to Chief Secretary	<ul style="list-style-type: none"> Provide updates to the Office of the Chief Secretary on DCI programs & activities relevant to the development of commerce, industry and investment. Administration of NEC decision & implementation. 	<ul style="list-style-type: none"> Office of the Chief Secretary updated and well informed on DCI's progress. Implementation of NEC decisions
Report to Minister for Commerce and Industry	<ul style="list-style-type: none"> Provide & update Minister on DCI's work programs and plans 	<ul style="list-style-type: none"> Office of the Minister for Commerce and Industry updated and well informed on DCI's progress
Provide sound legal environment	<ul style="list-style-type: none"> Provision of legal advice & investigation on all DCI matter. Provide legal advice & opinion to the office of the Minister & Secretary for Commerce & Industry on legal matters concerning appointments, terms & conditions of employments, suspensions, termination and investigations. Provide instructions to the Office of the State Solicitor General. Draft affidavits on behalf of Minister and Secretary for Commerce & Industry. Review and introduce appropriate legislations to create value to DCI's vision and mission. 	<ul style="list-style-type: none"> Compliance to government regulations
Support to Commercial statutory Authorities	<ul style="list-style-type: none"> Provide consistent strategic & policy implementation support on CSAs. Establish strong communication & networking with CSAs. Implementation of National MSME Policy & MSME MTDP. Consultation with key stakeholders & Provincial Government to drive the national government economic policies. 	<ul style="list-style-type: none"> Good relationship with CSAs and other stakeholders. Achievement of policy objectives
Sound Audit system	<ul style="list-style-type: none"> Conduct comprehensive audit programs to monitor DCI's performance. Conduct internal audit. Establish & administer the Internal Audit Committee. Review Audit processes and systems. Analyze, report and implement audit findings. Develop vigorous audit systems for timely reporting. 	<ul style="list-style-type: none"> Compliance with reporting standards under the Public Finance Management Act.
Gender Equality and Social Inclusion (GESI) mainstreaming in DCI	<ul style="list-style-type: none"> GESI sensitization & training. GESI mainstreaming & Male Advocate Network. Pursue policy options in line with Department of Personnel Management. Establish a network of male DCI officers who are sensitized and trained to advocate for women's human rights & gender equity in their personal time, families and community. 	<ul style="list-style-type: none"> Promotion and support of GESI in DCI's day to day operations

	<ul style="list-style-type: none"> • Ensure that all divisions/project units & CSAs within the Ministry of Commerce & Industry to implement the GESI Policy in order to achieve its national goal of having at least 30% of women within the leadership & decision-making roles. • Support GESI programs in DCI. • Coordination, Implementation, Monitoring & Evaluation of GESI role & function within DCI 	
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Table 4: Main activities and Expected Outcomes for Corporate Service Division

Corporate Service Division		
Key Result Areas	Intervention Programs	Outcome Indicators
Support in Planning & Management of Finance & Administration	<ul style="list-style-type: none"> • Conduct Budget Assessment and Prepare Sector Budgeting (Operations). • Develop Integrated Financial system for all Project Trust Accounts. • Maintain Integrated reconciliation system of Fixed Assets Registry. • Monitor & Report Quarterly Financial Reports. • Internal Record & Asset Management. • Coordinate and manage disposal & purchasing of new vehicles, new office equipment, regular maintenance of office assets. • Annual procurement plan • Prepare DCI's Quarterly Financial Reports. 	<ul style="list-style-type: none"> • Budget Assessment and Sector Budgeting (Operations) delivered annually. • An improved Integrated Financial System for all Project Trust Accounts. • Effective asset registry system for use by DCI. • Effective use of DCI's resources and fleet of vehicles. • Sufficient stationeries and office consumables to maintain the new hires. • DCI's quarterly financial report delivered on time.
Support in Planning & Management of Human Resource	<ul style="list-style-type: none"> • Develop (short and long term) Staff Training and Development Plan. • Complete third phase of recruitment & selection process. • Reconcile ALESCO Payroll Reports. • Develop a retirement plan for DCI staff. • All new officers to go through Public Service course/training at PILAG. • Prepare NEC Submission seeking approval to elevate DCI's status. • Conduct recruitment & selection against the new DCI's structure of its new elevated status (level). • Provision of Medicare to all staff of DCI. 	<ul style="list-style-type: none"> • Development and Implementation of Staff Training Plan (2023-2027). • All 188 positions filled substantively. • Effective payroll management. • Exit Retirement Plan. • Elevation of the DCI level 4 to level 6. • Healthy workforce. • Gender Equality work environment
ICT infrastructure & Management of IT System & Service	<ul style="list-style-type: none"> • Upgrade all DCI's ICT infrastructure hardware and software. • Manage ICT Security system to provide cybersecurity and application within the Department. • Review, upgrade or develop DCI website. • Create an internal ICT Policy for the Department. • Branding – DCI logo design • ICT Asset Management and Procurement. 	<ul style="list-style-type: none"> • Upgraded Information and Communication infrastructure requirements in line with Dept. of ICT. • Recruit ICT Support Staff • Website updated and maintained. • Develop internal ICT Policy • DCI with new branding logo • Replacement of old aging ICT equipment with new equipment.

Table 5: Main activities and Expected Outcomes for the Policy Planning and Development Division

Policy Planning and Development Division		
Key Result Areas	Intervention Programs	Outcome Indicators
Review DCI Corporate Plan	<ul style="list-style-type: none"> Review Corporate Plan 2018-2022 and update strategic priority areas for the next five years. 	<ul style="list-style-type: none"> DCI Corporate Plan 2024-2027
Provide Management Plan, Annual Report on Outcome of KRAs to the Minister and Secretary.	<ul style="list-style-type: none"> Compile a yearly Management report for Minister and Secretary. Compile annual DCI status Report on KRAs. Develop web-based reporting system. Establish internal database system 	<ul style="list-style-type: none"> Management Plan Annual Report
Ministerial /NEC Decision & Policy direction.	<ul style="list-style-type: none"> Acquaint the Minister and Secretary with policy advice to deliver effective and accurate advice to NEC and other sector agencies and stakeholders. 	<ul style="list-style-type: none"> Delivery of sound economic policy advice at Ministerial level.
Review & develop relevant policies & programs for purposes of promotion and development of relevant industries.	<ul style="list-style-type: none"> Plan, manage and coordinate the establishment and implementation of policy and programs related to Commerce, Industry and Investment. Develop Manufacturing Policy, Plan and Legislation. Develop National Content Policy. Develop National Co-operative Development Policy. Submit timely Ministerial Briefs. Prepare & submit Information Papers to NEC. Coordination of all CSAs' NEC Submissions. Economic sub-sector coordination (PIP's). Conduct policy awareness on National Gold Bullion Policy. Conduct M&E for DCI's existing policies. 	<ul style="list-style-type: none"> Implementation of Policies and programs. Manufacturing Policy and Master Plan. National Content Policy. National Cooperative Development Policy. Economic Subsector Development Plan (2023-2033). Implementation of National Gold Bullion Policy. Reports on M&E for existing policies.
Awareness and Information on Reforms & Changes in DCI's Mandates	<ul style="list-style-type: none"> Provide advice, awareness and information on reforms and changes in DCI's core mandates to all stakeholders (National, Provincial/Local level). Synchronization of KRAs integration into Department's Corporate Planning 	
Review & update Statistical and Trade information	<ul style="list-style-type: none"> Review, update and publish DCI's Statistical Digest. Coordinate with PNG Ports, National Statistics Office & Bank of PNG for updated Trade Data. Review & update Manufacturing Directory. Connecting to ASYCUDA WORLD. Investment Incentive Guide. Plan coordinate and manage all DCI data in a central Database. 	<ul style="list-style-type: none"> DCI Statistical Digest (2024-2027) Manufacturing Directory DCI Central Database.
Bougainville Economic and Investment Summit (BEIS) and Implementation of Bougainville Sharp Agreement	<ul style="list-style-type: none"> Planning and preparation for the hosting of the BEIS. 	<ul style="list-style-type: none"> Hosting of BEIS
MSME Baseline Survey	<ul style="list-style-type: none"> Collection & collation of MSME Database 	<ul style="list-style-type: none"> Fully functional MSME database system in DCI

Table 6: Main activities and Expected Outcomes for the Policy Planning and Development Division

Industry Division		
Key Result Areas	Intervention Programs	Outcome Indicators
Develop & Implement the Manufacturing Policy & Legislation	<ul style="list-style-type: none"> Development of the Manufacturing Policy Set up of regulatory and institutional framework for compliance and coordination 	<ul style="list-style-type: none"> GDP contribution growth from 2% to 20% by 2030
Investment Promotion	<ul style="list-style-type: none"> Research, profile and promote potential industries Reduce information asymmetry and help investors navigate through various 'red tape' 	<ul style="list-style-type: none"> Number of FDIs entering DCI FDI Help Desk established
Administering investment incentives	<ul style="list-style-type: none"> Facilitate government support for new industrial projects. 	<ul style="list-style-type: none"> Signed project agreements
Implement government projects	<ul style="list-style-type: none"> Coordinate the implementation of impact projects (such as Simbu Limestone, etc) 	<ul style="list-style-type: none"> Project implementation reports, study reports, infrastructure
Conduct M&E and compliance	<ul style="list-style-type: none"> Monitor the industrial project construction and operation, and ensure compliance. Evaluate the impact of the industrial project on the economy. 	<ul style="list-style-type: none"> Monitoring Reports/ Construction Completion Reports/ Compliance Reports/ Evaluation Reports.
Conduct M&E and compliance	<ul style="list-style-type: none"> Review Project Agreements. Implementation of MoU with National Fisheries Authority Conduct industry consultation. Formulate policy intervention to solve industrial issues. Manufacturing Legislation Develop an Industry Database for manufacturing sector Developing MOUs with State Agencies to linking all upstream industries to DCI as the lead agency in coordinating and regulating manufacturing activities in PNG Develop SEZ Policy Research and develop technologies that will enable manufacturing activities at household level Joint NEC Submission from DCI and Agriculture for Endorsement of the project as National Government Project under the SEZ Development Program. 	<ul style="list-style-type: none"> Revised Project Agreements (Dringgas, Bewani, South Seas, RD Tuna, Frabelle, Ili-Wawas/Kairak, KKC Connection, etc.) Development of the fisheries sector, especially in harvesting and downstream processing Industrial Issues. Industry policy interventions (e.g National Manufacturing Policy, National Gold Bullion Policy) 2023 Manufacturing Legislation Industry database Signed MOUs with State agencies SEZ Policy Simple and appropriate technology centers NEC endorsement secured: Korofeigu Integrated Agriculture Processing Zone Project

Table 7: Main activities and Expected Outcome for the Commerce Division

Commerce Division		
Key Result Areas	Intervention Programs	Outcome Indicators
Effective implementation of NEC Decision 297/2023 on the National Content Policy for Resource Sectors	<ul style="list-style-type: none"> Implement NEC Decision 297/2023 to setup institutional arrangements to coordinate all matters relating to national content 	<ul style="list-style-type: none"> PNG National Content Policy is improved and its implementation coordinated mechanism is put in place.
Provide advisory support in the implementation and monitoring of SME Policy and to promote effective development of SMEs	<ul style="list-style-type: none"> Provide advisory role and support in close consultation with the SMEC in Reviewing the MSME Policy. Provide advice on IPA and Internal Revenue Commission processes to landowners and business groups in major project areas and SMEs. Conduct national and regional Dialogue forums on MSME development and host mini-PNG Made Exhibition. Support and facilitate access to foreign specialty markets examples for export of specialty products Establish Central Database for SME Create SME Information Help Desk 	<ul style="list-style-type: none"> Approved MSME Policy 2021 and Medium -Term Development Plan 2022-2026. Increased number of MSMEs. Improved compliance by SMEs. Increased SMEs' local products. Networking and alignment of national government and provincial government administration mechanism to grow SMEs. Reactivation of Business Promotion Centres Improved SMEs Export to Foreign Markets Establishment of Central Database for SME Setting up of SME information Help Desk
Ensure landowners and resource owners effectively participate in spin-off business activities in major economic projects	<ul style="list-style-type: none"> Participate in State Negotiating Team and ensure maximum local/national participation in business activities to comply with national content obligations. Review Business Development and Supply & Procurement Plans for compliance with DCI Guidelines. Conduct monitoring and evaluation on implementation of the Business Development Plan. Develop standard administrative guidelines for the Business Development Grants (BDGs) Consultations with relevant stakeholders to identify needs of Landowner SMEs & come up with remedies to address and facilitate SME growth. 	<ul style="list-style-type: none"> Increased landowner companies and local SMEs participation in spin-off business activities. Effective Business Development, Supply & Procurement Plan and agreed MOAs. Standard Administrative Guidelines for BDGs
Ensure the establishment of Manus Special Economic Region (MSER), plus other FTZs and SEZs	<ul style="list-style-type: none"> Formulate Policies and Acts with programs to implement the MSER. Support & participate in the development & implementation of other SEZ designated areas 	<ul style="list-style-type: none"> Sound Policy Legislative and Regulatory Framework to implement MSER. SEZ Policy
Ensure sustainable development for Koiari landowners	<ul style="list-style-type: none"> Formulation of Draft Preliminary report and plans for Koiari Sustainable Development Plans/Programs. Assessment and Disbursements of Sustainable Development Funds. Develop Koiari SME development programs. Formulating Standard Administrative Guidelines for all BDGs & Sustainable Development Funds. Review of Koiari Sustainable Development and Benefit Package (New) 	<ul style="list-style-type: none"> Preliminary Report. Sustainable Development Plans and Guidelines. Standard Guidelines for BDGs and other Development Funds. Revised Koiari Sustainable Development and Benefit Package

Table 8: Main activities and Expected Outcome for the International Business Unit

International Business Division		
Key Result Areas	Intervention Programs	Outcome Indicators
Support, facilitate and implement PNG's International Trade agreements and or arrangements	<ul style="list-style-type: none"> Support National Trade Office and other CSAs with relevant information to support implementation of PNG's international trade arrangements. 	<ul style="list-style-type: none"> Identify, evaluate and recommend International Market Access for local businesses or MSMEs.
	<ul style="list-style-type: none"> Participate at bilateral and multilateral meetings on trade and investment programs. Establishing retail networks in selected niche markets (especially in Australia and UAE) Contribute to policy matters regarding PNG's International Trade arrangements. Liaise and coordinate with NTO and PNG's foreign trade missions to facilitate promotion of PNG products and investment opportunities. To encourage business growth across borders and facilitate commercial activities between PNG and its neighbors. 	<ul style="list-style-type: none"> Establishment of retail networks in offshore markets for SMEs Implementation of International Treaties and Agreements that PNG is party to. Providing assistance to PNG's negotiating positions. Strike new business deals with PNG and its current and potential trading partners.
Economic, trade and investment assistance	<ul style="list-style-type: none"> Conduct survey on Trade and Investment Database (Export/Market) Ensure effective support coordination on the formulation of Trade and Investment policies, coordinate policy implementation to establish markets and promote production, and seek investment opportunities at both domestic and international platforms. 	<ul style="list-style-type: none"> Database on local exporters and related market information National Investment Policy Volume 3
Ensure Local Goods and Services meet International Trade Standards. (Product Development and Standards)	<ul style="list-style-type: none"> Develop guidelines for local SMEs regarding export and imports. Develop a database system for maintaining a record of all SMEs currently under the CSU and SMEC for product consistency and diversification. 	<ul style="list-style-type: none"> Collect information on local market availability. i.e., Compile market data and ensure information is accessible on DCI's Website for public consumption. Improved quality and standards of our products in the international market
Ensure effective coordination of Product research and Promotion of Businesses in Local Trade Fairs and at International Trade events or Exhibitions.	<ul style="list-style-type: none"> Consult relevant Stakeholders, IBD to conduct market research, product mapping and investments opportunities for promotion and business matching or connectivity. Design promotional programs in consultation with Private Sector and business houses on trade fairs or exhibitions. Support the participation of SMEs, Co-operatives, and potential businesses in local or international trade fairs or exhibition. 	<ul style="list-style-type: none"> Establish Technical working Committee. Design and plan programs for events such as trade fairs and Exhibitions. Maintain track record of SMEs participation in local or international trade fairs and exhibitions.

Table 9: Main activities and Expected Outcome for the Construction Industry Unit

Construction Industry Unit		
Key Result Areas	Intervention Programs	Outcome Indicators
Progress the existing draft Construction Industry Policy and Bill.	<ul style="list-style-type: none"> Seek guidance and assistance of the Constitutional Law Reform Commission on the way forward. Conduct consultation workshops to gauge views 	<ul style="list-style-type: none"> National Construction Industry Policy and Bill.
Establish a construction industry regulating body to be called the Construction Industry Development Authority (CIDA).	<ul style="list-style-type: none"> Design the governance and Organizational Structure for CIDA. Secure funding to accommodate CIDA. Appointment of Board Members. 	<ul style="list-style-type: none"> CIDA Act, Rules & Regulations, Organizational Structure, CIDA Board and relocation of CIU staff onto CIDA Organizational Structure.
Contractor Registration & Classification System (CRCS) Awareness.	<ul style="list-style-type: none"> Conduct Regional Awareness Programs on Contractor Registration & Classification System (CRCS). 	<ul style="list-style-type: none"> Contractors and Provincial governments aware of registration system.
Effectively manage the Contractor Registration & Classification System of Contractors.	<ul style="list-style-type: none"> Create Electronic Database System for CRCS. 	<ul style="list-style-type: none"> Electronic and Online Registration and Storage Facility.
Develop construction skills of locally-owned small & medium-sized contractors.	<ul style="list-style-type: none"> Develop construction-oriented training and Basic Bookkeeping and Accounting materials. Run training programs. 	<ul style="list-style-type: none"> Elevating construction skills and know-how of construction techniques of small & medium-sized locally- owned contractors.
Establish Contractor Associations to support the unit in growing the construction industry sector.	<ul style="list-style-type: none"> Establish Provincial Contractor Associations, establish PNG Contractor Association and establish Professional Project Management Association. 	<ul style="list-style-type: none"> Mouth piece from the private sector to assist in the growth of the construction industry.
To assist in the development of the Ministry of Commerce & Industry Staff Homeownership scheme	<ul style="list-style-type: none"> Provide technical advice and other necessary assistance towards advancing the project 	<ul style="list-style-type: none"> Ensuring project conforms to norms and the requirements of the Ministry of Commerce & Industry.

Table 10: Main activities and Expected Outcome for the Co-operative Societies Unit

Co-operative Societies Unit		
Key Result Areas	Intervention Programs	Outcome Indicators
Develop the National Co-operative Development Policy	<ul style="list-style-type: none"> Policy to be finalized. Prepare NEC Submission on the policy. Launching of the policy. 	<ul style="list-style-type: none"> Adopted Co-operatives Development Policy
Ensure the Co-operative Societies Act of 1985 is relevant and effective	<ul style="list-style-type: none"> Undertake review of the Act to address deficiencies and performance. Hold consultations with key Government Departments and stakeholders on the revised amendments. Prepare Co-operative Societies revised Bill 	<ul style="list-style-type: none"> Consensus reached on the Bill. Revised and amended Co-operative Societies Act 2023. Establishment of the Co-operative Enterprises Development Authority as a Statutory Authority.

Provide oversight in the management and performance of Co-operative Societies throughout the country	<ul style="list-style-type: none"> Carry out monitoring and evaluation on cooperatives throughout the country 	<ul style="list-style-type: none"> Reports and recommendations for improvements and remedial actions.
Assistance to cooperatives	<ul style="list-style-type: none"> Provide financial assistance to cooperatives through MOAs with BSP, NDB & Women's Micro Bank. Establish cooperative help desks in provinces including AROB. Establish effective networking and partnership arrangements with stakeholders 	<ul style="list-style-type: none"> Increased number of cooperatives being assisted to do cooperative business Increased number of cooperative help desks in provinces Participation of cooperatives in major resource projects, downstream processing and other business activities
Automate the registration system	<ul style="list-style-type: none"> To develop efficient online cooperative registration and information system. Staff to be trained to use the system. 	<ul style="list-style-type: none"> An efficient registration system to process co-operative applications and generate management information.
Conduct trainings for Co-operatives	<ul style="list-style-type: none"> Training of Executives and Managers of Co-operatives. Collaborate with Commodity Boards & relevant stakeholders on training of Co-operatives. Develop training manuals for co-operatives 	<ul style="list-style-type: none"> Demonstrated improvements in work output and business operations. Strengthened network established. Training manuals for cooperatives
Establish effective Co-operative Development Structure	<ul style="list-style-type: none"> Organize the formation of provincial co-operative associations and the Federation for effective provision and delivery of services. 	<ul style="list-style-type: none"> Co-operatives are developed through a coordinated structure.
Expand the operations of Societies Investment Limited (SIL)	<ul style="list-style-type: none"> Co-operatives will be encouraged to invest and partner with SIL for enhanced business activities 	<ul style="list-style-type: none"> Business opportunities and increased revenue generation for co-operatives.
Establishment of Co-operative College	<ul style="list-style-type: none"> Hold negotiations with UNDP/International Labour Organisation/International Co-operative Alliance to establish the Co-operative College 	<ul style="list-style-type: none"> Specialized co-operatives management training is available to co-operatives. Effective and proper management of co-operative businesses.
Establishment of Co-operatives Bank (Savings & Loans Society)	<ul style="list-style-type: none"> Prepare PIP for funds to commence this facility. Consult appropriate international sources for assistance to establish this facility 	<ul style="list-style-type: none"> Co-operatives have easy access to funds and banking service.
Investigations into assets of former co-operatives	<ul style="list-style-type: none"> CSU will continue to investigate and restore assets of former co-operatives that are in wrong hands after the repeal of the Co-operatives Act in 1974 	<ul style="list-style-type: none"> Former co-operatives are reorganized into new co-operatives with identified assets and wealth.
Rehabilitate run down plantation through co-operatives	<ul style="list-style-type: none"> Secure funding to rehabilitate the rundown plantations. Collaborate with National Plantation Management Agency, Commodity Boards and DAL and relevant stakeholders. Mobilize landowners of rundown plantations into co-operatives. 	<ul style="list-style-type: none"> Rehabilitated plantations in operations. Increased productivity and revenues. Increased employment opportunities.

Table 11: Main activities and Expected Outcome for Risk Share Facility

Risk Share Facility		
Key Result Areas	Intervention Programs	Outcome Indicators
Connect, Fund and Grow SMEs through engagement with banks and Financial Institutions (FIs) to drive Credit Enhancement Programs.	<ul style="list-style-type: none"> Facilitate flow of credit to SMEs (including women and youths owned/managed SMEs through loan application lodgment support and management. 	<ul style="list-style-type: none"> Increase SME lending (positive growth in SME loans, employment and income generation). Secure second and third FIs. Additional SME loan products identified, developed and delivered to market.
Fund and provide TA to participating FIs in SME Lending	<ul style="list-style-type: none"> Build and improve capacity of banks and financial institutions to support SME lending and support SME growth 	<ul style="list-style-type: none"> TA to banks and financial institutions completed. FIs successfully deliver planned deliverables with reports of M&E and audit.
SME Diagnostic, Mapping and Development of SME Database Management System for policy development	<ul style="list-style-type: none"> Collect and store an updated real-time SME data through an internet based mobile web application. 	<ul style="list-style-type: none"> An updated SME Database Management and Monitoring System developed and maintained by DCI is essential for policy development, planning and funding.
Capacity Building for Provincial Commerce Divisions on SME Development	<ul style="list-style-type: none"> Train, invest and build capacity of 22 Provincial Commerce Divisions throughout PNG on SME Development. 	<ul style="list-style-type: none"> New innovative idea is identified, appraised, funded, designed and developed and finally reach market.
Smart Hubs for youths in SMEs	<ul style="list-style-type: none"> SME innovation and development hubs for youths in product innovation, research and design. 	<ul style="list-style-type: none"> New innovative idea is identified, appraised, funded, designed and developed and finally reach market
Establishment of Smart Innovative Research Fund for SMEs	<ul style="list-style-type: none"> Develop an Innovative Research Fund for SMEs 	<ul style="list-style-type: none"> A research fund is developed for product financing and development.

6. MONITORING & EVALUATION

6.1. Planning, Management & Monitoring Structure

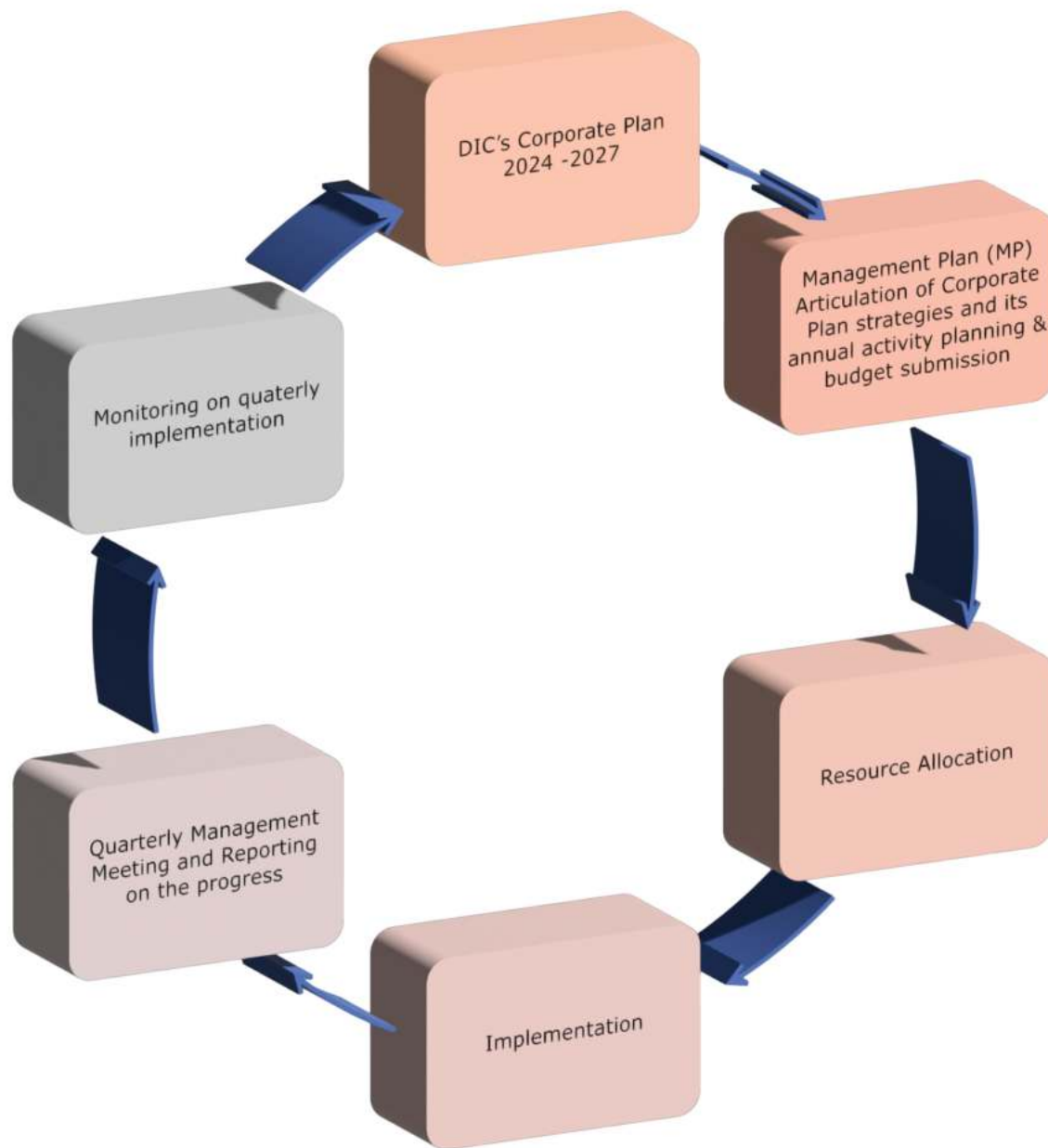


Figure 2: Illustrates the Planning, Management & Monitoring processes involved in the management of the Corporate Plan implementation annually for four years.

The Corporate Plan is a four-year Plan that would articulate Medium Term Development Plan IV (MTDP IV), the long-term strategic plan for the Department, as well as taking into account the current Government policy directives.

In the present case, we have the national outcry “Take Back PNG” which is the policy option or rather we should say a call from the government to see all our national resources harvested in the country must go through the integrated manufacturing process of down streaming to add value to our country’s resource sector, create job opportunities for locals and most importantly to see economic growth.

The Management Plan would identify, from the Corporate Plan, strategies that are earmarked for the year and develop appropriate activities for each of the strategies. An estimate budget figures are then made for each of the activities which are then assigned to individual Division to manage in implementation and reporting.

The corporate responsibility of the Department is to insist on Divisions and Project Units to have quarterly management meetings and quarterly budget reviews to provide report on each of the activities and help progress implementation of the Corporate Plan. Implementation issues identify during the reviews can and should be addressed quarterly as they move forward with implementation.

6.2 Evaluation & Reporting Process

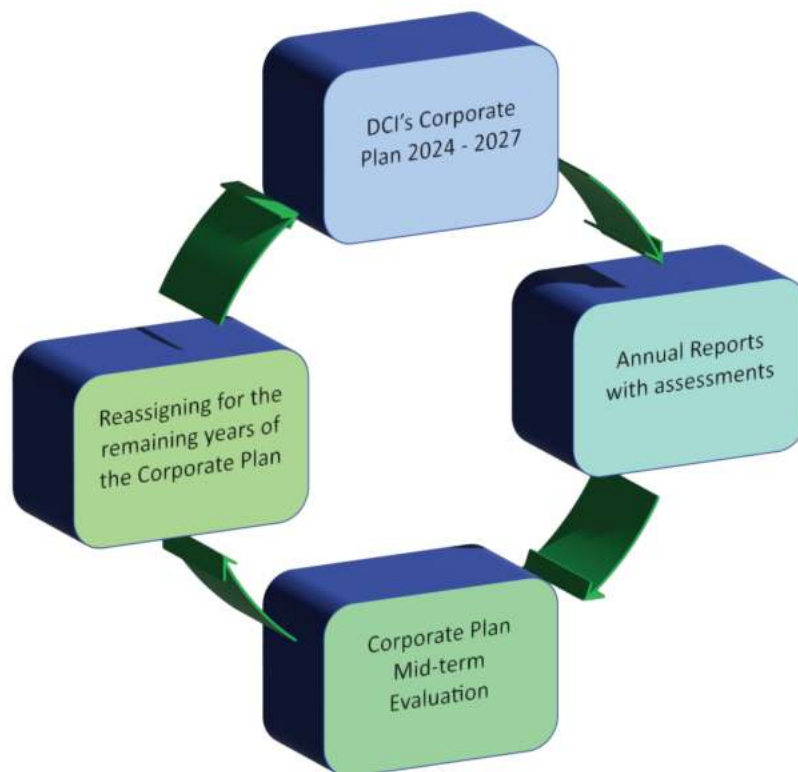


Figure 3: Illustrates the Evaluation and Reporting Process

The production of an annual report on the implementation of the corporate plan is both a Department Statutory Instrument and adopting Sec.32 of Public Service Management Act 2014.

The report would be used to ensure that the preparation of the next Management Plan takes into account issues that have affected the implementation of the preceding Management Plan.

As a statutory requirement, a report on the performance of the department will have to be prepared and submitted through DCI Secretary, to the portfolio minister then to the National Executive Council for endorsement. The portfolio minister will then table the Department's Report to the Parliament.

The annual report will also be used by the portfolio-Minister, Ministerial Executive Appointment Committee and the Department of Personnel Management to maintain an active ongoing assessment on the DCI Secretary’s performance.

The mid-term corporate plan evaluation is compulsory and has to be done in order to ascertain whether the implementation of the corporate plan is on target. If there are any changes to be made, then the recasting of the second part of the corporate plan can then be done.



7.APPENDIX

7.1. Functional Structure

Figure 4: Chart on the Top Management Structure (Approved by DPM on 6th December 2018).

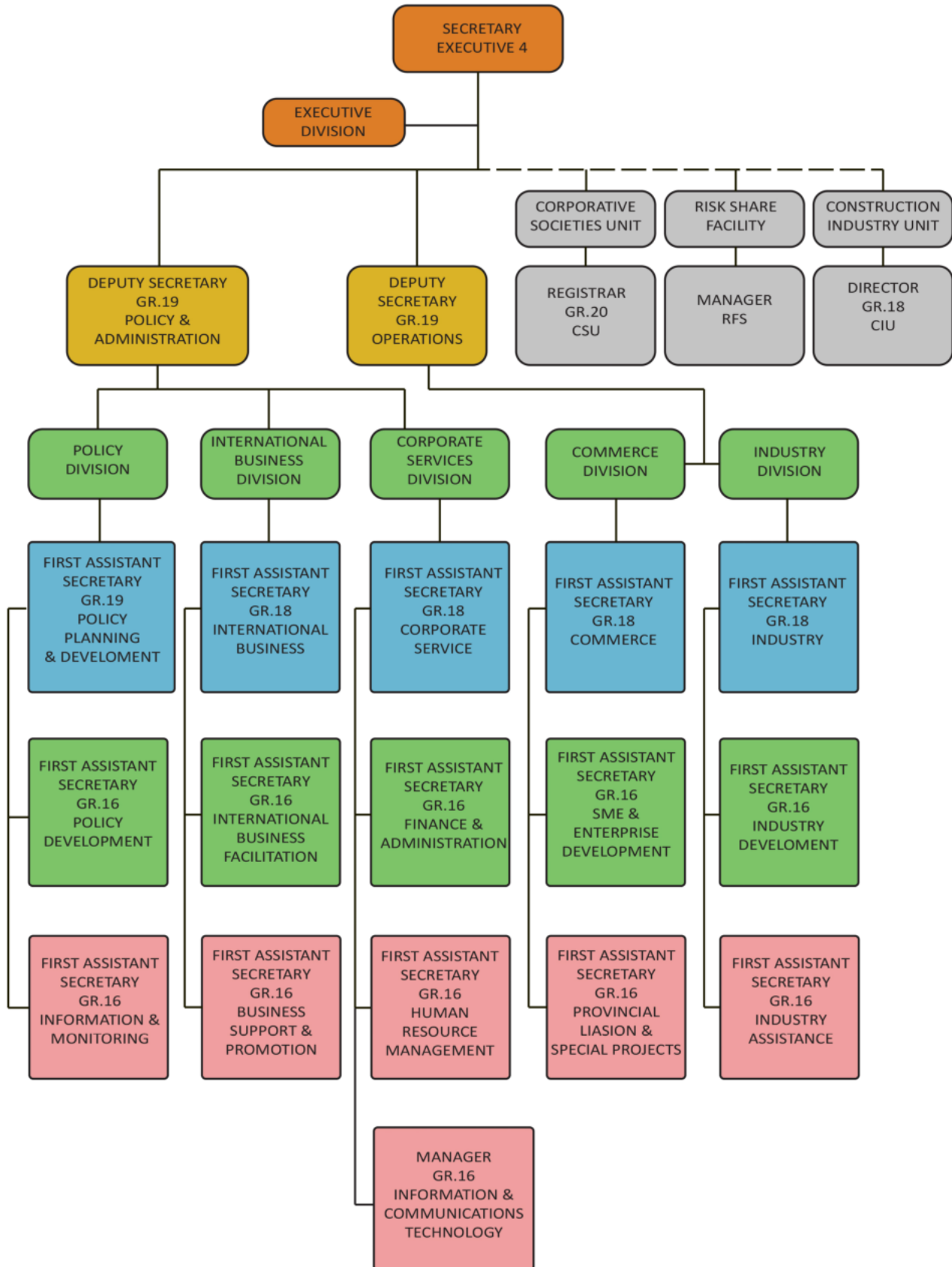
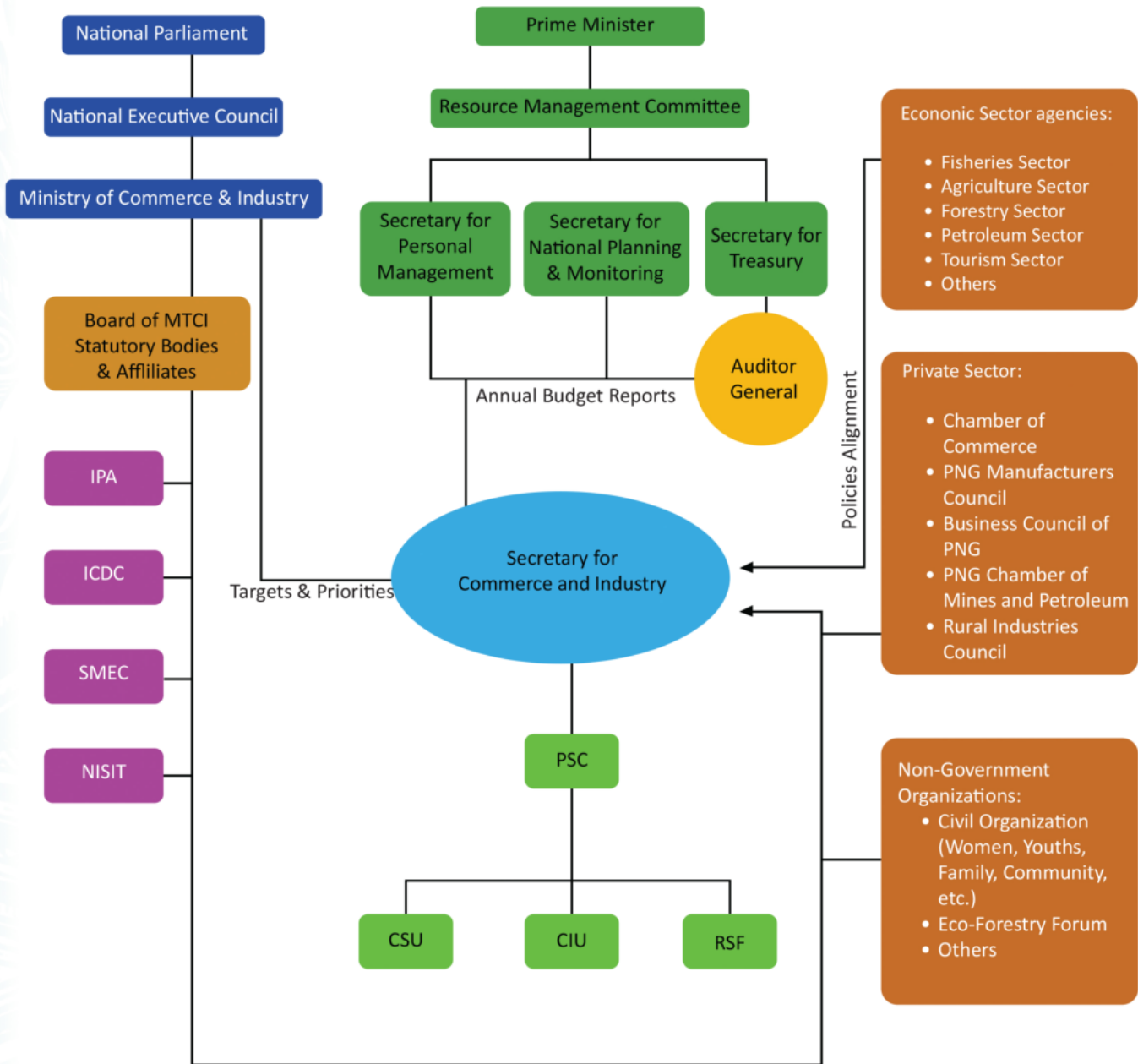


Figure 5: Diagram illustrating how DCI is closely linked to other Government Departments and Organizations





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