



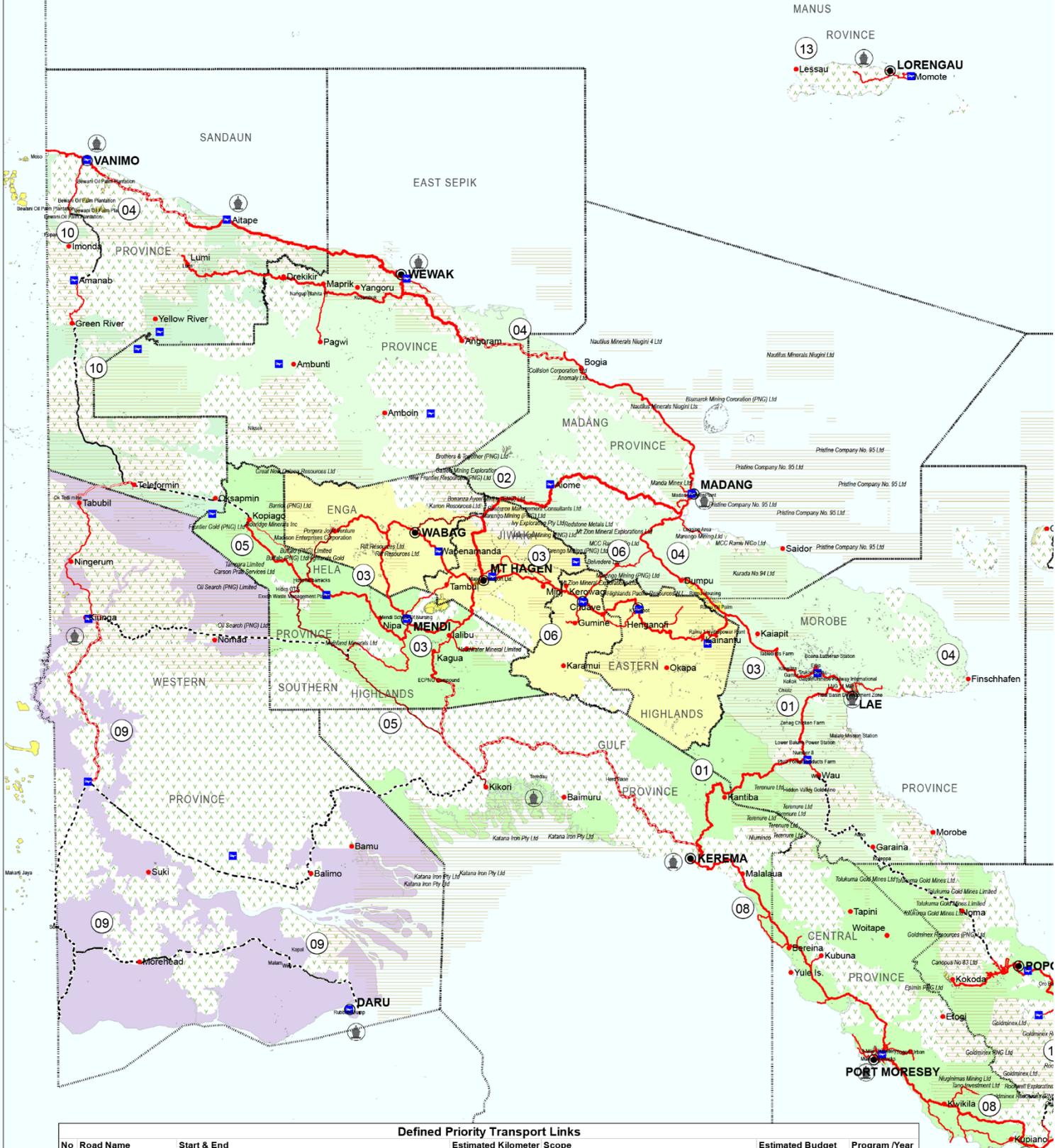
DEPARTMENT OF WORKS AND HIGHWAYS

CORPORATE PLAN 2025 - 2029



**“CONNECTING
PAPUA NEW GUINEA
TO ENABLE
PROSPERITY”**

CONNECT PNG ECONOMIC DEVELOPMENT



Defined Priority Transport Links

No	Road Name	Start & End	Estimated Kilometer	Scope	Estimated Budget	Program Year
1	Trans Highlands Corridor	9 Mile Junc - Bulolo - Malalaua	302	Upgrade Existing and Construct Missing Link	PGK895M	2020-2026
2	Baiyer Corridor	Gogol - Baiyer - Kompiam	297	Upgrade Existing and Construct new Missing Links	PGK596M	2020-2030
3	Highlands Corridor	Lae - Mendi Enga Hwy, Koroba Rd, Halimbu - Komo & Wabag Mendi	1086	Rehabilitate & Maintain Existing Road	PGK2.32B	2020-2038
4	Momase Corridor	Ramu Hwy, Coastal Hwy, Lae - Finschaffan Road	1318	Rehabilitate Existing Roads & Construct Missing Links	PGK2.98B	2020-2030
5	Gulf Highlands Corridor	Kikori - Erave, Kikori Moro, Tari - Pogera	250	Upgrade Existing Roads and Construct Missing Links	PGK638M	2020-2040
6	Gulf Madang Corridor	Ramu - Gembogi - Kundiawa - Karamui - Purai	368	Upgrade Existing section and Construct new links	PGK720M	2020-2040
7	Bougainville Corridor		400	Rehabilitate Existing Roads	PGK600M	2020-2026
8	Southern Corridor	Kerema - Port Moresby - Alotau	880	Rehabilitate Existing Roads & Construct Missing Links	PGK2.3B	2020-2040
9	Trans Fly Border Corridor	Tabubil - Kiunga - Ambak - Weam - Daru	759	Upgrade Existing roads and Construct new Links	PGK1.46B	2020-2040
10	Sandaun Border Corridor	Vanimo - Bewani - Green River - Telefomin - Tabubil	449	Upgrade Existing roads and Construct new Links	PGK998M	2020-2040
11	New Britain Corridor	Kimbe - Kokopo	629	Rehabilitate Existing Roads & Construct Missing Link	PGK1.02B	2020-2040
12	Northern Corridor	Kokoda Hwy - Northern Hwy - Ijivitari (Oro) - Abau (Central)	386	Rehabilitate Existing Road & Construct Missing Link	PGK691M	2020-2040
13	Manus Hwy		100	Rehabilitate Existing Road	PGK135M	2020-2026
14	Provincial Trunk Roads		9000	Upgrade to Rural Road Standards	PGK4.5B	2020-2030
TOTAL				16,209.00	PGK19.739BILLION	

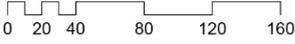
MENT AREA



DEPARTMENT OF WORKS
Strategic Road Network Planning
Asset Management Branch

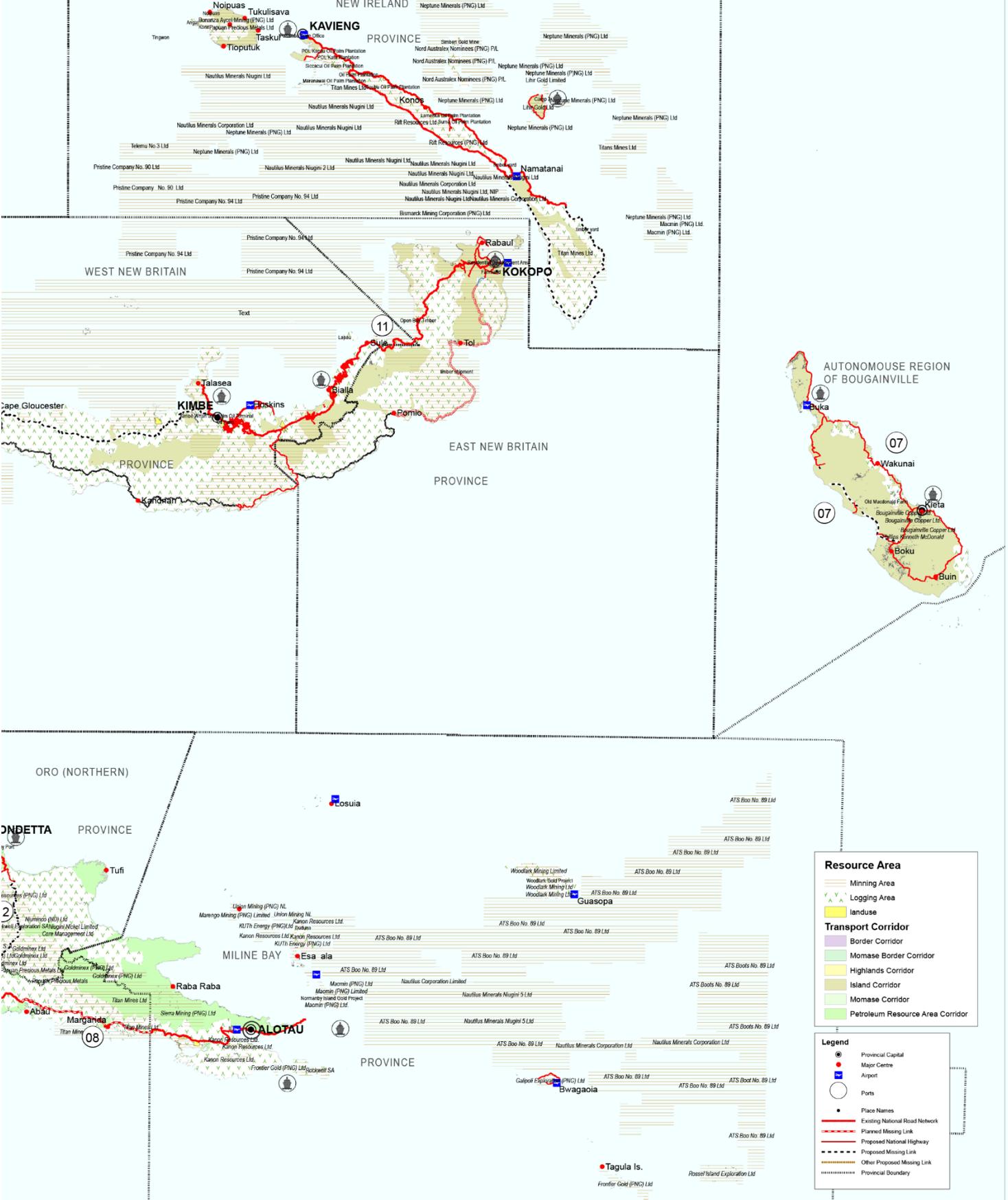
ECONOMIC RESOURCE AREA
Scale: 1:1,539,870



Kilometers

Date: 30/11/2022



Resource Area

- Mining Area
- Logging Area
- Landuse

Transport Corridor

- Border Corridor
- Momase Border Corridor
- Highlands Corridor
- Island Corridor
- Momase Corridor
- Petroleum Resource Area Corridor

Legend

- Provincial Capital
- Major Centre
- Airport
- Ports
- Place Names
- Existing National Road Network
- Planned Missing Link
- Proposed National Highway
- Proposed Missing Link
- Other Proposed Missing Link
- Provincial Boundary

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PRIME MINISTER'S MESSAGE



HON. JAMES MARAPE, MP
Prime Minister of Papua
New Guinea

Infrastructure is the foundation of Papua New Guinea's progress, underpinning our collective efforts to achieve inclusive economic growth, improved service delivery, and sustainable development. This Corporate Plan for 2025–2029 aligns with the Medium-Term Development Plan IV (MTDP IV) and the PNG Development Strategic Plan 2010–2030, charting a path toward our goal of becoming a middle-income country. By connecting Special Economic Zones (SEZs) through sustainable infrastructure, we are opportunities for creating our citizens to achieve economic independence and self-reliance.

With our government's mantra of *Taking Back PNG and Leaving No One Behind*, the Department of Works and Highways is delivering on its duty to connect our rural communities with a sustainable road network that transforms lives. Through the Connect PNG Program, remote areas such as Menyamya, Kaintiba, Maramuni, Karamui, Telefomin, Bosavi, Aiome, Simbai, Rai Coast, Pomio, Gloucester, Kandrian, and Obura-Wonenara are experiencing road connectivity improvements for the very first time since independence. These roads are not merely infrastructure; they are lifelines liberating our people from economic poverty, empowering them to participate in wealth creation, and fostering national unity.

This Corporate Plan closely reflects the government's commitment to sustainability, transparency, and innovation. By leveraging advanced technologies and adhering to the principles of good governance, the Department is ensuring that our investments deliver long-term value for the nation. It is through this dedication that we are building not just roads and bridges, but a legacy of resilience, opportunity, and progress.

I commend the Department of Works and Highways for its unwavering dedication to delivering on our shared vision for a connected, prosperous, and inclusive Papua New Guinea. Together, we are paving the way for a future where no citizen is left behind, and every community has the tools and access to thrive.

A handwritten signature in blue ink, consisting of a large, stylized 'S' shape with a long horizontal stroke extending to the right.

Hon. James Marape, MP

Prime Minister of Papua New Guinea

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Acronyms

Acronym	Description
ADB	Asian Development Bank
AQPR	Annual Quarterly Progress Report
AGO	Auditor General Office
BAMS	Bridge Asset Management System
CACC	Central Agencies Coordinating Committee
CDS	Cross Drainage Structure
CRN	Core Road Network
DDA	District Development Authority
DNPM	Department of National Planning and Monitoring
DoT	Department of Transport
DoWH	Department of Works and Highways
EGG	Economic Growth Goals
GoPNG	Government of Papua New Guinea
HDM	Highway Design Model
HRM	Human Resources Management
JICA	Japanese International Cooperation Agency
LTPBC	Long Term Performance Based Contract
M&E	Monitoring and Evaluation
MEAL	Monitoring Evaluation Accountability and Learning
MoA	Memorandum of Agreement
MoU	Memorandum of Understanding
MTDP	Medium Term Development Plan
MTDP IV	Medium Term Development Plan IV (2023-2027)
MTTP 3	Medium Term Transport Plan 3 (2023 -2027)
NEC	National Executive Council
NECDP	National Economic Corridors Development Plan
NGO	Non-Government Organisation
NRN	National Road Network
NRNS	National Road Network Strategy
NTS	National Transport Strategy
PNG	Papua New Guinea
PTSD	Plant and Transport Services Division (DoWH)
PWM	Provincial Works Manager
PWU	Provincial Works Unit
RAMS	Roads Asset Management System

Acronym	Description
RIPD	Rural Infrastructure Program Division
RMPA-4	Road Maintenance and Performance Assessment-v4
SNRNS	Sub-National Road Network Strategy
TSCMIC	Transport Sector Coordination, Monitoring and Implementation Committee
TSSP	Transport Sector Support Program
WB	World Bank



Lae-Nadzab 4 Lane Road Project

MINISTER'S EXPECTATION



HON. SOLAN MIRISIM, MP
Minister of Works and
Highways

I am proud to highlight the Department of Works and Highways' (DoWH) pivotal role in transforming Papua New Guinea's land transport subsector. Infrastructure is the backbone of our nation's development, and through strategic planning and execution, DoWH continues to enhance connectivity, enable economic growth, and uplift communities across the country.

Under the Connect PNG Program, DoWH has prioritised the development of integrated road networks that link our remote communities with urban centers, enabling access to essential services and economic opportunities. The construction and upgrading of national highways, such as the Trans-National Highway, along with feeder roads, are reducing travel times, lowering transport costs, and boosting local economies.

The Maintenance First Policy will ensure that existing road networks are preserved and improved, preventing costly deterioration while ensuring that transport systems remain reliable and safe. Investments in all-weather roads and resilient infrastructure are addressing the unique challenges posed by Papua New Guinea's geography and climate, providing uninterrupted access to markets, schools, and healthcare facilities.

The benefits of these initiatives extend far beyond physical connectivity. For local businesses, improved transport networks have reduced logistical challenges, allowing goods to reach markets more efficiently and affordably. For regional economies, enhanced road systems are facilitating trade and investment, creating jobs, and stimulating growth. At the national level, these efforts are integrating our economy, fostering unity, and strengthening our position in the global marketplace.

Together, we will Connect the Unconnected and Reach the Unreached in implementing this corporate plan and aligning with our National Road Network Strategy (NRNS) and Connect PNG Program. I sincerely thank our development partners for their continued generous support, and I call upon them to align their funding and work with us, to ensure that our road network is safe, sustainable and reliable, empowering economic growth and driving the transformation of Papua New Guinea.

I commend the leadership of DoWH and the dedication of its workforce in realising the Marape Government's vision for a connected and prosperous Papua New Guinea. Together, we are building a foundation for lasting economic and social transformation.

A handwritten signature in blue ink, appearing to be 'Solan Mirisim'. The signature is stylized and fluid, written over a white background.

Hon. Solan Mirisim, MP

Minister of Works and Highways

SECRETARY'S MESSAGE



I am honoured to present our Corporate Plan for 2025–2029. This plan reflects the Department’s steadfast commitment to delivering resilient, sustainable, and integrated infrastructure that supports Papua New Guinea’s economic and social development goals. The Corporate Plan aligns with the objectives and outcomes of MTDP IV and Medium-Term Transport Plan (MTTP) 3, ensuring our contributions to the nation’s overarching development priorities.

This Corporate Plan is pivotal as it will oversee the full implementation of the Connect PNG Phase 1 programs while preparing for the commencement of Phase 2 programs from 2028 onwards. Through these initiatives, we aim to strengthen national connectivity, enabling greater economic opportunities, improved service delivery, and social inclusivity.

Aligned with our legislative mandates under the Road Management Act 2020 and Connect PNG Act 2021, DoWH is committed to ensuring robust regulatory oversight and the implementation of critical institutional reforms. These efforts will enhance the department’s operational efficiency and accountability while promoting transparency in infrastructure development and governance.

Central to our strategy is the Maintenance First Policy under the National Road Network Strategy (NRNS). The Department has developed a comprehensive 20-year Road Management and Maintenance Plan that will be implemented beginning in 2025. This plan reaffirms our commitment to achieving a sustainable road network that is safe, reliable, and efficient for economic development.

In line with the Building Act 1994, Chapter 301, DoWH has also strengthened its regulatory oversight of building standards. By enforcing compliance and promoting disaster-resilient and environmentally sustainable construction practices, we are enhancing public safety and fostering sustainable urbanisation.

I take this opportunity to acknowledge the dedication of our staff, the collaboration with our development partners, and the unwavering support of the government. Together, we are laying the groundwork for a connected and prosperous Papua New Guinea.



Gibson Holemba, FIEPNG

Acting Secretary

Department of Works and Highways



Above image: Telefomin Missing Link Road and Bridge

Below image: Trans-National Highway Missing Link Road Construction



SECTION A

1. EXECUTIVE SUMMARY

1.1 The purpose of this Corporate Plan

The Department of Works and Highways Corporate Plan (the Plan) describes how our roles, responsibilities and its legal, policy and strategic mandates will be delivered over a five-year period.

The Plan communicates our key internal and external priorities and responsibilities. It highlights the key focus areas in delivering the National Road Strategy via the Connect PNG development program, outlines improvements in the roads and bridges network, and applies building infrastructure design and standards.

The Plan aligns with the objectives and outcomes of Vision 2050, MTDP IV and MTTP 3 ensuring our contribution to the nation's overarching development priorities. This plan is pivotal as it will oversee the full implementation of Connect PNG Phase 1 programs while preparing the commencement of Phase 2 programs from 2028 onward.

When we strengthen national connectivity, we enable economic opportunities, improved service delivery and social inclusion for the citizens of Papua New Guinea.

1.2 The structure of this Corporate Plan

This Corporate Plan is divided into two sections:

SECTION A – CORPORATE STRATEGIES

- Section 1 – Executive Summary
- Section 2 – The Mandated Functions of the Department
- Section 3 – The Management of PNG Roads

SECTION B – SUPPORT STRATEGIES

- Section 4 – The Purpose, Implementation and Review of this Corporate Plan
- Section 5 – The Corporate Strategy – Eight Strategic Goals
- Section 5 – Monitoring, Evaluation and Reporting Strategy
- Section 6 – Funding and Resourcing Strategy
- Section 7 – Public Engagement and Communication Strategy
- Section 8 – Risk Management Strategy
- Section 9 – Sustainability, Resilience and Inclusive Development Strategy
- Section 10 – Governance and Transparency Strategy
- Section 11 – Collaboration and Partnership Strategy

2. GOVERNMENT OF PAPUA NEW GUINEA PLANNING, STRATEGY AND BUDGET PROCESS

The 2025-2029 Corporate Plan aligns with Vision 2050, MTDP IV and MTTP 3 strategies, the road and bridge targets of the National Road Network Strategy (NRNS), and the Connect PNG Program. The NRNS Strategy implements the long-term sector strategies and medium-term plans, and supports the national planning, strategy and budget process as presented in Figure 1.

Figure 1 Government of PNG’s Planning, Strategy and Budget Process

Strategic Level				
Timeframe	International	National	Sectoral	DoWH
Long Term 20+ Years	Sustainable Development Goals International Convention, etc	Vision 2050	National Transport Strategy	Agency Development Strategy (NRNS / CPNG)
		Development Strategic Plan		
		Strategy for Responsible and Sustainable Development		
Medium Term 5 Years	Partnership for Development; International Agreement, etc	Medium Term Development Plan IV	Medium Term Transport Plan 3	Implementation Plan Corporate Strategic Plan
Annual		Consolidated / Unified Budget	Consolidated / Unified Budget	Agency Budget Submissions

3. OUR VISION AND MISSION STATEMENTS

Our vision and mission statements have been reviewed to reflect the Department’s 10–15-year future and accommodate the total services provided by the different Divisions within the four Wings of the Department.



VISION

Resilient, sustainable, safe, reliable, and integrated infrastructure system that enhances national connectivity, supports socio-economic growth, and improves quality of life for all Papua New Guineans



MISSION

To plan, regulate, construct, and maintain the infrastructure system with integrity and innovation by competent and professional staff, ensuring alignment with National Development aspirations, Legislative mandates and International Standards

4. OUR VALUES

Our staff come from every province within Papua New Guinea and hold different cultural codes. Seven core values have been identified to facilitate the delivery of services by our staff to our key stakeholders including the citizens of Papua New Guinea. All employees are responsible for embodying each core value while providing services within the Department.

Figure 2 The seven core Department of Works and Highways values



We will improve workplace culture by building professional, ethical and service mindsets and behaviour within the Department. To support this change, the Department will socialise these values, integrate them into HR Systems, and use recognition and sanctions to embed these values in the Department.

5. OUR CORE BUSINESS

Our core business is the development and management of the road network of Papua New Guinea. Our legal, strategic and policy mandates list our ten key functions shown in Figure 3.

Figure 3 Ten core functions of the Department of Works and Highways

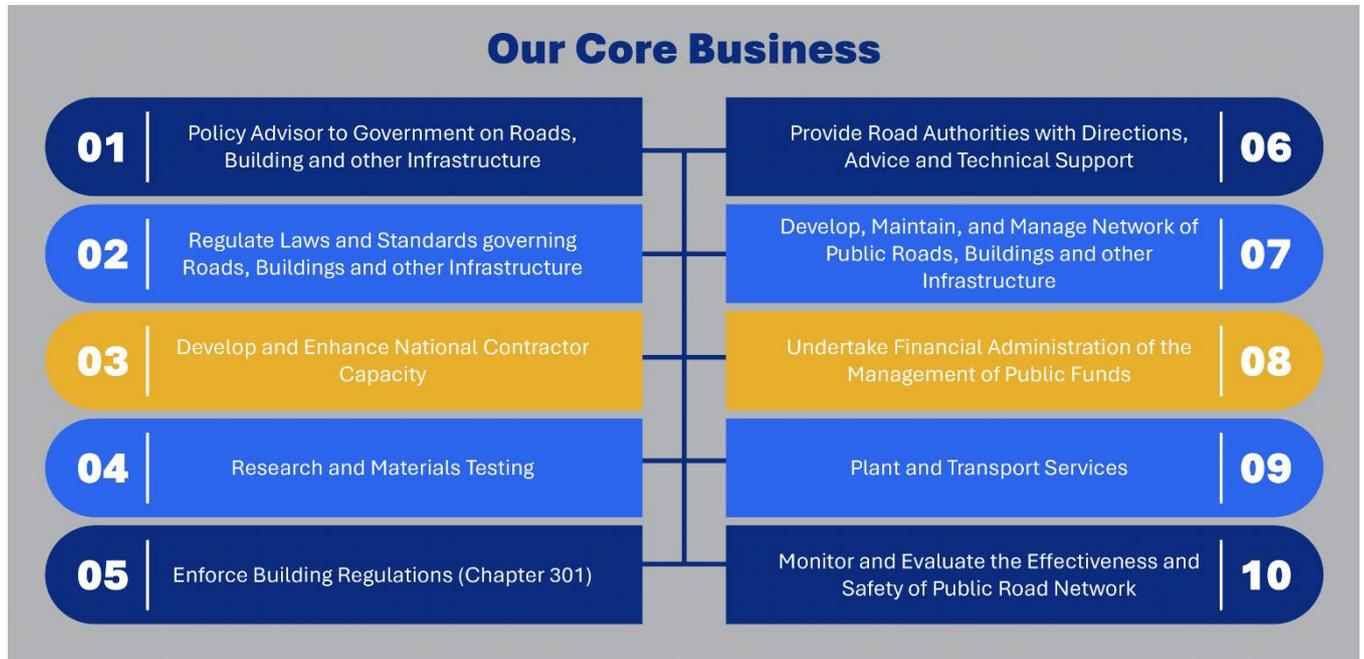


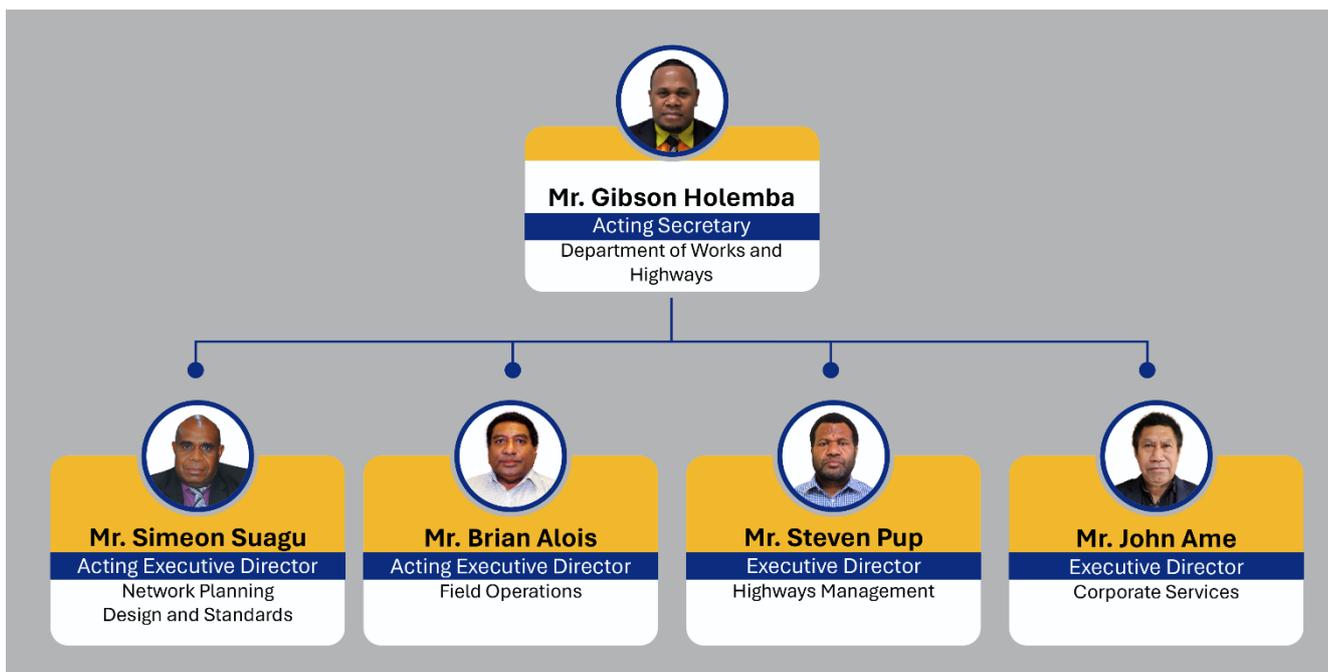
Image: Hoskins to Kimbe Highway, West New Britain Province

6. OUR STRUCTURE

To deliver our legal, policy and strategic mandates detailed in the ten key functions mentioned above, we have established four Wings: *Corporate Services, Network Planning, Design and Standards, Highways Management and Field Operations*.

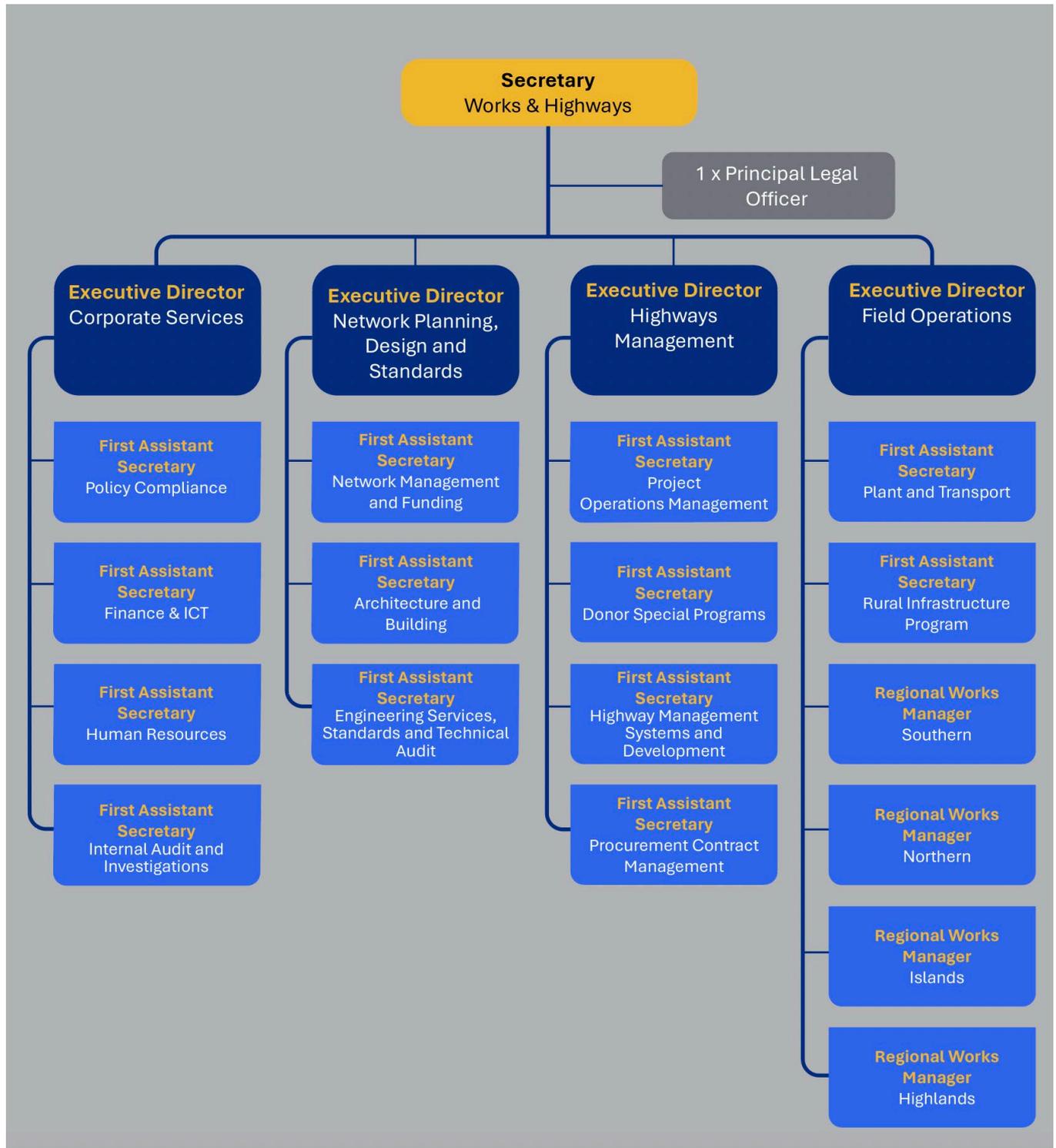
The Department is headed by the Secretary who reports to the Minister for Works and Highways on policy and updates on work programs.

Figure 4 Senior Executive Management of the Department of Works and Highways



The four Executive Directors are supported by thirteen First Assistant Secretaries and four Regional Works Managers heading different divisions and regional works offices of the Department.

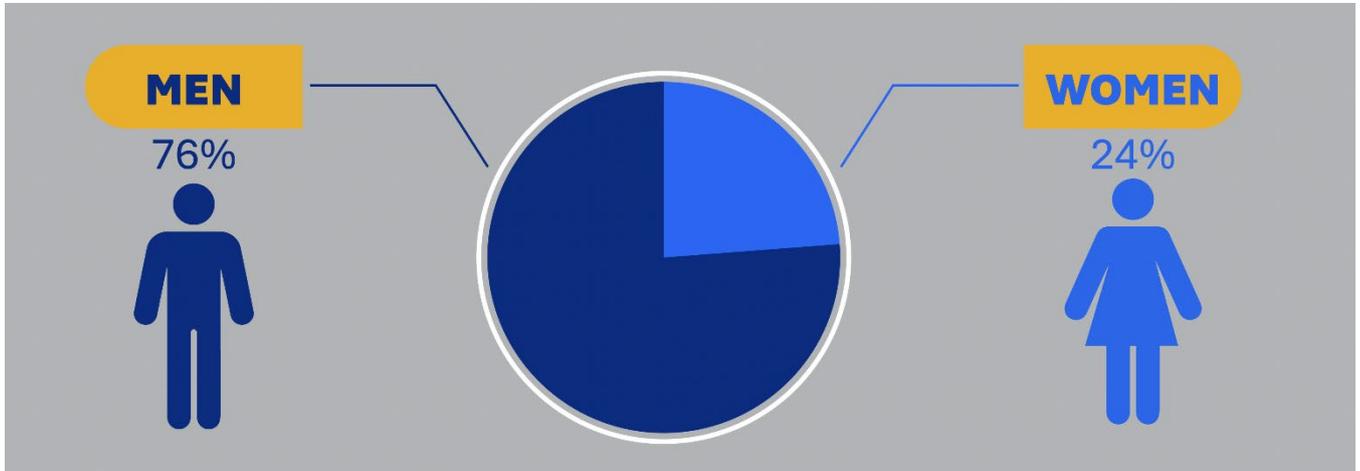
Figure 5 Organisational structure of the Department of Works and Highways



7. OUR STAFFING

Our Staff on Strength (SOS) numbers as of November 2024 is 1,437, made up of 340 women and 1,097 men. Women make up 24 per cent and men make up 76 per cent of the Department’s total workforce.

Figure 6 Gender disaggregation of the Department of Works and Highways



The total staff for each Wing is shown by gender in the table below.

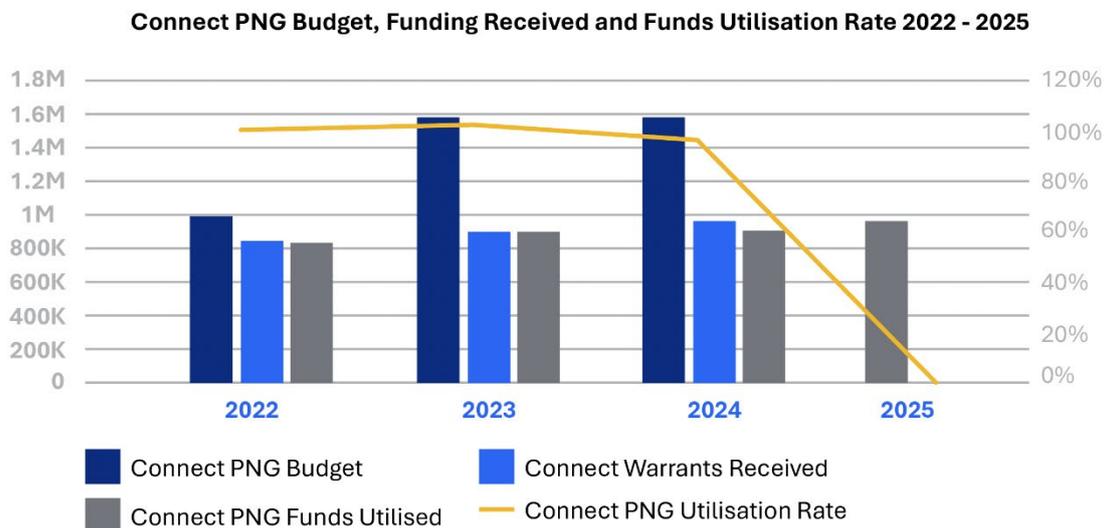
Table 1 Total staff for each Wing by gender

No.	Wing	Number of men	Number of women	Total
1	Network Planning, Design and Standards	95	44	139
2	Field Operations	853	211	1,064
3	Highways Management	38	8	46
4	Corporate Services	83	62	144

8. OUR FUNDING SOURCES AND UTILISATION SNAPSHOT

The 2025 budget for Connect PNG is PGK970 million. We will readjust our Annual Work Plans to warrants received to deliver the Connect PNG program priorities. The graph below shows the Connect PNG budget, funds received and the average funds utilisation rate for the 2022-2024 period standing at a high 94 per cent.

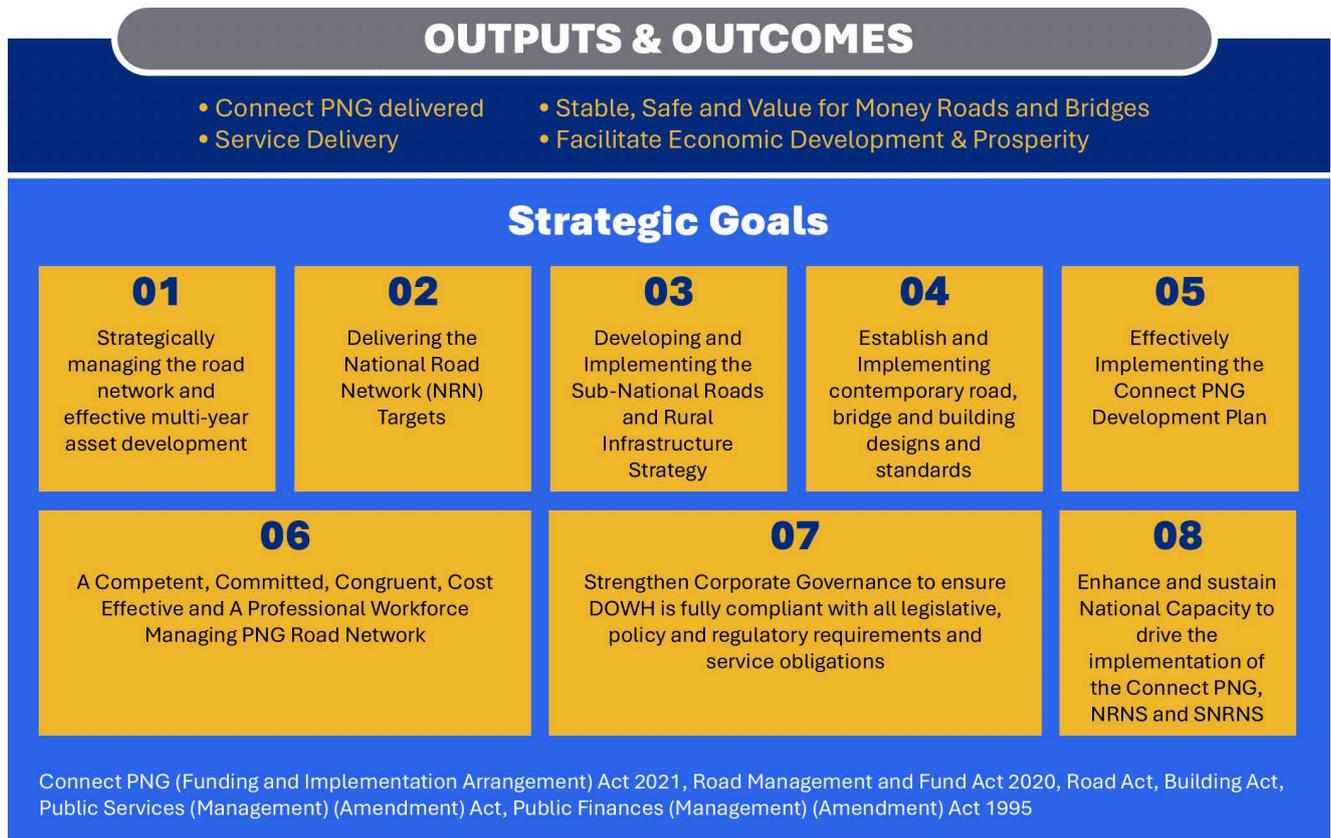
Figure 7 Funding sources and utilisation rate



9. THE 2025-2029 CORPORATE PLAN EIGHT STRATEGIC GOALS

To deliver our legal, strategic and policy mandates, the Department has identified eight strategic goals to deliver the services we are mandated to provide through the identified priorities, outputs and outcomes.

Figure 8 Eight strategic goals of the Department of Works and Highways



10. KEY STAKEHOLDER RELATIONSHIPS

We serve ten key stakeholders using the engagement strategies listed in the table below.

Table 2 Department of Works and Highways key stakeholders

No.	Our stakeholders	Our responsibilities
1	Minister	<ul style="list-style-type: none"> Provide policy advice Update progress of key work priorities Seek funding support
2	National Executive Council (NEC)	<ul style="list-style-type: none"> Inform and advise on road network management and development Update progress on key work priorities Seek funding support
3	Central Agency Coordination Committee (CACC)	<ul style="list-style-type: none"> Submit half-year and annual Department Performance Report
4	Transport Sector Agencies	<ul style="list-style-type: none"> Work as a sector to deliver MTTP 3 and MTDP IV priorities Report progress to key stakeholders
5	Transport Sector Coordination, Monitoring and Implementation Committee (TSCMIC)	<ul style="list-style-type: none"> Support the oversight and leadership of GoPNG Transport Sector Account for implementation performance, acquittals and reporting Report land transport program progress
6	National and International Contractors	<ul style="list-style-type: none"> Work with them and build their capacity Ensure road and bridge projects completed on specifications, on time and on budget
7	Development Partners	<ul style="list-style-type: none"> Seek funding for key projects Update progress of funded projects
8	Provincial and District Administrators	<ul style="list-style-type: none"> Strategically engage with them Support roads and bridges repair and construction
9	Government Agencies	<ul style="list-style-type: none"> Seek policy and funding support Report progress and acquittal of funds
10	Beneficiaries	<ul style="list-style-type: none"> Consult beneficiaries on proposed infrastructure plans to seek their support Deliver services to them through bridge, road and building infrastructure

SECTION B

1. IMPLEMENTATION OF THIS CORPORATE PLAN

The Secretary is responsible for the full implementation of this Corporate Plan through his four Executive Directors who will sign Annual Work Plans with all Managers that report to them.

These Managers will sign Annual Work Plans with their direct reports linked to the Strategies, Targets and Monitoring, Evaluation, Accountability and Learning (MEAL) Indicators from this Corporate Plan.

This process ensures alignment of Wing Activities to the Corporate Plan and ultimately contributes to the achievement of the Secretary's signed Annual Work Plan with the Minister concerning the full implementation of the Plan.

1.1 Review of the Corporate Plan

This Plan will be reviewed on a six-monthly basis by each Wing that will then report to the Secretary on the progress of its implementation.

On an annual basis, all Wings will report to the Secretary their Corporate Plan implementation performance which will be followed by the official Corporate Plan review and reflection workshop facilitated by the Corporate Services Wing. The outcomes of this review and reflection workshop will build lessons learned and recommend new approaches to be made in the following year.

1.2 Development of the new 2030-2034 Corporate Plan

This Corporate Plan extends to December 2029. By July 2029, the review of the 2025-2029 DoWH Corporate Plan will have been completed. The development of the new 2030-2034 Corporate Plan is to be completed and launched by October 2029. Connect PNG targets from Phase 2 will be included in the 2030-2034 Corporate Plan.

2. THE DEPARTMENT OF WORKS AND HIGHWAYS MANDATED FUNCTIONS

2.1 Vision 2050

The 2025-2029 Corporate Plan has been developed in alignment to Vision 2050. Vision 2050 is underpinned by the seven strategic focus areas referred to as pillars.

- Pillar 1 – Human Capital Development, Gender, Youth and People Empowerment
- Pillar 2 – Wealth Creation
- Pillar 3 – Institutional Development and Service Delivery
- Pillar 4 – Security and International Relations
- Pillar 5 – Environmental Sustainability and Climate Change
- Pillar 6 – Spiritual, Cultural and Community Development
- Pillar 7 – Strategic Planning, Integration and Control

This Corporate Plan directly contributes to the full realisation of four specific strategies of Vision 2050.

The 2025-2029 Corporate Plan is aligned with two strategies under Infrastructure Utilities:

- 1.17.7.3.1 – Increase the road network from current 25,000 km to complete roadworks throughout Papua New Guinea
- 1.17.7.3.7 – Ensure the Department of Works and Highways takes full responsibility for all road networks throughout PNG.

The 2025-2029 Corporate Plan is aligned with two strategies under Strategic Planning:

- 1.17.11.5 – Ensure all sectoral strategies are aligned with Vision 2050.
- 1.17.11.6 – Ensure all State Agency Corporate Plans are aligned with Vision 2050.

These four Vision 2050 strategies have shaped the development of the 2025-2029 Corporate Plan.



Image: Road Construction, Hela Province

2.2 Legal, strategic and policy mandates contributing to the development of the Corporate Plan

The 2025-2029 Corporate Plan has been developed in alignment to the Government of Papua New Guinea’s legal, strategic and policy mandates. The development of the Corporate Plan’s strategic objectives, strategies and targets are aligned to the listed mandates highlighted in the Table below.

Table 3 Legal, Strategic and Policy mandates

Legal Mandates	Strategic Mandates	Policy Mandates
Connect PNG (Implementation and Funding Arrangements) Act 2021	PNG’s Vision 2050	Connect PNG Development Plan
Road (Management and Fund) Act 2020	Medium Term Transport Plan 3 (MTTP 3)	Public Service GESI Policy
Road Act	Medium Term Development Plan IV (MTDP IV)	DoWH GESI Policy 2023
Building Act	PNG Development Strategic Plan 2030	DoWH Workforce Planning and Development Policy 2023
Public Service Management Act	National Transport Strategy	Climate Change Policy and Action Plan
Public Finance (Management) Act 1995	National Road Network Strategy 2018-2037	National Disability Policy 2015 - 2025
Digital Government Act 2022	DoWH MEAL Framework	National Child Protection Policy 2017
National Procurement Commission Act 2018	National Strategy to Prevent and Respond to Gender-Based Violence 2016-2025	National Occupational Health and Safety Policy 2011
Climate Change (Management) Act	DoWH Procurement and Contract Strategy	DoWH Occupational Health and Safety Policy
Industrial Safety, Health and Welfare (Amendment) Act 2016	Safeguard Strategy and CCDD Framework Strategy	
Lukautim Pikinini (Child Protection) Act 2015		

The six mandated functions of the Department of Works and Highways are as follows:

1. Policy and advisory functions

- i. Provide policy advice to the Minister of Works and Highways, and NEC
- ii. Develop and implement Strategic Policy on the Road Sector
- iii. Advise Government and road authorities on network planning issues and carry out feasibility studies
- iv. Develop and enforce road, bridge and building engineering technical standards
- v. Develop and enhance national contractor capacity for completion of major infrastructure projects
- vi. Provide road authorities with direction, advice and technical support on road network works
- vii. Regulate the building standards and designs nationally
- viii. Monitoring and enforcement of environment and social safeguards.

2. Road management functions

- i. Road Authority for the National Road Network
- ii. Provide and maintain a network of public roads and associated infrastructure for safe, efficient, and economic movement of people, vehicle and goods
- iii. Manage public roads and associated road infrastructure
- iv. Plan, design, construct, operate, manage, maintain and repair public roads and associated road infrastructure
- v. Undertake financial administration of the management of public roads and associated road infrastructure in accordance with the Act
- vi. Monitor and evaluate the effectiveness and safety of the public road network.

3. Rural development and management

- i. **Infrastructure delivery** – this involves road planning, project implementation and maintenance strategies to ensure efficient connectivity across Papua New Guinea
- ii. **Regulatory compliance** – this involves developing road and construction technical standards and enforcement of the same
- iii. **Resource management** – this involves efficiently managing the road development and funding and its care through road development and maintenance funds oversight and efficiency mechanisms
- iv. **Monitoring and evaluation** – this involves constantly monitoring the condition of the roads through data collection, performance metrics and reporting
- v. **Road safety** – this involves the Department leading in this area through initiatives to enhance and promote road safety through design improvements and awareness campaigns supporting the Road Traffic Authority.

4. Infrastructure expansion and integration

- i. **National connectivity** - Implement infrastructure projects under the Connect PNG through economic linkages and rural access
- ii. **Strategic partnerships** – Fostering collaboration with domestic stakeholders, international development partners and private investors to enhance project delivery through public - private partnerships and international support
- iii. **Implementation frameworks** – Developing clear operational plans, including timelines, resource allocation and key performance indicators for project management and risk mitigation
- iv. **Sustainability focus** – Incorporating climate resilient and environmentally sustainable practices in the design and execution of infrastructure projects that meets climate resilience and green practices.

5. Capacity development

- i. Building technical expertise within the Department and among contractors delivering training programs and technology adoption.

6. Building regulation and oversight

- i. Building standards enforcement – Ensuring compliance with engineering and architectural national standards and carrying out regulatory audits
- ii. Inspection and monitoring – Conducting periodic inspections during construction phases and issue occupancy certificates for completed projects

- iii. Policy and standards development – This involves continuously updating building codes and regulations to align with global best practices, modern technologies and safety requirements
- iv. Dispute resolution – Acting as a mediator in construction disputes related to standards, safety and compliance issues
- v. Public awareness – Develop and implement educational programs for stakeholders on building requirements, sustainable practices and regulatory obligations.

The above six key functions of the Department are split into the key responsibilities of the four Wings as shown in the table below.

Table 4 Key functions of the four Department of Works and Highways Wings

Wing	Key functions of Wings
Network Planning, Design and Standards	<ul style="list-style-type: none"> • Road Network Planning and Funding • Road Network Monitoring and Evaluation • National Road Network Strategy • PNG Multi-Year Financing Plan • Annual Financing Plan • Roads, Bridges and Building Design and Standards • Regulation of Chapter 301, Design and Building Standards and Project Management • Monitoring and enforcement of Environment and Social Safeguards • Procurement and Contract Administration • Development of future Transport Systems (Railway and Trams)
Field Operations	<ul style="list-style-type: none"> • Implementation of the Sub-National Road Network Programs • Regional and Provincial Field Operations • Plant and Transport Services • Development and maintenance of Rural Infrastructure • Maintenance of National Road Network • Road Contractor Capacity • Contract Management • Implementation of annual work plans
Highways Management	<ul style="list-style-type: none"> • Implement the 14 Economic Corridors under the Connect PNG Program • Establish PNG Highways Corporation • Contractor Performance Management System • Management of Donor Funded Programs
Corporate Services	<ul style="list-style-type: none"> • Human Resource Management • Finance and Information, Communications and Technology (FICT) • HR Development and Training • Internal Audit • Technical Audits • Policy Compliance • Health and Safety • Property and Assets • Gender Equity and Social Inclusion (GESI)

3. MANAGEMENT OF PAPUA NEW GUINEA ROADS

The framing of DoWH Strategic Goals on road management are guided by sound principles of road management and the overarching objectives of the government's development priorities under Vision 2050, the PNG Strategic Development Plan (SDP) 2010-2030, the National Transport Strategy (NTS) and the Medium-Term Development Plan IV (MTDP IV).

The PNG Roads Network management strategy prioritises four levels of strategic engagement:

1. The National Road Network (NRN)
2. The Sub-National Road Network (Provincial and Districts roads)
3. GoPNG's priority roads under the Connect PNG Development Plan
4. PNG Road Fund established under the *Road (Management and Fund) Act 2020*.

3.1 National Road Network (NRN)

The National Road Network Strategy (NRNS) 2018-2037 is the blueprint strategic policy for managing the National Road Network (NRN). The NRN is essential to achieve PNG's development goals and objectives. It is the means to achieve economic growth, with a well-maintained and reliable national road network ensuring sustainable development.

The NRNS sets the strategic direction over the next twenty years to recover and maintain the road network and increase accessibility by reliable and trafficable links to the NRN connecting provinces, districts and rural roads.

The key strategies to deliver the NRN involve:

- i. prioritising the Maintenance First Policy to ensure maintainable road sections are kept in fair to good condition
- ii. matching available DoWH funding envelope with the length of the road network to be maintained
- iii. prioritising core roads for budget allocation.

We expect that within the next five years or more, depending on actual available funding, most core roads will be in 'fair to good' condition. NRN sections in 'fair to good' condition outside the Core Roads in the NRNS initial phase will be provided with minimum levels of maintenance.

Under the Maintenance First Policy, priority will be given to the rehabilitation and maintenance of existing roads over the development of new roads. It prioritises on-going maintenance once reconstruction or rehabilitation is completed, including emergency works and holding treatment.

This strategy applies to an estimated 2,309 km of the Core Road Network (CRN), 2,052 km of Non-core Priority Roads, and 4,379 km of other National Roads.

3.2 Sub-National Road Network (SNRN)

The Sub-National Road Network is made up of 21,000 km of Provincial and District roads that require effective coordination between GoPNG and the Provincial and District governments to commit to a sustainable strategy to develop and maintain road and building infrastructure.

The Department plays a pivotal role in supporting the Provincial and District administration to deliver the road network targets for their roads. The sub-national strategic input will include technical and operational support for design, procurement, tendering and performance monitoring of road project implementation.

Under the Road (Management and Fund) Act 2020, the Department collectively owns approximately 30,000 kms of the road network (National and Sub-National) of which 8,740 km makes up the National Road Network (NRN) and over 21,000 km is considered Provincial and District Roads.

To provide the necessary support to the Provinces and Districts in the sustenance of the Sub-National Road Network, the Department has entered into Road Management Performance Agreements (RMPA) with the Provincial and District Administrations.

The Agreements:

- i. provide a framework in which DoWH and the Provincial Governments will work together to manage all Provincial roads and bridges funded through the national budget
- ii. transfer the responsibility for the management and operations of the Sub-National Roads that are gazetted under Section 9 (1) of the Road Act
- iii. support the Provincial and District Administration to build technical capacity of staff to manage and supervise the road projects by maintaining high level of governance compliance (engineering standards and specifications, safety standards, social safeguards and environment standards) to achieve quality infrastructure for the benefit of the road users.

Therefore, to sustain the transfer of functions as underlined in the Agreements with the twenty-two provinces, DoWH will develop a Sub-National Road Network Strategy (SNRNS) to ensure an acceptable service delivery model is adopted to sustain the network at the Provinces and Districts levels. The Strategy will focus on:

- i. providing technical expertise supporting the Provinces and Districts in project management, scoping, design, estimation and contract tenders
- ii. supporting the Provinces and Districts to establish and implement contemporary inclusive climate resilient roads, bridges, buildings, design, and standards
- iii. effective implementation of GoPNG works maintenance program in the Province and District Roads where there is lack of contractor capacity
- iv. providing support to Connect PNG Program and other road corridors where required
- v. maintaining a core fleet of construction equipment to carry out emergency repairs to national roads in the event of natural disaster
- vi. achieving evidence-based analysis and programming of road maintenance works
- vii. identifying existing Provincial and District roads to be redesignated as national roads in the short to medium term
- viii. proposing a strategy with costing for the recovery and maintenance of existing roads
- ix. proposing a strategy with high-level costing for the expansion of the Sub-National Road Network to reach remote communities
- x. proposing a framework for the management of low volume roads at the district levels
- xi. proposing 5-year road maintenance workplans with estimated costs for the maintenance of the Sub-National Road Network for Districts with established District Development Authorities (DDAs).

3.3 Connect PNG Strategy and 2020-2040 Connect PNG Development Plan

Connect PNG Priority Areas – Road Transport

The Department's operational roles and functions are mandated by the Road (Management and Fund) Act 2020 and the Connect PNG (Implementation and Funding Arrangements) Act of 2021 and are driven by the National Government's long-term plans and strategic policy directives. The Department's strategic priorities align with Strategic Priority Area 2 and more specifically the Sub-strategy 2.1 Connect PNG Road Transport Infrastructure Program of the MTDP IV.

Connect PNG Program, being the key long term road infrastructure program, aims to transform the PNG socio-economic landscape to enable full participation by all citizens to improve their standard of living. The nationwide road connectivity through the development and expansion of critical road infrastructure will secure the development aspirations of the Government.

Guided by the MTDP IV, the PNG SDP 2030 and key deliberate interventions aims to unleash the country's economic potential and create opportunities by:

- i. improving access to minimum services
- ii. promoting small to medium term commercial enterprises
- iii. developing rural areas
- iv. promoting inclusive growth and participation
- v. creating employment opportunities.

Under this Corporate Plan, the key deliberate intervention outcomes have been captured and targets identified to be completed by 2027 and 2029. This is to ensure that key missing links in various corridors are connected. It will involve improving all Provincial and District roads, and construction of 2,500 km of new roads to the existing National Road Network by 2027.

The Connect PNG Development Program identifies 14 major road corridors of which seven are prioritised in the MTDP IV which include:

- | | |
|-------------------------------------|------------------------------|
| 1. Trans-National Corridor | 8. Southern Corridor |
| 2. Baiyer Corridor | 9. Trans Fly Border Corridor |
| 3. Momase Corridor | 10. Bougainville Corridor |
| 4. Highlands Corridor | 11. New Ireland Corridor |
| 5. Gulf-Southern Highlands Corridor | 12. Manus Highway |
| 6. Gulf-Madang Corridor | 13. Sandaun Border Corridor |
| 7. New Britain Corridor | 14. Provincial Trunk Road |

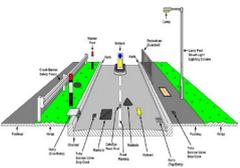
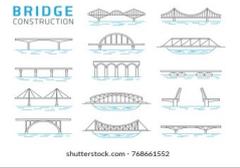
Connect PNG strategies and targets

Of the 8,740 km of the National Road Network (NRN), 4,260 km are Priority Roads and 4,480 km are Non-Priority Roads. A total of 3,000 km of priority roads are covered under the Connect PNG Roads Program (Phase 1) in MTDP IV. Under this plan, 75 per cent of National roads are envisaged to be in good condition, and four economic corridor roads and 10 of the 16 missing link roads will be constructed.

The Government will develop, rehabilitate and maintain 500 km of National roads and highways, 4,000 km of Provincial and District roads, 400 km of roads under the 20-year Connect PNG Program, 10 National bridges, 60 rural bridges, and two railways. The DoWH, Department of Transport (DoT), Provinces and Districts are entrusted to take the lead and ensure greater coordination to achieve these targets.

3.4 Summary of 2025-2029 Corporate Plan Strategic Goals

Table 5 Eight strategic goals of the Department of Works and Highways

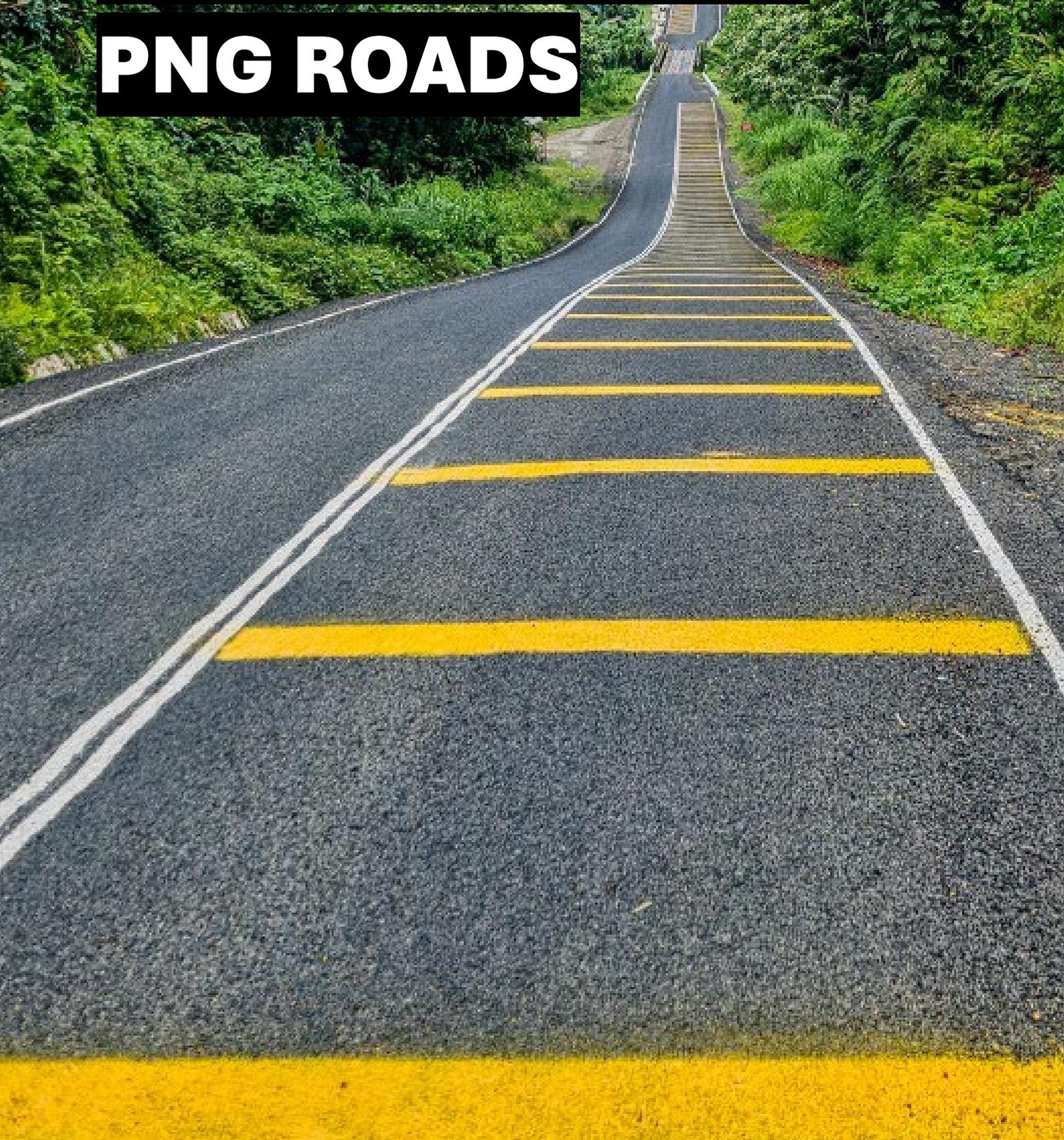
Infographic	Strategic Goal	Description
	SG 1	Strategically managing the road network and effective multi-year asset development
	SG 2	Developing the National Road Network (NRN) Targets
	SG 3	Developing and implementing the Sub-National Road and Rural Infrastructure Strategy
	SG 4	Establishing and implementing contemporary road and bridge and building designs and standards
	SG 5	Effectively implementing the Connect PNG Development Plan
	SG 6	A competent, committed, congruent, cost effective and professional workforce managing PNG's road network
	SG 7	Strengthening corporate governance to ensure DoWH is fully compliant with all legislative and regulatory requirements and service obligations
	SG 8	Enhance and sustain national capacity to drive the implementation of the Connect PNG, the National Road Network Strategy (NRNS) and the Sub-National Road Strategy (SNRS)

The eight strategic goals are divided under two themes:

- **Theme 1** *Management of PNG Roads* covering Strategic Goal 1 to Strategic Goal 5.
- **Theme 2** *Organisational Transformation and Governance* covering Strategic Goal 6 to Strategic Goal 8.

This Corporate Plan lists the strategies, number of targets or annual activities to deliver those strategies and number of MEAL Indicators linked to measure each strategy implementation.

STRATEGIC THEME 1: MANAGEMENT OF PNG ROADS





Strategic Goal 1: Strategically managing the road network and effective multi-year asset development

This Strategic Goal ensures that we plan the road and bridge network construction using the available strategic and operational tools available.

The three Strategic Objectives are:

1. Long-term network planning capability
2. Multi-year network planning and programs implemented
3. Economic Corridor Program and Missing Link Development Strategy fully implemented.

Our Network Planning, Design and Standards Wing is responsible for the full implementation of Strategic Goal 1 which comprises of seven strategies, 16 targets and 22 MEAL indicators.

Table 6 Strategic Goal 1 with Strategic Objectives and Strategies

Strategy	Strategy Descriptors, Targets and MEAL Indicators	
Strategic Objective 1	Long-term network planning capability	
Strategy 1.1.1	Undertake regular road and bridge data collection, inventory and conditions survey for planning, monitoring and data analysis to determine optimal required funding level to different class of road and types of interventions to maintain required service level	
	Number of Targets: 2 (2027), 2 (2029)	Number of MEAL Indicators: 7
Strategy 1.2.1	Fully implement Fit for Purpose Roads Asset Management System (RAMS) and Bridges Asset Management System (BAMS) including Monitoring and Evaluation capabilities to enable decision making in maintenance planning, determining funding levels and implementation of planned road interventions	
	Number of Targets: 1 (2027), 1 (2029)	Number of MEAL Indicators: 3
Strategy 1.3.1	Develop capacity to ensure sustainable and robust road and bridge management	
	Number of Targets: 1 (2027), 1 (2029)	Number of MEAL Indicators: 2
Strategic Objective 2	Multi-year network planning and programs implemented	
Strategy 1.2.1	Ensure Application of HDM-4 for Strategic Planning & Program Analysis	
	Number of Targets: 1 (2027), 1 (2029)	Number of MEAL Indicators: 2
Strategy 1.2.2	Develop and implement multi-year programming and funding estimates for NRNS and Sub-National Roads	
	Number of Targets: 1 (2027), 1 (2029)	Number of MEAL Indicators: 4
Strategy 1.2.3	Roll out Long-Term Performance Based Contract (LTPBC) on the National Road Network	
	Number of Targets: 1 (2027), 1 (2029)	Number of MEAL Indicators: 2
Strategic Objective 3	Economic Corridor Program and Missing Link Development Strategy fully implemented	
Strategy 1.3.1	Fully implement economic corridor and missing link plan	
	Number of Targets: 1 (2027), 1 (2029)	Number of MEAL Indicators: 2



Strategic Goal 2: Delivering the National Road Network (NRN) Targets

This Strategic Goal ensures that we plan and fully utilise the available funding received to implement our Annual Work Plans aligned to the National Road Network (NRN) targets in the Connect PNG program. This Goal also focuses on developing an effective procurement system to carry out this work using agreed policy guidelines for positive cost benefits.

The four Strategic Objectives are:

1. Annual Work Plans aligned with available funding level
2. Develop and implement the National Road Network (NRN) Multi-Year Financing Strategy to implement NRNS
3. Review, update and implement the Procurement Policy, Multi-Year Procurement Plan that aligns to the Annual and Multi-Year Work Plans
4. Missing Link Economic and Financial Appraisal.

Our Network Planning, Design and Standards Wing is responsible for the full implementation of Strategic Goal 2 which comprises seven Strategies, 16 Targets and 16 MEAL indicators.

Table 7 Strategic Goal 2 with Strategic Objectives and Strategies

Strategy	Strategy Descriptors, Targets and MEAL Indicators	
Strategic Objective 1	Annual Work Plans aligned to available funding level	
Strategy 2.1.1	Create and evaluate a unit cost model that accurately reflects the costs associated with road works to match annual funding levels	
	Number of Targets: 1 (2027), 1 (2029)	Number of MEAL Indicators: 2
Strategy 2.1.2	Support Provinces to develop Operational Work Plans that are aligned with DoWH Annual Work Plans and investment Plan	
	Number of Targets: 1 (2027), 1 (2029)	Number of MEAL Indicators: 2
Strategy 2.1.3	Align maintenance work plan and investment in construction of new roads with annual funding levels	
	Number of Targets: 2 (2027), 2 (2029)	Number of MEAL Indicators: 4
Strategic Objective 2	Develop and Implement NRN through Multi-Year Financing Strategy to implement NRNS	
Strategy 2.2.1	Develop and secure Multi-Year Financing Strategy to implement NRNS	
	Number of Targets: 1 (2027), 1 (2029)	Number of MEAL Indicators: 2
Strategic Objective 3	Review, update and Implement the Procurement Policy, Multi-Year Procurement Plan that aligns to the Annual and Multi-Year Work Plans	
Strategy 2.3.1	Review, update and fully implement Procurement Policy and Guidelines and Contract Management Guide	
	Number of Targets: 1 (2027), 1 (2029)	Number of MEAL Indicators: 2
Strategy 2.3.2	Develop and implement multi-year Procurement Plan that aligns to the Budget and Annual/Multi-Year Work Plans	
	Number of Targets: 1 (2027), 1 (2029)	Number of MEAL Indicators: 2
Strategic Objective 4	Missing Link Economic and Financial Appraisal	
Strategy 2.4.1	Develop Policy and Procedural Guidelines for cost benefit analysis and decision-making highlighting expected economic returns and private sector involvement	
	Number of Targets: 1 (2027), 1 (2029)	Number of MEAL Indicators: 2



Strategic Goal 3: Developing and implementing the Sub-National Roads and Rural Infrastructure Strategy

This Strategic Goal ensures that we fully implement the sub-national road and rural infrastructure strategy in the provinces and districts to facilitate economic development. It also focuses on refining and leveraging the Plant and Transport Services Division in all provinces in line with Government Policy.

The two Strategic Objectives are:

1. Ongoing Technical support provided to Provincial and District Administrations and Local Level Governments in delivery of infrastructure projects
2. Capacity Building Strategy to deliver Sub-national Road Network Targets and providing support to the National Road Network Strategy Targets.

Our Field Operations Wing is responsible for the full implementation of Strategic Goal 3, which comprises five Strategies, 13 Targets and 11 MEAL Indicators.

Table 8 Strategic Goal 3 with Strategic Objectives and Strategies

Strategy	Strategy Descriptors, Targets and MEAL Indicators	
Strategic Objective 1	Ongoing technical support provided to Provincial and District Administrations and Local Level Governments in delivery of infrastructure projects	
Strategy 3.1.1	Develop the Sub-National Road Network Strategy (SNRNS)	
	Number of Targets: 1 (2027), 1 (2029)	Number of MEAL Indicators: 2
Strategy 3.1.2	Implement Road Management and Performance Agreements (RMPAs) with Provincial and District Administrations	
	Number of Targets: 1 (2027), 1 (2029)	Number of MEAL Indicators: 2
Strategy 3.1.3	Refine and leverage the Plant and Transport Services Division in all provinces in line with Government Policy.	
	Implement NEC decision No. 219/2003 in terms of the deployment and effective use of the DoWH Provincial Plant and Transport Services Divisions to: <ul style="list-style-type: none"> • Maintain a core fleet of construction equipment to carry out emergency repairs to national roads in the event of Natural Disasters and emergencies • Effective implementation of the GoPNG Works Maintenance Program in the provinces where there is a lack of private sector construction capacity • Provide support to Connect PNG Program (Missing Link) and other road corridors where required 	
	Number of Targets: 0 (2026), 3 (2029)	Number of MEAL Indicators: 3
Strategy 3.1.4	Ongoing technical support provided to Provincial and District Administrations and Local Level Governments in delivery of rural infrastructure projects	
	Number of Targets: 2 (2027), 2 (2029)	Number of MEAL Indicators: 2
Strategic Objective 2	Capacity building strategy to deliver sub-national road network targets and providing support to the National Road Network Strategy targets	
Strategy 3.2.1	Approved organisation structure fully implemented with staffing strategy to support service delivery	
	Number of Targets: 1 (2027), 1 (2029)	Number of MEAL Indicators: 2



Strategic Goal 4: Establishing and implementing contemporary road, bridge and building designs and standards

This Strategic Goal ensures that we establish and implement contemporary inclusive and climate resilient road, bridge and building designs and standards throughout the nation. This is to ensure that all infrastructure projects are strong, stable, accessible to all users, are climate adaptive and meet specific designs and standards attaining value for money on all these projects.

The three Strategic Objectives are:

1. Development of Technical Standards; Regulations and Implementation
2. Development of Engineering Technology and Compliance Systems
3. Develop and Implement Environmental and Social Safeguards Policy, Practices and Standards.

Our Network Planning, Design and Standards Wing and the Field Operations Wing are responsible for the full implementation of Strategic Goal 4 comprising 13 Strategies, 27 Targets and 28 MEAL indicators.

Table 9 Strategic Goal 4 with Strategic Objectives and Strategies

Strategy	Strategic Indicators, Targets and MEAL Indicators	
Strategic Objective 1	Development of technical standards, regulations and implementation	
Strategy 4.1.1	Develop new, review existing and implement inclusive and climate responsive minimum road and bridge design standards.	
	Number of Targets: 1 (2027), 2 (2029)	Number of MEAL Indicators: 4
Strategy 4.1.2	Develop and implement Railway/Tram policy and regulatory framework in consultation with Department of Transport.	
	Number of Targets: 1 (2027), 1 (2029)	Number of MEAL Indicators: 2
Strategy 4.1.3	Develop and implement inclusive and climate responsive minimum building design standards for Provincial and District Infrastructure.	
	Number of Targets: 0 (2027), 1 (2029)	Number of MEAL Indicators: 2
Strategy 4.1.4	Review and implement Building Act and Regulation Chapter 301 (1994) to the best engineering practices taking account of disability inclusion and Climate Change and Disaster Resilience (CCDR) requirements.	
	Number of Targets: 2 (2027), 1 (2029)	Number of MEAL Indicators: 2

Strategy	Strategic Indicators, Targets and MEAL Indicators	
Strategic Objective 2	Development of Engineering Technology and Compliance Systems	
Strategy 4.2.1	Develop and implement the Bridge replacement program ensuring they are subjected to conditional surveys.	
	Number of Targets: 1 (2027), 0 (2029)	Number of MEAL Indicators: 1
Strategy 4.2.2	Develop and implement road corridor boundary surveys, land acquisition, and land management plans for the total road network working with the Department of Lands and Physical Planning and other key stakeholders.	
	Number of Targets: 2 (2027), 2 (2029)	Number of MEAL Indicators: 4
Strategy 4.2.3	Develop and implement architectural project management system which includes risk vulnerability assessments to support infrastructure construction throughout PNG.	
	Number of Targets: 2 (2027), 2 (2029)	Number of MEAL Indicators: 4
Strategy 4.2.4	Ensure the gazettal and renewal of Provincial Building Boards and induction of Provincial Building Inspectors and Regulation of the Building Act and Regulations (Chapter 301, 1994) and other codes.	
	Number of Targets: 0 (2027), 1 (2029)	Number of MEAL Indicators: 1
Strategy 4.2.5	Establish, upgrade and accredit all Regional and Provincial Material Testing Laboratories to ensure all construction works conform to ISO9001 standards.	
	Number of Targets: 1 (2026), 1 (2029)	Number of MEAL Indicators: 2
Strategy 4.2.6	Research and adopt best engineering practice including road construction methods and materials covering the entire road network including building products.	
	Number of Targets: 1 (2026), 1 (2029)	Number of MEAL Indicators: 2
Strategy 4.2.7	Purchase new and update existing road, bridge and architecture engineering design software and ensure users are fully trained.	
	Number of Targets: 0 (2026), 1 (2029)	Number of MEAL Indicators: 1
Strategic Objective 3	Develop and implement Environment and Social Safeguards Policy, Practices and Standards	
Strategy 4.3.1	Develop and fully roll out the appropriate Environmental Codes of Practice for Roads, Bridges and Building Infrastructure and to include Environmental Impact Assessments (EIAs) and sustainability policies.	
	Number of Targets: 1 (2027), 0 (2029)	Number of MEAL Indicators: 1
Strategy 4.3.2	Develop, build capacity and implement DoWH Safeguards and Climate Resilience Manual to include all Environment, Safeguards, Climate Resilience Standards and Guidelines in accordance with the Department's Climate Change and Safeguards Policy.	
	Number of Targets: 1 (2026), 1 (2029)	Number of MEAL Indicators: 2



Strategic Goal 5: Effectively implementing Connect PNG Development Plan

This Strategic Goal ensures that the Connect PNG Development Plan is fully implemented as per its Phased Program in the next fifteen years. Whilst implementation commenced in 2021, we will support the full implementation of the integrated development package including connectivity to other infrastructure such as the electricity grid, utilities like water and sewerage, telecommunications, roads, maritime and air facilities. This will accelerate both infrastructure and economic development in PNG.

The Connect PNG Program is part of the National Road Network Strategy and focuses on two key strategies covering all roads in PNG:

- i. Develop and Expand Strategy
- ii. Restore and Sustain Strategy.

Figure 9 National Road for Gazetted under the Connect PNG Program



The progress and targets of the 14 Road Corridors in the Connect PNG Development Plan are listed in Table 10 and 11 below.

Our Highways Management Wing supported by the Network Planning, Design Standards and the Field Operations Wings are responsible for the full implementation of Strategic Goal 5 comprising four Strategies, 10 Targets and 32 MEAL indicators.

Table 10 Strategic Goal 5 with Strategic Objectives and Strategies

Strategy	Strategic Indicators, Targets and MEAL Indicators	
Strategic Objective 1	Effectively implementing the Connect PNG Development Plan	
Strategy 5.1	Ensure all roads and bridges along all road corridors under Connect PNG are built to the required classification and design to approved standards and specifications	
	Number of Targets: 1 (2026), 1 (2029)	Number of MEAL Indicators: 2
Strategy 5.2	Apply Monitoring, Evaluation, Accountability and Learning (MEAL) Framework ensuring high level of Governance and Compliance is maintained during implementation of projects	
	Number of Targets: Reporting Monthly, Quarterly, Half Yearly and Annually: 2 per annum	Number of MEAL Indicators: 14
Strategy 5.3	Implement the Road Management and Fund reform priorities and mandates in accordance with the Road (Funding and Management) Act 2020 and MTDP IV and MTTP 3	
	Number of Targets: 1 (2026), 0 (2029)	Number of MEAL Indicators: 2
Strategy 5.4	Implement the Connect PNG Phases I and Phase II Planned Road and Bridge construction works	
	Number of Targets: 1 (2025), 1 (2026), 1 (2027), 1 (2028), 1 (2029)	Number of MEAL Indicators: 14

Road Reforms

The Road Reforms in the MTTP 3 are divided into two key headings: Road Construction and Transport Sector Policy and Legislative Priorities.

a. Road construction

In line with MTTP3 priorities, we are already working on delivering to the Government and people of Papua New Guinea the Connect PNG Missing Link Roads, Connect PNG National Highways, Provincial Roads; District Commodity Roads; National Railway/Tram Network; National Bridge Construction.

Our progress up to 2024 and plans for the next five years as outlined in Strategic Goals 1 to 5 are detailed in the next two tables.

b. Transport sector policy and legislative priorities

In line with the MTTP3 priorities, we will deliver the following:

- i. NRNS Review (2026) – DoWH only
- ii. Electric Vehicle Policy (2026) – with DoT, RTA and CCDA
- iii. Establishment of PNG Highways Corporation (2026) – with DoT and PNGRF
- iv. Development of Sub National Road Strategy (2026) – with DoT
- v. Highway Vulnerability Risk Maintenance for Climate Change Resilience (2027) – with DoT

- vi. National Railway Network Policy framework (2027) – with DoT
- vii. Legislative road management scheme and regulations (2027) – with DoT
- viii. Heavy Vehicle Regulatory Framework (2028) – with DoT, RTA, PNGRF
- ix. Develop legislation, regulation and standards for rail (2029) – with DoT.

Table 11 Connect PNG 20 Year Investment Plan Summary

STRATEGIC ROAD CORRIDORS	Length (km)	Phase 1 (2021-2027) PGK	Phase 2 (2028-2034) PGK	Phase 3 (2035-2040) PGK	TOTAL PGK
Trans-National	302	701,754,386	526,315,789	526,315,789	1,754,385,965
Momase	1,318	1,140,350,877	789,473,684	877,192,982	2,807,017,544
Southern Corridor	880	438,596,491	438,596,491	438,596,491	1,315,789,474
Gulf-SHP	250	438,596,491	350,877,193		789,473,684
Gulf-Madang	368			438,596,491	438,596,491
New Britain	629	438,596,491	350,877,193	438,596,491	1,228,070,175
Highlands	1,086	1,754,385,965	1,578,947,368	438,596,491	3,771,929,825
Baiyer-Madang	297	350,877,193	263,157,895		614,035,088
Trans-Fly Border	1,200	438,596,491	263,157,895	350,877,193	1,052,631,579
Bougainville	250	263,157,895			263,157,895
Manus	150	175,438,596			175,438,596
Sandaun Border	449		263,157,895	438,596,491	701,754,386
New Ireland	400		87,719,298	236,157,895	350,877,193
Provincial Trunk	9000	1,842,105,263	1,842,105,263	1,052,631,579	4,736,842,105
TOTAL	16,579	7,982,456,140	6,754,385,965	5,263,157,895	20,000,000,000

Table 12 shows the update on the 14 road corridors and their coverage and features of the Connect PNG Development Plan. It shows the targets for the next five years from 2025-2029. The table also shows the number of kilometers of road completed in 2024 and the targets for the next five years.

Table 12 Phase 1 and Phase 2 Connect PNG Program Road Corridor Targets, 2025-2029

Corridor Names	20 years km coverage	Features	PHASE 1 (2021-2027)			PHASE 2 (2028-2034)		
			<i>*To be completed</i>					
			2024 km completed	2025 Targeted km*	2026 Targeted km*	2027 Targeted km*	2028 Targeted km*	2029 Targeted km*
Trans-National Corridor	Lae (9 mile junction) – Buolo – Epo: 302 km	Upgrade existing roads and construct missing links	94.4 km	17.6km	17.6 km	17.6 km	17.6 km	17.6 km
Baiyer Corridor	Gogol-Baiyer-Kompam: 297 km	Upgrade existing roads and construct missing links	59.2 km	14.9 km	14.9 km	14.9 km	14.9 km	14.9 km
Momase Corridor	Ramu Hywy, Coastal Hywy, Lae-Finschafen Road: 1,318 km	Rehabilitate existing roads and construct missing links	195 km	70.2 km	70.2 km	70.2 km	70.2 km	70.2 km
Highlands Corridor	Lae-Mendi, Enga Hywy, Koroba Rd, Halimbu - Komo and Wabag - Mendi: 1,086 km	Rehabilitate and maintain existing roads	595 km	30.7 km	30.7 km	30.7 km	30.7 km	30.7 km
Gulf-Southern Highlands Corridor	Kikori-Erave, Kikori Moro, Tari – Progera: 250 km <i>(To commence in 2035)</i>	Upgrade existing roads and construct missing links	0 km	25 km	25 km	25 km	25 km	25 km
Gulf- Madang Corridor	Ramu - Gembogi-Kundiawa – Karamui - Purai: 368 km	Upgrade existing roads and construct missing links	0 km	0 km	0 km	0 km	0 km	0 km
			The Gulf-Madang Corridor will commence in Phase 3 of the Connect PNG Program in 2035. Therefore, no targets can be indicated for the 2025-2029 Corporate Plan.					
New Britain Corridor	Kimbe – Kokopo: 629 km	Rehabilitate and maintain existing roads	96 km	33 km	33 km	33 km	33 km	33 km

Corridor Names	20 years km coverage	Features	PHASE 1 (2021-2027)			PHASE 2 (2028-2034)		
			<i>*To be completed</i>			<i>*To be completed</i>		
			2024 km completed	2025 Targeted km*	2026 Targeted km*	2027 Targeted km*	2028 Targeted km*	2029 Targeted km*
Southern Corridor	Kerema -Port Moresby- Alotau: 880 km	Rehabilitate existing roads and construct missing links	578 km	18.9 km	18.9 km	18.9 km	18.9 km	18.9 km
Trans Fly Border Corridor	Tabubil - Kiunga-Aimbak -Weam-Daru: 1,200 km	Upgrade existing roads and construct missing links	0 km	75 km	75 km	75 km	75 km	75 km
Sandaun Border Corridor	Vanimo- Bewani-Green River- Telefomin – Tabubil: 449 km	Upgrade existing roads and construct missing links	62 km	24.2 km	24.2 km	24.2 km	24.2 km	24.2 km
Bougainville Corridor	Bougainville Corridor: 250 km	Rehabilitate existing roads	178 km	14.4 km	14.4 km	14.4 km	14.4 km	14.4 km
New Ireland Corridor	Bulominsky Highway (Kavieng- Namatanai- Porpop): 400 km	Rehabilitate and maintain existing roads	0 km		145km			255 km
Manus Highway	Manus Highway: 150 km	Rehabilitate and upgrade existing roads and construct missing links	32 km	23.6k m	23.6k m	23.6k m	23.6k m	23.6k m
Provincial Trunk Road	Provincial Truck Road: 9,000 km	Upgrade and maintain existing roads	1800 km	450 km	450 km	450 km	450 km	450 km

An aerial photograph of a large industrial or institutional complex. The complex features several large, interconnected buildings with light-colored roofs and walls. There are extensive parking lots, some with cars, and areas of construction or cleared land. The facility is surrounded by greenery and hills in the background. The text is overlaid on the top half of the image.

**STRATEGIC THEME 2:
ORGANISATIONAL
TRANSFORMATION
AND GOVERNANCE**



Image: Graduating DoWH Staff after successfully completing the Certificate IV in Leadership and Management course, May 2024

This Strategic Goal ensures that we develop and implement contemporary strategies that address gaps and needs in the following areas:

- Organisation and workforce transformation
- Values and ethics
- Performance and professional culture
- Gender equity and social inclusion
- Leadership development
- Information communication technology
- Finance and accounting
- Staff development.

This Strategic Goal will ensure that all the staff of the Corporate Services Wing lead the organisation and workforce transformation journey in workplace culture and services. The organisation and workforce transformation will ensure that DoWH as an organisation will be nimble, adaptive and customer centric in the services provided and the Corporate Services Wing to proactively support the three Technical Wings and Senior Executive Team.

A special focus of this Strategic Goal is ensuring female staff are given equitable opportunities in recruitment and selection, professional development, and promotion within the Department.

The three Strategic Objectives are:

1. DoWH evolves into a high performing organisation through effective implementation of the Organisation Planning, Human Resources Strategies, Policies and Programs
2. An effective and efficient ICT Strategy is in place to enable robust ICT systems in place to achieve GoPNG strategic priorities
3. An effective, accountable and transparent Corporate Support Framework (Financial Management).

The Corporate Services Wing through Human Resources, ICT, Training and Finance and Accounting Branches are responsible for the full implementation of Strategic Goal 6 comprising eight Strategies, 47 Targets and 82 MEAL Indicators.

Our staff at work



Works Morobe Team at the Yalu



Corporate Plan Validation Workshop



Wet crossing at Yalu River site



Corporate Plan Validation Workshop



Roadside market at Daulo Pass



Corporate Plan Validation Workshop



City roads facelift



Corporate Plan Validation Workshop

Table 13 Strategic Goal 6 with Strategic Objectives and Strategies

Strategy	Strategic Indicators, Targets and MEAL Indicators	
Strategic Objective 1	DoWH evolves into a high performing organisation through effective implementation of the organisation planning, human resources strategies, policies and programs	
Strategy 6.1.1	Develop and implement the DoWH Organisation and Workforce Transformation Strategy to address gaps and needs in: <ul style="list-style-type: none"> • organisation and workforce transformation using values to drive a high performance and professional workplace culture • organisation and business planning processes • Performance Management System • Human Resource Management Strategy • HR Competency Framework aligned to the General Orders • HRM Standard Operating Procedures • addressing the ageing workforce through fit-for-purpose Succession Planning Program • equitable opportunities for women career development and progression. 	
	Number of Targets: 2 (2026), 1 (2029)	Number of MEAL Indicators: 6
Strategy 6.1.2	Finetune and strengthen the DoWH organisation structure with strong emphasis on: <ul style="list-style-type: none"> • supporting the Organisation and Workforce Transformation Strategy • delivering road network performance targets through support people strategies • strong governance and high level of accountability across all activities of DoWH • efficient and effective support services to facilitate organisation performance • adaptability for future changes due to changes in the operating environment and organisational changes. 	
	Number of Targets: 1 (2025), 1 (2026), 1 (2029)	Number of MEAL Indicators: 12
Strategy 6.1.3	Review and implement the DoWH Human Resources Development Strategy and Framework to ensure that the current and future workforce support implementation of the DoWH Priorities through the following programs: <ul style="list-style-type: none"> • DoWH Technical Competency Framework • Workforce Development Strategy • Leadership Development Strategy and Program • Development of the Next Generation Workforce • Leveraging Somare Institute of Leadership and Governance and university opportunities • Support the competency development, accreditation and certification of Internal Auditors, Technical Auditors, Accountants and Engineers. 	
	Number of Targets: 2 (2025), 8 (2026), 3 (2029)	Number of MEAL Indicators: 37
Strategic Objective 2	An effective and efficient ICT Strategy is in place to enable robust ICT systems in place to achieve GoPNG Strategic Priorities	
Strategy 6.2.1	Develop and implement the DoWH ICT Strategy that supports the implementation of NRNS, Connect PNG, Sub-National Road Strategy and the	

Strategy	Strategic Indicators, Targets and MEAL Indicators	
	Organisation ICT Development Strategy covering the additional following areas: <ul style="list-style-type: none"> • DoWH ICT Strategy • Business Processes (BP) mapping and Digitalization Automation Action Plan (DAAP) • ICT Framework and Policies. 	
	Number of Targets: 2 (2026), 1 (2029)	Number of MEAL Indicators: 7
Strategy 6.2.2	Adequate ICT infrastructure that meets business solution demands of a modern and dynamic road infrastructure. <ul style="list-style-type: none"> • Strengthening ICT communications through leveraging telephone, video and video conferencing facilities across all DoWH operation locations • Achieve full utilisation of system, infrastructure and internet capacity to support DoWH operational requirement • Establish and operationalise cloud facility to support the migration and maintenance of critical ICT infrastructure, systems and applications • Establish a robust and adaptive security system that utilises advanced technology to continuously monitor threats and ensure compliance with all regulations • Other required infrastructure and systems in line with the ICT Strategy and DAAP. 	
	Number of Targets: 2 (2026), 2 (2029)	Number of MEAL Indicators: 4
Strategy 6.2.3	Updating and maintaining all required software applications and systems to include website and intranet ensuring seamless access supporting service delivery. <ul style="list-style-type: none"> • Digitisation of procurement • Project Management • Centralised Property Asset Management System (CAMS) • Online Corporate Plan Monitoring and Performance Dashboard (CPOMPD) for management reporting • Website and intranet • Other required software applications and systems in line with the ICT Strategy and DAAP • Internet of Things (IoT) enabled systems for road monitoring and management. 	
	Number of Targets: 1 (2028), 1 (2029)	Number of MEAL Indicators: 4
Strategic Objective 3	An effective and accountable and transparent corporate support framework (Financial Management)	
Strategy 6.3.1	Budget preparation is accurately integrated to DoWH Strategic Priorities	
	Number of Targets: 1 (2026), 1 (2029)	Number of MEAL Indicators: 5
Strategy 6.3.2	Streamline and improve the existing system and transition to a modern finance system that produces high level efficiency and supports compliance targets and DoWH business priorities, and management decision-making	
	Number of Targets: 3(2025), 4 (2026), 5 (2027), 5 (2029)	Number of MEAL Indicators: 17



Strategic Goal 7: Strengthening corporate governance to ensure DoWH is compliant with all legislative, policy and regulatory requirements and service obligations

This Strategic Goal ensures that we practice good governance, address enterprise and operational risks, and address audit findings to ensure policy and regulatory compliance. It also covers areas that were not included in the previous Corporate Plan which are Gender Equity and Social Inclusion (GESI), Occupational Health and Safety (OHS), Property Management, Policy Compliance and Corporate Planning.

The seven Strategic Objectives are:

1. Achieve sustainable compliance status against the Auditor General and other external auditors' ratings and standards
2. A robust internal compliance control system across all DoWH functions
3. To effectively develop, oversee and assess governance control systems to prevent and address non-compliance of public service regulations, policies, standards and operating procedure in DoWH
4. Compliance and Risk Management Strategy
5. Establish a comprehensive Health and Safety Management System that integrates all aspects of OHS into DoWH operations
6. Mainstreaming Gender Equity and Social Inclusion
7. Property and Asset Management Strategy.

Our Corporate Services Wing through the Policy and Compliance and Internal Audit Branches are responsible for the full implementation of Strategic Goal 7 comprising seven Strategic Objectives, 16 Strategies, 44 Targets and 54 MEAL Indicators.

Table 14 Strategic Goal 7 with Strategic Objectives and Strategies

Strategy	Strategy Descriptors, Targets and MEAL Indicators	
Strategic Objective 1	Develop and implement Governance and Transparency Strategy	
Strategy 7.1.1	Develop and Implement Governance and Transparency Strategy to include: <ul style="list-style-type: none"> • establishment of independent review committees to assess project proposals, monitor progress and ensure public transparency • accountability mechanisms in financial management and audit processes for infrastructure funding • engage independent auditors and oversight committees ensuring accountability in project execution and funding utilisation. 	
	Number of Targets: 1 (2025), 1 (2026), 1 (2027), 1 (2028)	Number of MEAL Indicators: 5 (2025–2029)
Strategic Objective 2	Achieve sustainable compliance status against Auditor General and other external Auditor’s ratings and standards	
Strategy 7.2.1	Review Internal Audit Reporting Lines within the Department, Develop and Implement the Internal Audit Strategy and Annual Audit Plan to adhere to External Auditor ratings and standards and over time improve governance at all levels of the department by focusing on the following: <ul style="list-style-type: none"> • Internal Audit and Technical Audit reporting directly to the Secretary in the next restructure • Accountability mechanisms – financial management and audit process • Annual Audit Plan • Operations Audit • Financial Audit • Annual Financial Statements. 	
	Number of Targets: 1 (2025), 1 (2025), 1 (2027), 2 (2029)	Number of MEAL Indicators: 5
Strategy 7.2.2	Apply project audits based on the Technical Audit Framework ensuring that it exceeds levels of compliance is achieved by adopting the following measures: <ul style="list-style-type: none"> • Develop Technical Audit Strategy, Structure and formation of Technical Audit Committees • Establishment, training and certification of Technical Auditors. 	
	Number of Targets: 1 (2025), 1 (2025-2027), 1 (2029)	Number of MEAL Indicators: 5
Strategic Objective 3	A robust internal compliance control system across all DoWH functions	
Strategy 7.3.1	Develop and institutionalise a comprehensive risk assessment plan with effective mitigating strategies across all department operations	
	Number of Targets: 1 (2027), 1 (2029)	Number of MEAL Indicators: 2
Strategic Objective 4	To effectively develop, oversee and assess governance control systems to prevent and address non-compliance of public service regulations, policies, standards and operating procedure in DoWH	

Strategy	Strategy Descriptors, Targets and MEAL Indicators	
Strategy 7.4.1	Develop, implement and monitor the DoWH Governance and Compliance strategies to ensure the highest level of compliance practices and culture in the department	
	Number of Targets: 1 (2025), 1 (2025-2027), 1 (2029)	Number of MEAL Indicators: 7
Strategy 7.4.2	Review and implement approved Standard Operating Procedures Policy and roll it out to encourage and embed a strong compliance culture in DoWH	
	Number of Targets: 0 (2025), 1 (2029)	Number of MEAL Indicators: 2
Strategy 7.4.3	<p>Strengthen the planning, monitoring, evaluation and reporting function of the implementation of corporate plan and other strategic documents on a quarterly and annual basis meeting GoPNG reporting deadlines ensuring the following are implemented:</p> <ul style="list-style-type: none"> • Ringfencing responsibilities of NPDS Planning Unit from the Corporate Planning and Review function in Corporate Services Wing to ensure clarity of roles and responsibilities and that no duplication of functions takes place • Six-monthly and annual review and reflection workshops of CP implementation • Annual report function compilation to be under NPDS and other Wings to present their progress reports to NPDS • Develop an agreed standard template for the Annual Report and build capacity within the Department 	
	Number of Targets: 1 (2025), 1 (2026), 1 (2029)	Number of MEAL Indicators: 2
Strategic Objective 5	Establish a comprehensive health and safety management system that integrates all aspects of Occupational Health and Safety (OHS) into all DoWH operations	
Strategy 7.5.1	Implement DoWH OHS Policy, Plan and Practices that reflects the Department's commitment to health and safety, outline roles and responsibilities of key stakeholders and align to national regulations and international standards	
	Number of Targets: 1 (2026), 1 (2029)	Number of MEAL Indicators: 1
Strategy 7.5.2	<p>Develop key OHS best practice and fit for purpose programs for all DoWH employees to promote healthy workforce in the following areas:</p> <ul style="list-style-type: none"> • physical fitness • mental health • reduce lifestyle diseases • promoting work life balance • hazard assessments, identification • mitigation strategies. 	
	Number of Targets: 1 (2025), 1 (2026), 2 (2029)	Number of MEAL Indicators: 5
Strategy 7.5.3	<p>Develop and implement DoWH OHS training programs focusing on:</p> <ul style="list-style-type: none"> • personal and occupational safety • emergency preparedness procedures supported by annual drills. 	
	Number of Targets: 1 (2027)	Number of MEAL Indicators: 1

Strategy	Strategy Descriptors, Targets and MEAL Indicators	
Strategic Objective 6	Mainstreaming gender equity and social inclusion policies, standards and practices	
Strategy 7.6.1	Internally mainstream DoWH GESI Policy, Principles and Practices into the DoWH Internal Policies, Procedures and Practices	
	Number of Targets: 1 (2026), 1 (2027)	Number of MEAL Indicators: 2
Strategy 7.6.2	Externally mainstream, DoWH GESI Policy, Principles and Practices into service delivery including contractor operations	
	Number of Targets: 1 (2026), 1 (2027)	Number of MEAL Indicators: 1
Strategic Objective 7	Property and asset management strategies	
Strategy 7.7.1	Manage, coordinate and undertake inventory and valuation of all DoWH property and assets (land, housing, vehicles)	
	Number of Targets: 2 (2025), 1 (2026), 1 (2027), 2 (2029)	Number of MEAL Indicators: 7
Strategy 7.7.2	Maintain and update the DoWH Centralised Asset Management (CAM) System to include procurement and disposal of assets	
	Number of Targets: 1 (2025), 1 (2027), 1 (2029)	Number of MEAL Indicators: 5
Strategy 7.7.3	Manage and coordinate security operations in all DoWH locations	
	Number of Targets: 1 (2025), 1 (2026-2029)	Number of MEAL Indicators: 2
Strategy 7.7.4	Update Housing Policy and present different Public Service Housing Scheme opportunities on behalf of DoWH for its staff to access and own with focus on the following:	
	<ul style="list-style-type: none"> • Different Housing Ownership Options and criteria for home ownership • Maintenance Strategy and Plan for maintenance of the existing institutional houses • Look at different land opportunities and survey land • To align DoWH policy with DPM Housing Policy 	
	Number of Targets: 1 (2025), 1 (2028)	Number of MEAL Indicators: 2

To support the full realisation of this strategic goal, the following plans will be implemented accordingly.

1. Promoting good governance in the Department of Works and Highways

Full compliance with legislative and regulatory requirements remains a significant challenge for us. Multiple external audit findings reveal significant systems weaknesses across our critical operations. The key strategy to ensure good governance prevails is to ensure an effective financial management environment that clearly integrates the objectives and outcomes of our Corporate Plan and specific program and project targets.

A critical component of this strategy is to ensure we have sound risk management plans in place covering significant areas of exposure with related mitigating strategies and policies to address these areas.

The following issues comprise the focus of the governance and compliance strategy in this Corporate Plan:

a) Technical Standards and Regulations

The backlog of audit findings and exercising a duty of care in undertaking our responsibilities is a significant reputational concern for us. The immediate priority in this plan is to ensure adequate response to all outstanding issues including clear plans to have these matters resolved to the satisfaction of the Auditor General.

Given the significant level of financial commitments, the complexity of financial transactions, procurement requirements and budgetary systems, the need for preventive audits is critical to evaluate and ascertain the robustness of system integrity to detect fraud and corrupt practices sooner.

The establishment of the new Technical Audit team or the formation of an independent Technical Audit team consisting of senior engineers to carry out review of projects implementation and funding utilisation will be further spelled out in the Governance and Compliance Strategy.

A comprehensive risk assessment plan targeting high exposure areas will guide the development and implementation of audit plans across our operations.

b) Annual Audit Program

The risk assessment outcomes will guide the development of the Annual Internal Audit Plan consisting of Financial, Operational, Project, Human Resource and Compliance Audits. Our primary goal here is to ensure robustness of the internal controls to detect potential fraud and corrupt practices.

c) 2025-2029 Governance and Compliance Strategy

The backlog of outstanding issues creates an urgency to significantly change the current situation. Resolving the outstanding matters will take priority over the first 12 months. The strategy is to show significant improvement through a sustained risk management and compliance regime across our operations. We will engender a governance and compliance culture through implementing a range of capacity and system development initiatives.

Full compliance with legislative and regulatory requirements remains a significant challenge for us.

A critical component of this strategy is to ensure we have sound risk management plans in place covering significant areas of exposure with related mitigating strategies and policies to address these areas.

2. Mainstreaming GESI throughout the Department of Works and Highways

DoWH will implement its GESI Policy which aims to create and promote a work environment that is fair and equitable for all employees without discrimination by addressing specific issues such as: *gender-based discrimination, sexual harassment, workplace violence, disability and equal opportunity for women in staff development and training* across all of our offices in all the provinces including stakeholders in project

areas. GESI policy and practices therefore must be integrated in our key documents such as building and design standards to ensure compliance by all current and future contractors at the project sites.

3. Embedding a safety culture in all our workplaces

Occupational Health and Safety (OHS) is a fundamental component recognising the inherent risk associated with infrastructure development and maintenance. We aim to foster a culture of health and safety that permeates all levels of the department.

Occupational Health and Safety therefore aims to create a safe and healthy environment for all staff involved in our infrastructure operations of the department. Through commitment, training and collaboration with all key stakeholders, we strive to set a standard of excellence in OHS.

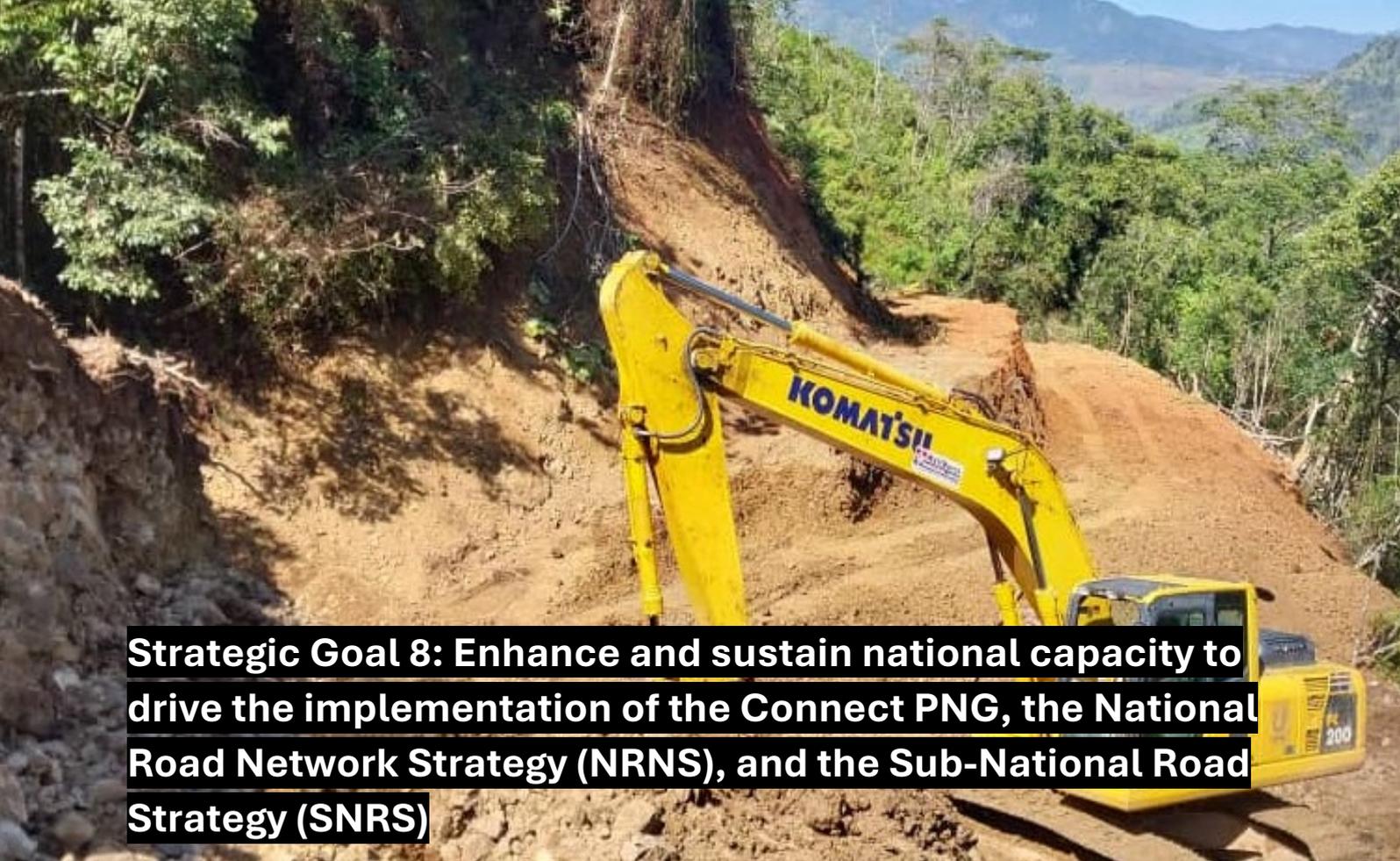
Therefore, it is important that every facet of the workplace promotes a duty of care where all employees must exercise reasonable care that all their actions do not adversely affect the health and safety of persons in the workplace.

There are 22 DoWH provincial establishments, but most OHS activities are centered only in the DoWH Headquarter mainly due to workforce and resource shortages. To cover all 22 provinces, health awareness and safety audits will require innovative strategies to ensure compliance to safety standards in all workplaces and project areas.

This is only possible when we have the support of the three Technical Wings, namely our Network Planning Design and Standards Wing, Highways Management Wing, and Field Operation Wing.



Image: Halimbu to Idawi Road, Southern Highlands



Strategic Goal 8: Enhance and sustain national capacity to drive the implementation of the Connect PNG, the National Road Network Strategy (NRNS), and the Sub-National Road Strategy (SNRS)

This Strategic Goal ensures that we fully utilise our assets and staff efficiently and effectively whilst developing the capacity of contractors to ensure all roads, bridges, and other infrastructure works are carried out to the required standards. The improvement and development of our capacity to relevant industry standards will be key to deliver quality training to support our workforce, Graduate Development Program, Apprentice Training Program and contractor capacity.

This Goal covers overseeing contractors to deliver projects on time, on spec and on budget. This requires some reconfiguration of the Training and Development function and services it provides to contractors.

The three Strategic Objectives are:

1. Ongoing support provided to Provincial, District Administrations and Local Level Governments to develop internal capacity to deliver work programs
2. Ongoing support to the private sector for the development of road construction contractor supply
3. Enhance national capacity development in the road construction sector.

Our Corporate Services Wing through the Training Services Branch supporting Field Operations Wing are responsible for the full implementation of Strategic Goal 8 comprising of six Strategies, 28 Targets and 21 MEAL Indicators.

Table 15 Strategic Goal 8 with Strategic Objectives and Strategies.

Strategy	Strategy Descriptors, Targets and MEAL Targets	
Strategic Objective 1	Ongoing support provided to Provincial, District, and Local Level Governments to develop internal capacity to deliver work programs	
Strategy 8.1.1	Support Provinces, Districts and Local Level Governments to implement relevant MoA with DoWH	
	Number of Targets: 3 (2026), 4 (2029)	Number of MEAL Indicators: 2
Strategic Objective 2	Ongoing support to the private sector for the development of road construction contractor supply	
Strategy 8.2.1	Conduct contractor competency assessment and registration to enhance national capacity in the road and bridge construction industry	
	Number of Targets: 3 (2026), 4 (2029)	Number of MEAL Indicators: 2
Strategy 8.2.2	Long-Term Contracts aligned with Contractor Capacity Development	
	Number of Targets: 0 (2026), 4 (2029)	Number of MEAL Indicators: 2
Strategy 8.2.3	Partnership Development Initiatives with DFAT/TSSP/, JICA, ADB and World Bank implemented	
	Number of Targets: 0 (2026), 3 (2029)	Number of MEAL Indicators: 2
Strategic Objective 3	Enhance national capacity in the road construction sector	
Strategy 8.3.1	Upgrade all DoWH training facilities and develop training resources and materials to relevant industry standard to effectively to deliver competency-based training programs to support the implementation of the NRNS.	
	Number of Targets: 2 (2026), 0 (2029)	Number of MEAL Indicators: 5
Strategy 8.3.2	Deliver current, relevant and industry standard capacity development programs for the Department’s workforce, National Contractors, Districts and Provincial Administrations technical staff to support the implementation of NRNS	
	Number of Targets: 1 (2026), 2 (2027) 2 (2029)	Number of MEAL Indicators: 8

SUPPORT AND CROSS CUTTING STRATEGIES

The following support strategies will be developed to strengthen the implementation of the 2025-2029 Corporate Plan and meet the operational requirements of the Department.

MONITORING, EVALUATION AND REPORTING STRATEGY

We will identify, work towards and include performance metrics for all road, bridges and building infrastructure works through the contracts and will review progress during project supervision phases. As part of the implementation of the Corporate Plan, all Department staff will have a signed Annual Work Plan with their Managers using the Staff Performance Appraisal (SPA) System.

Figure 10 Monitoring, Evaluation, Accountability and Learning Framework



We will use the DoWH MEAL Framework and its Indicators for all aspects of our work including measuring the implementation of the Corporate Plan and Annual Implementation Plan. We will do this on a monthly and quarterly basis.

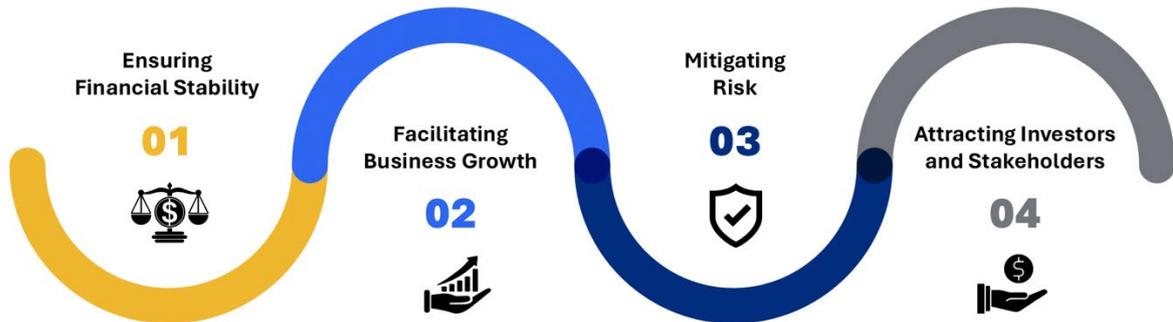
We will also have six monthly, annual reviews and reflection sessions on the implementation of the Connect PNG Development Program and Corporate Plan. Our findings will be reported to our key stakeholders on a six-monthly and annual basis.

FUNDING AND RESOURCING STRATEGY

To successfully implement the MTDP IV and the MTTP 3 through the National Road Network Strategy, the Department will present to the Government of Papua New Guinea our 5-year Capital and Recurrent Budgets. While we are not getting the full required annual funding, we will review and implement our work plans based on the funding received.

Figure 11 Importance of Funding Strategy

Understanding the Importance of a Funding Strategy



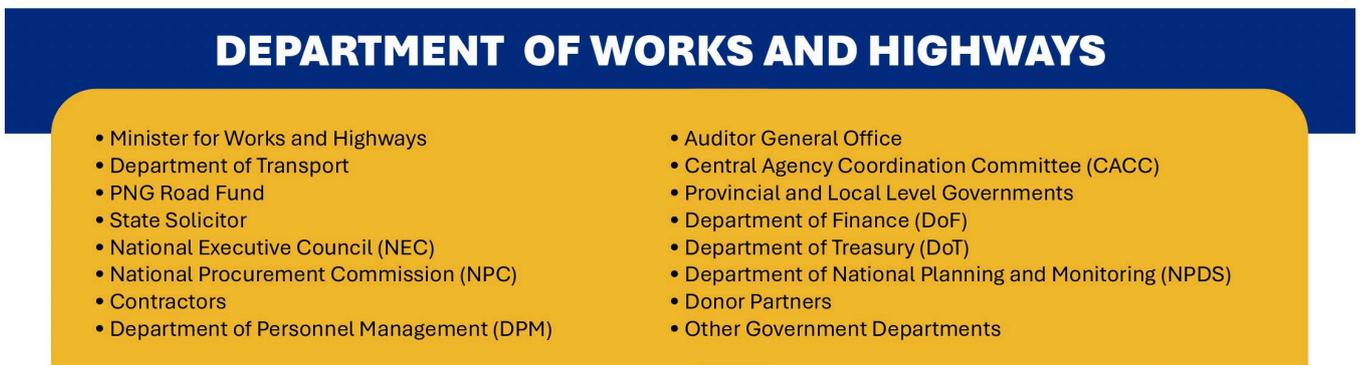
We will engage with our Development Partners to target their funding support on specific areas of road connectivity. Some Development Partners will be requested to fund maintenance programs and upgrade our existing infrastructure whilst some will be approached to fund new infrastructure projects.

Annual stakeholder engagement workshops and information sessions will be organised for developers, contractors, and the public to present and update on project implementation.

PUBLIC ENGAGEMENT AND COMMUNICATION STRATEGY

We will engage with the stakeholders in project planning and implementation to ensure alignment with their needs and priorities. We will also communicate regular updates to stakeholders on the progress of ongoing and upcoming projects.

Figure 12 Key stakeholders



We will also educate the public about road safety, infrastructure usage and compliance with building standards. We will disseminate information on the Connect PNG Program to build public support and awareness. Educational campaigns will be carried out to promote awareness of safe building practices and the benefits of adhering to standards.

We will engage and consult with all National, Provincial, Districts and Local Level Governments and other agencies, donors, private partners. The Department of Works and Highways will provide communication

leadership, guidance and standard policies that will improve collaboration and open communication which support the implementation of the National Road Network policy.

In alignment to the Government of PNG's (GoPNG) infrastructure priorities under the Connect PNG plan, we will deliver the regional land infrastructure connectivity and promote its significance, value and contribute to social economy development.

We will maintain an open communication channel and engage with local communities, and relevant stakeholders during project planning and implementation to ensure their needs and priorities are realised. We will also provide regular updates to the government and our stakeholders on progress on upcoming and ongoing projects.

Aims and objectives of the Communication Strategy

The Department of Works and Highways will:

- i. Provide stakeholders and the public with timely, accurate, clear, objective and complete information about all its policies, programs, services and initiatives.
- ii. Provide good internal communication, consultation and engagement to improve employee morale, increase performance and to enable staff to understand and demonstrate the required behaviours linked to core DoWH values.
- iii. Ensure all Wings and Divisions of the Department of Works and Highways are visible, accessible and accountable to the public they serve to differentiate the department in a distinct and consistent way so the public can recognise it in all circumstances.
- iv. Employ a variety of ways and means to communicate, and provide information in multiple formats to accommodate diverse needs.
- v. Departmental information must be broadly accessible throughout the country. Where possible citizens and stakeholders shall consult and/or be provided opportunity to give feedback to DoWH on its plans and activities.
- vi. Identify and address communication needs and issues routinely in the development, implementation and evaluation of policies, programs, services and initiatives.
- vii. Deliver prompt, courteous and responsive service that is sensitive to the needs and concerns of the public and respectful of individual rights.
- viii. Encourage managers and employees to communicate openly with the public about policies, programs, services and initiatives they are familiar with and that they are responsible for.
- ix. Safeguard Papua New Guineans' trust and confidence in the integrity and impartiality of the Public Service of Papua New Guinea. DoWH values an independent, professional Public Service that treats individuals with respect, fairness and integrity.
- x. Ensure all elements of the DoWH work collaboratively achieves coherent and effective communications with all Government agencies and the public.

RISK MANAGEMENT STRATEGY

The Department recognises risk management as the foundation for good corporate governance and organisational success. Managing risk well enables us to achieve our outcomes and promotes efficient, effective, and ethical use of public (Government) resources (funds, assets and time) entrusted to us in compliance to regulations and legal processes.

The Department will conduct a thorough risk assessment during the planning phase to identify potential challenges such as environmental, financial or operational risks.

Figure 13 Risk Management Strategy

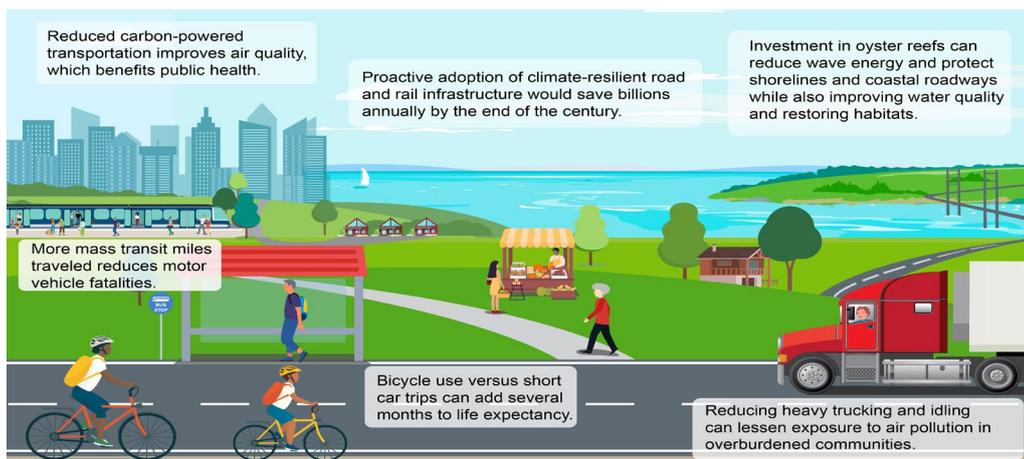


We will also develop contingency plans as mitigation measures to address unforeseen circumstances, including budget overruns, construction delays or legal disputes. We will also establish rapid response mechanisms to address natural disasters or infrastructure failures effectively.

SUSTAINABILITY, RESILIENCE AND INCLUSIVE DEVELOPMENT STRATEGY

We will integrate climate resilience and environmentally friendly approaches in all road, building and other infrastructure projects. We will mandate Environmental and Social Impact Assessments (ESIAs) for all major projects.

Figure 14 Co-benefits of mitigation and resilience



Source: www.nca2023.globalchange.gov

The Department will promote energy efficient and green technologies in construction and road development to support the adoption of renewable energy systems in roads, lighting and public buildings.

GOVERNANCE AND TRANSPARENCY STRATEGY

To promote good governance, the Department will establish independent review committees to assess project proposals, monitor progress and ensure public transparency and accountability.

Figure 15 The role of governance in transport systems



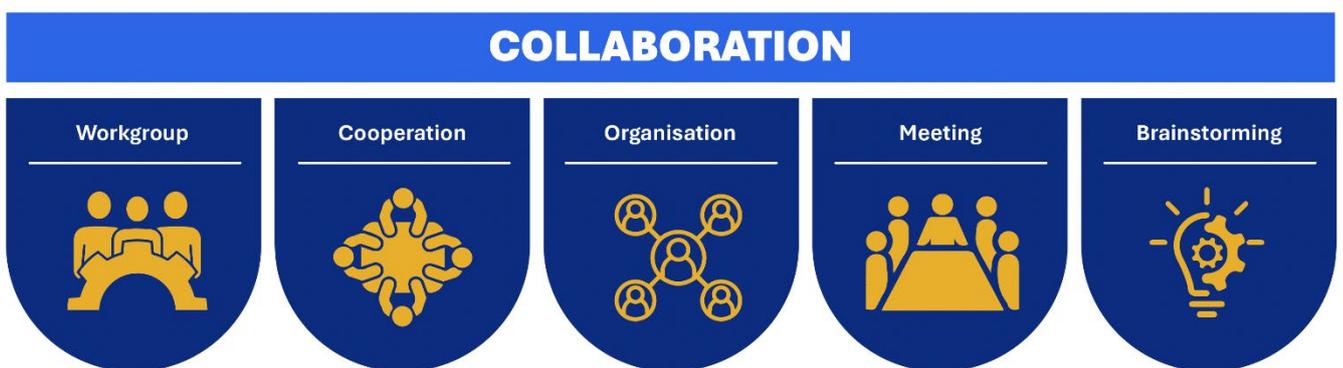
We will implement robust fiscal management systems for infrastructure funding and engage independent auditors and oversight committees to ensure accountability in executing projects and allocating funds. To meet this commitment, we will maintain a high standard of due diligence in all areas of public accountability through our compliance management framework and in the promotion of a ‘compliance culture’ in our business operation.

However, compliance and risk management have not been integrated and coordinated fully at the functional and operational levels across the Department. Although we have consciously invested in our compliance risk management framework, we will mitigate our technical and corporate risks when they arise. The process of strengthening risk management is ongoing, and we will take any action in relation to areas for improvement identified in the audit recommendations.

COLLABORATION AND PARTNERSHIPS

The Department will work closely with provincial governments, local authorities, and private sector entities to align our goals and resources.

Figure 16 Stakeholder networking and collaboration



We will foster relationships with international development organisations to access technical expertise, funding and best practices.

ACKNOWLEDGEMENTS

DoWH Senior Executive Team and Corporate Plan Technical Work Group

This Corporate Plan has been developed through the leadership support of the Acting Secretary, his four Executive Directors and the Management team of the Department. The 14 members of the Corporate Plan Technical Work Group (TWG) and Activity Managers have completed granular work towards the review of the 2020-2024 Corporate Plan and the development of the 2025-2029 Corporate Plan mentored by two TSSP3 advisers.

Australian High Commission and Transport Sector Support Program Phase 3 (TSSP3)

The Department also thanks the Australian High Commission through the Transport Sector Support Program Phase 3 (TSSP3) for the funding of corporate planning activities and provision of advisory support to ensure that this important strategic document is completed and launched on time.

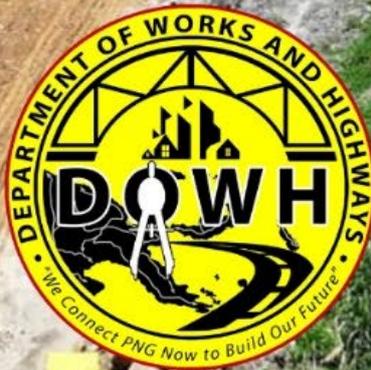


Image: Members of the Corporate Planning Technical Work Group (TWG).

Sitting: (L-R) Aniston Eldipi, Manager Projects; Regina Gabi, Assistant Secretary; William Kupe, First Assistant Secretary (CP TWG Team Leader), Gilbert Bimundi, TSSP3 Training and Development Adviser

Standing: (L-R) Nelson Sapul, Manager Policy; Alex Gebia, First Assistant Secretary; Ronald Howard, Manager GESI; Naomi Parker, Manager OHS; John Aiawa, Manager Plant and Transport Services; Stanley Efu, Assistant Secretary

Absent: Pio Vunituraga, TSSP3 Organisational Development Adviser



For further information on the Department's 2025-2029 Corporate Plan,
please visit our website

www.works.gov.pg