



NATIONAL DEPARTMENT OF HEALTH

# CORPORATE PLAN

2022 - 2026



**“LEAVING NO-ONE BEHIND IS  
EVERYBODY’S BUSINESS”**







# National Health Plan 2021-2030

A healthy and prosperous nation where health and wellbeing are enjoyed by all

**KRA.1**

Healthier communities through effective engagement

**KRA.3**

Increase access to quality and affordable health services

**KRA.2**

Working together in partnership

**KRA.4**

Address disease burdens and targeted health priorities

**KRA.5**

Strengthen health systems

- Health Facilities
- Workforce
- Financing
- Medical Supplies
- Governance & Leadership
- Information, Research & Innovation

## LEAVING NO-ONE BEHIND IS EVERYBODY'S BUSINESS

Communities, Government and Partners working together to promote health and wellbeing and deliver compassionate, equitable and quality health care for all





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## MINISTER'S FOREWORD

The Government of Papua New Guinea is committed to achieving two major health objectives which are; to provide accessible quality primary health care services and to achieve internationally acceptable standard of health services for all Papua New Guineans as clearly set out in the MTDP III 2018-2022 and PNGDSP 2010-2030 respectively. This is also in line with the Government's focus on taking back PNG and in doing so, improve the health of our people.

As the Minister for Health and HIV/AIDS, I have given clear directions to our health leaders that our focus is on ensuring there is proper accessibility to quality primary health care services for all to enjoy. The objectives of our 7th National Health Plan 2021 -2030 is to build the pillars of Universal Health Coverage for services to reach the most remote villages and communities so that "no one is left behind". Further, I want to see improvement in the delivery of secondary and tertiary health services in line with our strategic objective in PNGDSP 2010-2030 to ensure our health services are of acceptable international standard.

This Corporate Plan 2022-2026 therefore sets the roadmap for NDoH to review effectiveness of its role as the lead sector agency over the last ten years and make amends to ensure the new National Health Plan 2021-2030 will deliver on the set Key Result Areas (KRA). As the lead

coordinating agency, the National Department of Health (NDoH) is expected to provide effective leadership, advocacy and coordination for the health sector by firstly transforming its systems and governance processes in order to support and lead the sector. This Corporate Plan 2022-2026 is a transformation guide to reform the Department to effectively lead the sector in delivering the five KRAs of the National Health Plan 2021-2030.

In view of the changes in legislations and reforms, I expect the Department to lead the sector transformation through innovative approaches supporting primary, secondary and tertiary health care, health system strengthening and good governance. Advocating strong partnerships with service delivery agencies and other government bodies will be critical to achieving our goals. The Provincial Health Authorities (PHA), Faith Based Organisation, Development Partners, Non-Government Organisation and Private Sector Providers are essential partners in strengthening and delivering health services. They enable the sector to leverage the limited resources, while bringing international and home-grown expertise together to solve the many complex health challenges we face.

The community remains at the center of our daily focus. We will continue to pursue, coordinate and ensure more access to quality primary health services and internationally acceptable standard of health services for all people in our country.

**Hon, Dr Lino Tom, MP**  
**Minister for Health**  
**Member for Wabag**





## SECRETARY'S INTRODUCTION

to support and guide the health sector agencies on good governance and effective management. As part of the NDoH transformation process, the management will undergo some critical leadership development programs so they can effectively drive the delivery of the Department's objectives.

It is my objective through this Plan, to ensure NDoH pursues effective partnerships with health agencies and external stakeholders for better coordination and delivery of health care service throughout the country.

This is the first phase of realigning the Department's activities to its core functions as stipulated in the NHAA 1997 to be driven by the new NDoH organizational structure.

The realignment of the organizational structure is done according to the NDoH Functional Review in 2019 and the National Health Plan 2021-2030. This will strengthen performance of our mandatory core functions to lead, guide and support the PHAs and other agencies through effective coordination to ensure the delivery of health services. The Department will continue to drive health sector reforms to achieve an effective and equitable delivery of services to our people.

**DR. OSBORNE LIKO**  
Secretary for Health

It is my pleasure to introduce the National Department of Health (NDoH) Corporate Plan 2022-2026. This Plan sets out the roadmap to guide the Department's implementation activities over the next five (5) years. The Plan outlines "Organizational Excellence" and sets the strategic direction for the Department to leap forward in improving its internal performance as the lead agency of the health sector. This plan has specific objectives that have been cascaded from the 5 Key Result Areas of the NHP 2021-2030.

This is the first Corporate Plan to implement the NHP 2021-2030 which refocuses our attention to the Department's core function of the National Health Administration Act (NHAA) 1997, to ensure that there is improvement especially with the enforcement of health standards and compliance to the set National Health Service Standards (NHSS).

The focus on provincial support and capacity building across the sector will be specifically to assist PHAs in identifying and developing their capacity to effectively deliver health services to our people. I am optimistic that through the implementation of this Plan, there will be positive transformation in the Department to take the lead



# INTRODUCTION AND PLANNING CONTEXT

The National Department of Health (NDoH) Corporate Plan 2022 – 2026 is developed to align the functions of the organisation to implement the new policy directions and reforms for health service delivery in the country. The focus of the strategic objectives of the NDoH includes the following; the New National Health Plan 2021-2030; the NDoH Functional Review that was conducted in 2019; the establishment of Provincial Health Authorities; the Public Accounts Committee recommendations on Medical Supplies Reforms, the National Health Services Standards 2nd Edition and the delivery of Universal Health Coverage against the backdrop of current challenges and response to the Corona Virus Pandemic.

The National Department of Health plays a pivotal role in the sector as the lead agency in setting high-level health policy and standards for the entire country and keeping track of the health sector performance monitoring against key indicators and Government's overall directions.

This Corporate Plan 2022-2026 provides the roadmap for the Department to improve its internal processes and effectively guide and coordinate the sector agencies in delivering accessible, quality primary, secondary and tertiary health services. Further, embedded within the Government's directives is, the current Government's manifesto of '**Taking Back PNG**' where **no child is left behind**', the vision that will drive the overall sector's direction over the next ten years and beyond. The following are 5 main deliverables of this Corporate Plan;

1. *Guide to improve delivery of internal NDoH corporate and administration services.*
2. *Realign the Organisational Structure of NDoH to effectively perform the mandated core functions under Sections 4, 5, 20 of the NHAA 1997 and coordinate and enforce the implementation of Government policy directives and, required interventions under the National Health Plan 2021-2030.*
3. *Ensure delivery of health services by service delivery agencies are in compliance with the relevant policies, plans and the National Health Service standards (NHSS).*
4. *Enhance the role of NDoH in consolidating health information systems to provide better reporting and decision making capabilities for the sector and the Government of PNG.*
5. *Effective coordination of all sector agencies, including PHAs, Church Health Services, Development Partners, NGOs and the private sector through strengthened partnerships.*

This Corporate Plan 2022 – 2026 is the first of two Plans to implement the NHP 2021-2030. The National Department of Health is taking a phased approach in the next 10 years to implement the NHP 2021-2030. There will be two Corporate Plans and two organizational structures during this 10-year period as NDoH transitions into a strategic policy, monitoring and reporting, compliance enforcement and the coordinating lead agency of the sector. This first corporate plan is a transitional plan that will focus on the alignment and review of key functions to the Structural Review recommendations and the NHP 2021-2030 strategies. It provides the guidance and preparatory stages of the first five years of implementing the department's mandated functions based on its expected deliverables. The continuation of the development activities after 2026, would be captured in the next corporate plan cycle from 2027-2030 to ensure implementation of the NHP objectives is achieved.





## VISION, MISSION, GOAL & VALUES

The mission and vision of the department is established to improve the commitment of the management and staff to the organizational core values and guiding principles;

### OUR VISION:

An organization of excellence that will lead the health sector in establishing health standards and processes in a comprehensive approach for quality, integrated and robust health care services.

### OUR MISSION:

To provide sound health sector leadership in development of plans, setting of quality health standards, ensuring adherence to legislations, improving health sector processes and effective coordination of service delivery agencies through robust development of our workforce and sound partnerships.

### OUR GOAL:

Creating conducive conditions for the population to have greater access to quality primary health and international standard of secondary and tertiary health service.

### OUR VALUES:

The Department's values are those clear and important beliefs, ethics, attitudes and work culture that staff are encouraged to apply and demonstrate in all aspects of their working lives. This includes:

- Professional leadership with direction, loyalty and moral courage.
- Individual competence and accountability.
- Decisions based on the highest levels of integrity and honesty.
- Cohesive team work, which is outcome oriented and innovative.

**"PLICIT" "Professionalism,  
Loyalty, Innovative,  
Courage, Integrity and  
Team work.**



## Essential Principles and Values of the Health System

<b>People Centered:</b>	Services that are centered on people, family, environment and culture that are comprehensive, accessible and community-based that meet health needs of people throughout their life course.
<b>Equity:</b>	Services that are equitably distributed and reach all people regardless of their sex, age, political affiliation, religion, culture, gender or ethnicity.
<b>Partnerships:</b>	Working with all partners across all levels of the health system.
<b>Health services adapted to community needs:</b>	Accessible to quality and affordable health care that is responsive to specific needs.
<b>Integrated approaches:</b>	Balanced intervention addressing primary, secondary and tertiary care of health care system.
<b>Evidence based innovations:</b>	Pursuing high quality and safe health outcomes through research, science and technology that meets international standards.

## Department's Legal Mandate and Core Functions

### Legal Mandate

This National Department of Health (NDoH) Corporate Plan 2022-2026, signals the beginning of the process to reorganize the Department, realign its organization structure to perform the core functions and revamp effectiveness of its operations as the lead health sector agency.

The Department will maintain its core responsibilities under the National Health Administration Act (1997). NDoH is the key policy agency for the health sector and leads the implementation of the Government's priorities. It is held accountable by and receives strategic guidance and approval from the National Health Board. NDoH plays an advisory role to the Health Minister, coordinates health programs across the sector, provides technical advice and oversees medical standards to provincial health agencies, regulates and monitor health performance outcomes and develop policies and guidelines to ensure alignment to overall government directives and implementation of health programs.

Further, this Plan is for five years implementation for the Department in delivering its applicable role in the ten (10) year National Health Plan 2021-2030. This Plan will also guide the Department to address the following reform objectives;

- 1 *Getting 'the house in order' through Organizational Excellence to refocus on its core mandate, governance, processes, systems and structures.*
- 2 *Guide the restructure and realignment of the Department to effectively perform its core functions.*
- 3 *Focus on workforce training and development.*
- 4 *Focus on assisting the PHA's with capacity building to improve service delivery.*
- 5 *Effective planning and phase implementation of the decentralized service delivery functions to the PHAs and other relevant service delivery agencies under the current health sector reform process.*



The task of transforming the Department (NDoH) to be effective in performing its core functions and be responsive to fast-track the ongoing health sector reform agenda is enormous hence, would seek effective partnership support from all stakeholders and donor partners to accomplish the objectives of the Corporate Plan 2022-2026.

## Core Functions

### The National Department of Health roles and responsibilities:

FUNCTION	ROLES AND RESPONSIBILITIES
Policy and Planning	<ul style="list-style-type: none"> <li>■ Develop national policies and plans, setting sectoral priorities for implementation by both public and private sector providers.</li> <li>■ Coordinate partnership with all stakeholders to implement health sector policies and plans to improve service delivery at all levels.</li> <li>■ Advocate for sectoral strategic priorities so that they are accepted and funded by the sectoral partners and agencies.</li> <li>■ Provide health financing options and resource management framework. for effective coordination with all different stakeholders in health.</li> </ul>
Standards, Quality Assurance and Regulatory Compliance	<ul style="list-style-type: none"> <li>■ Develop and ensure compliance to the National Health Service Standards for all levels of care.</li> <li>■ Ensure compliance to International Health Regulations.</li> <li>■ Regulate the health professionals through accreditation.</li> <li>■ Regulate the pharmaceutical products through quality assurance and licensing.</li> </ul>
Corporate Governance	<ul style="list-style-type: none"> <li>■ Coordinate effective financial management and reporting to enhance corporate performance in compliance with the PFM Act, Financial Instructions, National Procurement Act and the Audit Act.</li> <li>■ Facilitate effective and prudent management of the boards and the executive administration for organizational excellence and improved leadership.</li> <li>■ Management of Medical Supplies Procurement and Distribution.</li> <li>■ Coordinate and oversee pre-service education in health.</li> <li>■ Management of Capital Investment Program at the National level.</li> </ul>
Technical Advice and Support to Health Sector Agencies	<ul style="list-style-type: none"> <li>■ Provide supervisory visits and technical support to provinces and provincial hospitals.</li> <li>■ Coordinate and provide technical support to health programs for effective implementation.</li> <li>■ Provide technical support and updates to Central Agencies on health sector performance.</li> <li>■ Provide technical support and project management to Health Infrastructure projects.</li> </ul>
Monitoring, Evaluation and Research	<ul style="list-style-type: none"> <li>■ Monitor and evaluate policies, plans, priorities and implementation of standards.</li> <li>■ Oversee and manage all health information system and monitor the performance of the health sector through an integrated National Health Information System (NHIS).</li> <li>■ Monitor and respond to disasters, epidemic (Disease outbreaks) and emergencies.</li> <li>■ Monitor and report on Capital Investment Program on Health Infrastructure across the sector.</li> </ul>





## Our Valued Stakeholders

The health of the country is not the sole responsibility of the NDoH, it is a shared responsibility with many stakeholders and the following are major stakeholders which the Department has identified to work closely with in addressing the Country's health needs;

- Minister for Health
- All Central Government Agencies
- Other Government Departments, Authorities and Agencies
- Provincial Governments
- Provincial Health Authorities (PHAs)
- Faith Based Organisations
- District Development Authorities (DDAs)
- Development Partners
- Non-Government Organisations (NGOs)
- Donor Agencies
- Foreign Missions
- Private Health Care Providers
- Health Workers Unions

This Corporate Plan 2022-2026 will guide the Department to maximize partnership relations with the various stakeholders to seek collaboration and support to ensure effective implementation of the strategies to achieve set objectives within the National Health Plan 2021-2030.

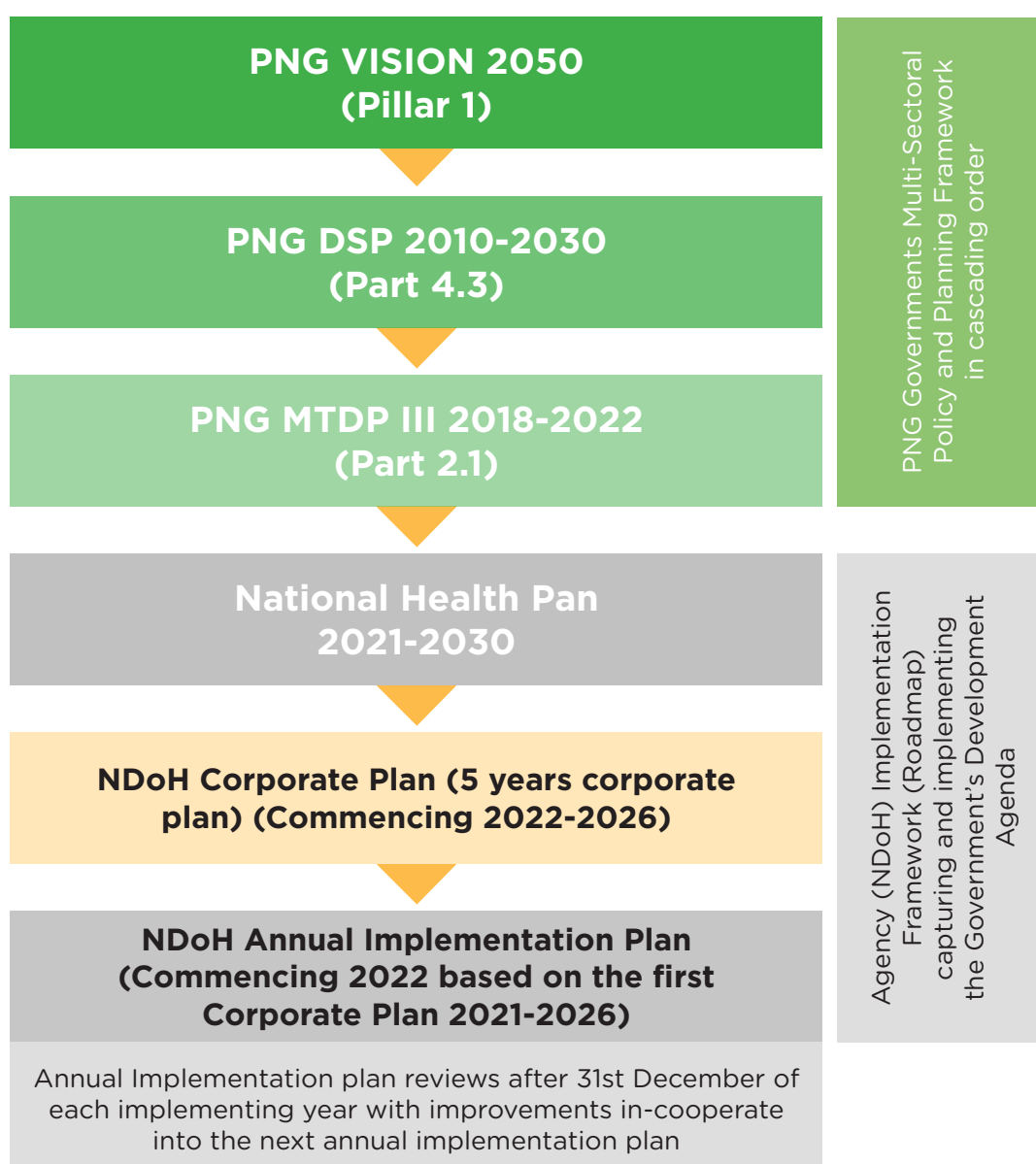


## Government Policy and Planning Framework

The Government's multi-sectoral policy and planning framework sets out the short-and-long term health sector policies and objectives which were cascaded into the National Health Plan 2021-2030.

The Corporate Plan 2022-2026 serves as the Department's first rolling implementation plan that captures the first three years of the National Health Plan 2021-2030 implementation.

*The cascading process of the PNG Government's Policy and Planning framework to the Health Sector implementation plan and the implementation agency (NDoH) concerned.*





## A. Linking Corporate Objectives to Policy Directions under the NHP 2021-2030

**The vision of the National Health Plan 2021 – 2030 is that health and well-being can be enjoyed by all. Such achievement requires the effort of all sectors. The health sector will contribute its part to this vision through preventing ill health, identifying and addressing health risks and emergent disease, and providing health care with compassion and with the quality deserving of all people of PNG.**

### a) Key Result Area 1: Healthy Communities through effective engagement:

Papua New Guinea is steeped in tradition that honours culture and family. Wherever possible, effort will be made to strengthen the individuals and their environments to protect populations from experiencing disease burdens. Prevention efforts encompass behaviour modification, addressing environments, and utilizing policy and legislative approaches to support better health. NDoH is committed to;

- i. Building Village Health Assistance
- ii. Revitalize Health Promotion – Implement Healthy Island Concept
- iii. Strengthening Environmental Health and Water Supply through implementation of WASH Policy.

### b) Key Result Area 2: Working together in Partnerships:

Improved life expectancy and health outcomes are much attributable to broader social and environmental improvements. The work of other sectors, particularly the social sectors, with the community, provide the prospect of realizing improved health. NDoH is committed to:

- i. Strengthen Aid- Coordination and revitalize the SWAP (Sector Wide Approach) Mechanism
- ii. Ensure ‘Health in all Policies’ is resonated to all out key government agencies and partners
- iii. Enhance coordination, monitoring and reporting with all key stakeholders

### c) Key Result Area 3: Increase access to quality and affordable health services:

Development of services that are responsive to need and available to all. When illness or disability besets an individual, it is a right of that individual to access affordable and quality health care. To implement these key principles of Universal Health Coverage, NDoH is committed to:

- i. Develop Essential Health Intervention Package
- ii. Coordinate Implementation of National Health Service Standards 2nd Edition
- iii. Strengthen and increase specialist services through the 22 Provincial Hospitals
- iv. Advance National Referral, Research and Teaching Hospitals
- v. Strengthen pre-hospital care and ambulance services

### d) Key Result Area 4: Address Disease Burden and Target Priorities:

PNG faces the dual burden of communicable and non-communicable disease. The impacts of changing climate, already observable, in drought events, warmer temperatures at higher altitudes and inundation of coastal villages will affect the profile of illness. With the recent COVID -19 pandemic, the need to strengthen the capacity of surveillance systems to identify disease clusters is urgent to reduce susceptibility to intrusion of new disease risk. This requires considered balance between the primary and tertiary levels of health service. NDoH is committed to:

- i) Strengthen Disease Control Programs
- ii) Improve National Response to Family Health Programs
- iii) Strengthen Emergency outbreaks and preparedness - Establish National Reference Laboratory



#### e) Key Result Area 5: Strengthen Health System:

The health sector has transitioned to a new 'One-System tasol' at the sub-national level, where Provincials Health Authorities (PHA) take carriage of the entire provincial health service needs from the provincial hospital to the communities, homes and families. To ensure this is effective, all support systems in health must be strengthened. NDoH is committed to:

- i. Building the Capacity of Provincial Health Authorities
- ii. Strengthen Medical Supplies System
- iii. Explore Revenue Generating Options
- iv. Develop E-Health
- v. Develop Human Resource for Health
- vi. Strengthen Health Regulatory Mechanisms





## PART 2

# CORPORATE PLAN PRIORITY AREAS

The Priority Areas in this Corporate Plan 2022-2026 were based on the vision to transform the Department and cascading of major KRAs from the National Health Plan 2021-2030. The Department's annual activities implementation by all wings and divisions will be guided by this Corporate Plan. Key features of this Plan includes;

- i. Alignment of the 6 Priority Areas with specific strategies to implement within the 5 year timeframe of the corporate plan.
- ii. Alignment of the new functions and organisational structure capturing the Functional review recommendations and the NHP 2021-2030 deliverables.
- iii. The new governance framework that will guide the coordination and decision making processes of the different committees and boards in the sector.
- iv. The implementation schedule capturing key annual deliverables to enable more realistic and evidence based annual activities and budget formulation.
- v. Specific annual implementation activities with outcomes to enable easy M&E and addressing of any performance issues that may be detected.

### *Priority Areas, Objectives and Strategies of the Corporate Plan 2022-2026*

Following is the outline of KRAs, Objectives and Strategies which will be implemented over the next five (5) years by NDoH and are included in the implementation schedule. The Priority Areas are focused on key deliverables that are aligned to the NHP 2021-2030 objectives to deliver the expected outcomes.

## PRIORITY AREA 1: ORGANIZATIONAL EXCELLENCE

### **OBJECTIVE 1.1: Excellence in Leadership Development and Governance Process Improvement.**

#### *Strategies for Leadership Excellence Development*

1. Set direct annual performance KPIs for all SEM Members, Branch Managers and conduct quarterly leadership performance reviews.
2. Undertake leadership profiling exercise for all NDoH SEM Members and Branch Managers to determine level of exposure to effective leadership and management.
3. Determine type and level of leadership training and source appropriate training
4. Conduct ongoing leadership coaching and mentoring sessions with all SEM Members and Managers

#### *Strategies for Governance Improvement*

1. Establish suitable governance framework for better coordination of committees and boards decision making process.
2. Conduct organizational governance processes audit and risks assessment
3. Conduct monthly governance improvement meetings, identify potential risks and develop action plan to address the risks.



4. *Ensure Senior Executive Managers sign personal commitments to the team to take the lead in upholding compliance processes in the course of discharging their duties.*
5. *Ensure all members of relevant committees declare potential conflicts of interests for accountability and transparency in the decision making process.*

## **OBJECTIVE 1.2: Excellence in Strategic Policy Development, Planning and Coordination**

### **Strategies**

1. *Identify existing policies and legislations that are not user friendly, impeding smooth workflow processes or not effective.*
2. *Review all identified policies, legislations, and update/amend.*
3. *Conduct policy implementation sessions with all new policies including the NHP and Corporate Plans for all divisions within NDoH to ensure proper interpretation, understanding and implementation.*
4. *Simplify and ensure that all National Plans, Sub Plans, Program plans and Provincial Plans have set performance indicators that are Specific, Measurable Achievable, Realistic and Time bound.*
5. *Conduct quarterly policy reviews and analysis on various policies, plans to ensure implementation has positive traction.*
6. *Identify training needs of policy officers to be more effective in policy development, planning and coordination and source appropriate training to up skill.*

## **OBJECTIVE 1.3: Excellence in People Development**

### **Strategies**

1. *Identify and select people with demonstrated leadership qualities, effective people management function and process management skills and knowledge for all management positions within the Department.*
2. *Develop personal profiles for all Department employees to effectively monitor individual performances and development.*
3. *Conduct regular career performance improvement and skills coaching for employees.*
4. *Identify employees training needs and improve and strengthen their professional development by using biannual performance appraisal feedbacks and KPIs to monitor progress.*
5. *Identify existing main organization cultures and sub cultures within NDoH that have and continue to impact the Department's work output over time and, develop appropriate strategies to cultivate possible change into the future.*
6. *Review all existing processes, identify impediments and develop strategies to improve the way NDoH would conduct its business efficiently.*



## OBJECTIVE 1.4: Strengthen Monitoring, Evaluation & Reporting framework

### Strategies

1. *Develop proper M&E framework to effectively assess implementation and outcomes of standards implementation by service providers quarterly.*
2. *Provide timely performance evaluation reports on outcomes before NDoH scheduled quarterly presentations as generally required under Section 5 (e) of the National Health Administration Act (NHAA) 1997.*
3. *Conduct research on outcomes annually and recommend improvement strategies going forward.*
4. *Conduct health standards impact assessments based on reliable and quality data every five (5) years from the date of implementation in compliance with Section 5 (e) of the NHAA 1997.*

## OBJECTIVE 1.5: Robust Information and Communication Technology (ICT)

### Strategies

1. *Review current NDoH ICT systems (software, programs and hardware), processes and provide recommendations on the required improvements to meet the ICT needs of NDOH.*
2. *Develop ICT Policy and Strategic Plan to upgrade and strengthen the Information system across the sector.*
3. *Develop minimum standards, and Standard Operational Procedures (SOP) for data standardization, transfer, and integration into an aggregate e-NHIS system.*
4. *Integrate all e-Health systems and maintain a single information management and reporting hub at the National level*
5. *Establish and develop Disaster and Risk Management System for greater security of health information data*
6. *Include communication strategies in the design of ICT projects*

## KEY PRIORITY AREA 2: AID MANAGEMENT & COORDINATION

## OBJECTIVE 2.1: Setting, Prioritising and Communicating Standards

### Strategies

1. *Prioritise and recommend resource allocation in alignment with National Health Plan Strategies.*
2. *Establish clear governance and reporting processes for all different stakeholders in the sector.*
3. *Develop monitoring and reporting framework and improve communication with different stakeholders in the province.*
4. *Develop Aid Coordination Policy and guidelines for Health Sector.*



## **OBJECTIVE 2.2: Revitalized the Sector Wide Approach (SWAP) Mechanism to improve management of resources and support from Development Partners.**

### **Strategies**

1. *Elevate Aid Management function to ensure that external partner's support is well coordinated to implement the goals and priorities of the sector.*
2. *Develop Medium Term Expenditure Framework (MTEF) at the National level and Provincial Level for each Provincial Health Authorities.*
3. *Establish Financial Agreements with partners and stakeholders with clear roles and responsibilities to meet desired goals and objectives.*
4. *Build the capacity at provincial level to coordinate all internal and external support.*
5. *Build the capacity at the National Level to ensure development partner projects and system building is progressed and integrated to deliver the desired outcomes.*

### **KEY PRIORITY AREA 3: PARTNERSHIPS AND PROVINCIAL SUPPORT**

## **OBJECTIVE 3.1: Build Provincial Leadership and Governance Process**

### **Strategies**

1. *Review effectiveness of leadership and governance structures of Provincial Health Authorities (PHAs), identify issues/gaps, discuss with PHAs and make recommendations on the way forward.*
2. *Conduct leadership training programs for the senior executive management and the provincial and district health managers of PHAs.*
3. *Assist in development of PHAs Governance Framework and processes with relevant established committees and boards.*
4. *Negotiate with Development Partners on support at the subnational level for capacity development and coordinate implementation activities in line with provincial priorities.*
5. *Develop improvement strategies in consultation with PHAs, based on specific areas of improvement identified in strategy 1, and support implementation by PHAs.*
6. *Review and identify provincial capacity needs in close consultation with PHAs, develop improvement strategies and guide the implementation process to ensure capacity gaps are being addressed.*

## **OBJECTIVE 3.2: Strengthen Provincial Capacities and organizational processes**

### **Strategies**

1. *Identify areas of need within the PHAs and provide the support and training required to improve and build the capacity at the sub-national level.*
2. *Conduct monitoring and supervisory visits to the PHAs and other service providers on the implementation of policies and plans with compliance to national standards and requirements.*



3. *Conduct reviews into effectiveness of PHA organizational processes in consultation with PHAs, identify areas of improvement, recommend strategies for implementation, monitor and provide progress reports.*
4. *Liaise closely with PHAs and other partners to define purpose of the partnership and objectives with various partners*

### **OBJECTIVE 3.3: Enhance Partnerships Development and Coordination**

#### **Strategies**

1. *Review and develop National and subsidiary agreements with key stakeholders for improve delivery of health services.*
2. *State clearly the roles and responsibilities of partners*
3. *Identify specific resource needs and commitments of those resources*
4. *Develop proper implementation governance structures, monitoring, evaluation and reporting.*
5. *Develop proper partnership timelines*
6. *Develop clear rules on amendments and termination.*

### **KEY PRIORITY AREA 4: INTEGRATION OF PUBLIC HEALTH AND CLINICAL SERVICES**

### **Objective 4.1. Establishment of a minimum set Essential Health Intervention Packages**

#### **Strategies**

1. *Develop a minimum set Essential Health Intervention Packages for Levels 1-4 (PHC level) to be delivered by the public health system.*
2. *Develop Village Health Assistant Policy*
3. *Build suitable framework to coordinate the implementation of Village Health Assistance Program*

### **Objective 4.2. Increase preparedness and capacity of health sector to identify, respond to, monitor, and report on emerging and re-emerging health threats.**

#### **Strategies**

1. *Build the capacity of CPHL and provide technical support to Provincial Hospital services to ensure the quality of laboratory tests performed meets accepted health service standards*
2. *Develop Public Health Policy*
3. *Review and develop Public Health*
4. *Establish a suitable framework for a National Institute of Public Health*
5. *Facilitate the development of National Reference Laboratory*



## Objective 4.3. Rollout of Healthy Island Concept

### Strategies

1. *Review and develop Healthy Islands policies, plans and guidelines for Policy implementation.*
2. *Provide technical support, tools and assistance for strengthening national coordinating mechanisms and implementing actions for Healthy Islands.*
3. *Develop monitoring framework to track the implementation of Healthy Islands concept intervention.*

## Objective 4.4 Improve coordination of Maternal & Child Health Program

### Strategies

1. *Develop standards and guidelines to improve management of childhood diseases.*
2. *Develop policies, plans and standard guidelines for the Expanded Program of Immunisation (EPI) and management of Cold Chain system.*
3. *Integrate relevant components of clinical and public health services on the management of Childhood illnesses at all facility levels.*
4. *Develop a sexual reproductive health policy, program plans and strategy aligning with National Health Plan and Public Health Policy*

## KEY PRIORITY AREA 5: IMPROVE STANDARDS COMPLIANCE AND REGULATORY FUNCTIONS

## Objective 5.1. Coordinate the implementation of National Health Services Standards 2nd Editions.

### Strategies

1. *Facilitate NHSS Assessment for all provinces – PHAs, Public Hospitals and Rural Health Services.*
2. *Ensure specialist services in level 5 and 6 meet the National Health Service Standards requirements.*
3. *Oversee implementation of effective clinical governance and quality of services within all health facilities.*

## Objective 5.2. Strengthen the functions of regulatory boards and councils.

### Strategies

1. *Review and strengthen Food Sanitation Council to administer the Food Sanitation Act.*
2. *Build capacity and systems for Medical Board to coordinate and manage the medical professional registries and administrative functions*
3. *Develop and enact Health Practitioners Bill*
4. *Build capacity and systems for Nursing Council to coordinate and manage the nursing professional registries and administrative functions*





## **OBJECTIVE 5.3: Ensure effective Inspection and Compliance Processes across the sector.**

### **Strategies**

1. *Set very clear inspection guidelines for service providers health facilities based on the set standards.*
2. *Set very clear inspection guidelines for professional health practitioners based on the set standards.*
3. *Identify areas of non-compliance and immediately communicate with service providers for feedback to the findings and recommended actions to take.*
4. *Conduct follow up reviews on actions taken to rectify highlighted areas of non-compliance*
5. *Recommend appropriate corrective measures and penalties where non-compliance has occurred after the lapse of period allowed to address areas of non-compliance.*

## **Objective 5.4. Build capacity of pharmaceutical standards to monitor and ensure safe, efficacious, and high-quality medicines are available at all levels.**

### **Strategies**

1. *Review and improve policy, guidance and legal frameworks required to promote improved access to safe, effective and quality medical products.*
2. *Review of Medicines and Cosmetics Act 1999 and Regulations 2001.*
3. *Resource and equip the Medicines Quality Control Laboratory (MQCL) to meet international standards and perform its authorized functions.*
4. *Develop pharmaceutical regulatory capacity and systems at the national level to meet international standards.*

## **KEY PRIORITY AREA 6: IMPLEMENT MEDICAL SUPPLIES REFORMS**

## **Objective 6.1. Ensure the procurement and distribution system is more efficient and effective.**

### **Strategies**

1. *Develop and enforce procurement management regulations and guidelines at all levels, based on the National Procurement regulations and guidelines.*
2. *Collaborate with key central agencies to improve the tender processes for effective procurement of medicines.*
3. *Establish appropriate governance processes and technical committees to oversee and manage the drug [procurement and supplies.*
4. *Expand and improve storage facilities, Area Medical Stores (AMS) and Provincial Transit Medical Stores.*
5. *Support provinces and districts in developing distribution plans from provincial level to the remote health facilities taking into account the specific conditions of each province.*



**Objective 6.2. To ensure contracts associated with the medical supply chain are comprehensive, well designed, and contract management is efficient, effective, and accountable.**

#### Strategies

1. *Conduct contractor performance review with suppliers on a quarterly basis with continuous monitoring of the service agreements and standard guidelines.*
2. *Strictly monitor the performance of the suppliers and evaluate their performance in a timely manner.*
3. *Monitor the performance of the logistic companies to ensure that medical supplies are delivered within the given time-frame and in line with the service agreements.*
4. *Ensure that new contracts are established to secure ongoing availability of medical supplies.*

**Objective 6.3. Develop a monitoring and evaluation framework to ensure that the desired outputs, outcomes, and accountability of key areas in each component of the supply chain are met and impact is assessed and evaluated.**

#### Strategies

1. *Establish and maintain the M-supply system throughout the country.*
2. *Build processes for determining correct quantities of medicines for procurement based on consumption and morbidity trends.*
3. *Maintain a continuous and adequate supply and inventory of drugs and basic medical equipment to sustain service demand at all levels of health care facilities.*
4. *Establish and maintain regular inventory and reporting at facility levels to improve supply chain system.*





# **PART** **3**

# **MONITORING AND EVALUATION FRAMEWORKS**

## **I. Planning, Management and Monitoring Framework**

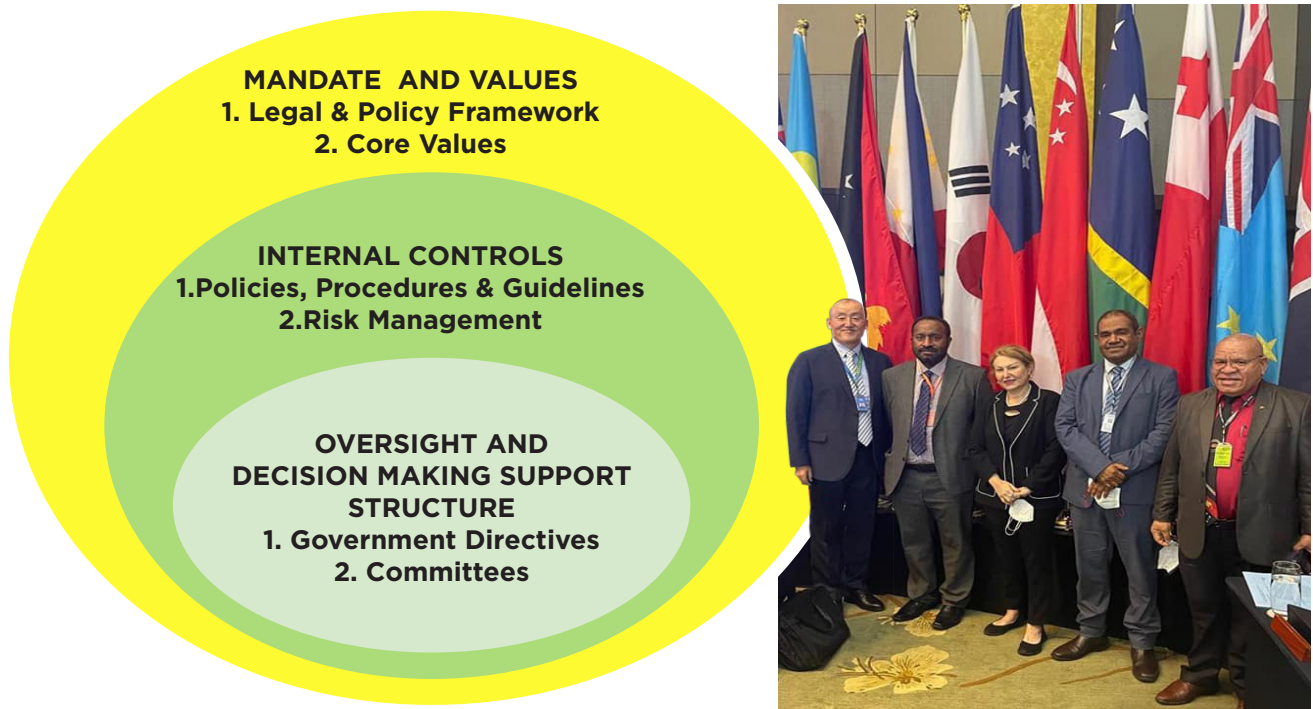
Monitoring and evaluation enables the NDoH to ensure implementation and progress is reviewed, identifying any impediments in the implementation of the Corporate Plan and to make the necessary adjustments. It is through monitoring and evaluation that we can identify when division plans are not effectively implemented, and if circumstances have changed. The Key Result Areas (KRAs) remain the constant while others may change.

	<b>Name of event/report</b>	<b>Frequency</b>	<b>Overview</b>
<b>STRATEGIC PLANS</b>	National Health Plan 2011-2020	10 years	The guiding plan for all health sector agencies, outlining key result areas and associated strategies for achieving them.
	Corporate Plan	4-5 years	Outlines the objectives, functions and structure of NDoH and how it aims to contribute to achievement of the NHP and other health sector and government priorities.
	Provincial Strategic Health Services Plans	4-5 years	Each province is to develop Strategic Plans outlining current and future health service needs and capabilities.
	Annual Implementation Plans	Annual	Developed by each unit within NDoH. The AIPs outline key activities and associated budgets linked to the relevant NHP key result area.
	Medium-Term Expenditure Framework	Annual	MTEF is a three-year budget that takes in to account projected revenue streams with expected budgets. It is updated annually.
<b>PERFORMANCE REPORTS</b>	Sector Performance Annual Report	Annual	Main scorecard on the performance of the health sector. Provides update on selected strategic indicators disaggregates by province and district.
	NDoH Annual Management Report	Annual	Report submitted to parliament that reviews performance of all branches in NDoH against the priorities outlined in this Corporate Plan and the HSSP.
<b>MAJOR EVENTS</b>	National Health Conference	Annual	Three days conference that covers major policy issues and aims to facilitate feedback and analysis from all stakeholders. There is usually a topical theme.
	Development Partner Summit	Six-monthly	Brings together development partners to foster discussion on how better to finance, deliver and coordinate health activities.
	SEM Retreat	Annual	Main strategic planning session involving SEM.
	Medical Symposium	Annual	Three-day conference that covers major research policies, activities and findings. It is led by the PNG Institute for Medical Research.



## II. The NDOH Corporate Governance Framework

Figure 1. Governance Framework of the National Department of Health



Our governance framework clarifies boundaries and identifies components that guide corporate decision making and sector monitoring.

### *Mandate and Core Values*

Our mandate, prescribed by national laws and policies, provide the perimeters by which the National Department of Health operates. Our core values identified by our national health policy set agreed ethical behaviours necessary to fulfil our mandate.

### *Internal Controls*

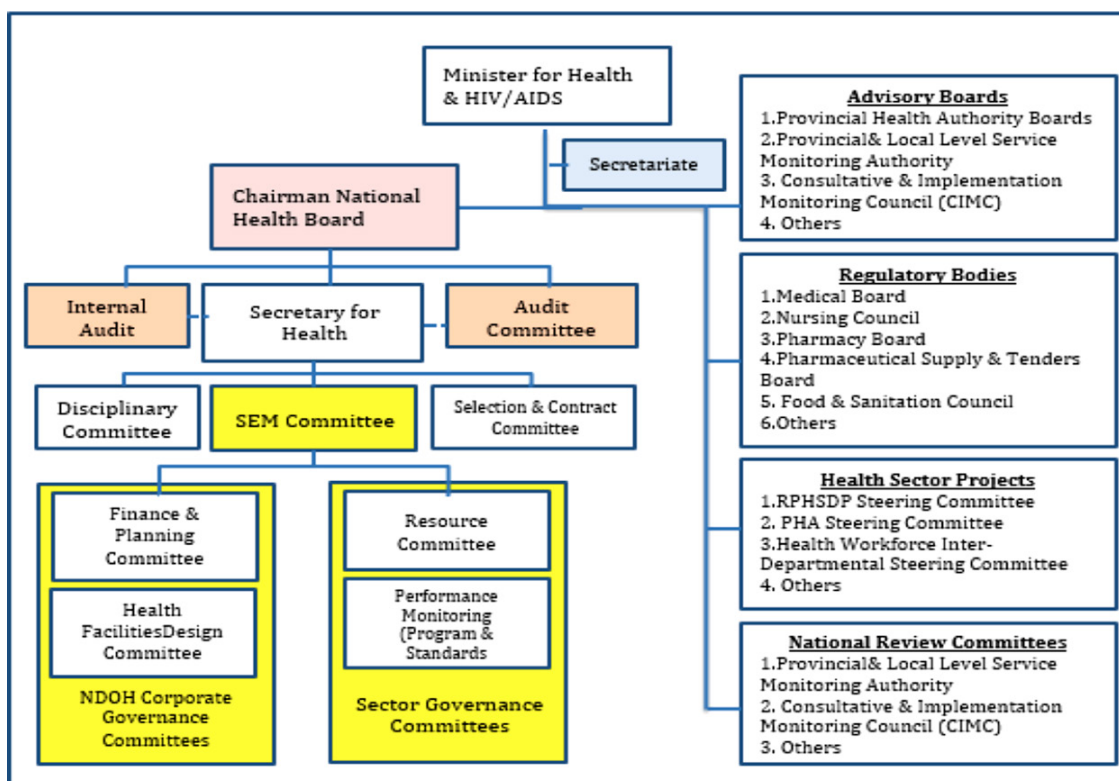
Our definition of governance encapsulates the availability of internal controls guided by our Mandate and Values. Compliance or conformance to established policies and procedures, and implementation of risk management processes and practices assures operational effectiveness and efficiency towards the achievement of corporate and sector objectives, goals, mission and vision.

### *Oversight and Decision-Making Support Structure*

Our Internal Controls enable effective decision making. Our committee structure consists of committees that support collective decision making and executive actions as well as provide a mechanism to monitor sector performance. Government directives usher corporate and sector priorities, policies and strategies.



## Governance Structure



## Governance Committees:

Our Committee Structure is designed to provide a cross-sectional and multi-disciplinary approach to the functioning and decision-making processes of NDoH. This structure moves away from the models of the past. The structure's combination of formal Committees (with delegated powers), working groups and management teams effectively delineates the decisionmaking roles from the operational to high levels of the department's decision-making hierarchy.

### Corporate Governance Committees:

#### *Finance & Planning Committee*

The Finance & Planning Committee provides ongoing strategic and operational oversight and management of key health sector strengthening resources through budget, planning and financial management. The Finance & Planning Committee provides a coordinated forum for monitoring, reporting, advising and decision-making in line with Key Result Area 5 (strengthen health systems and governance) of the National Health Plan 2021-2030.

#### *Health Facilities Design Committee*

The Health Facilities Design Committee provides ongoing strategic and operational oversight and management of key health sector strengthening resources through health facilities designs, plant and equipment under the National Health Service Standards (NHSS).





## **Sector Oversight Committees**

### ***Resource Committee***

The Resource Committee provides ongoing sector-focused leadership and management of key health sector strengthening resources, including budget, capital works and infrastructure and medical supplies. It's a forum that enables key stakeholders from across the sector, as well as Government of PNG central agencies and development partners, to come together to improve the coordination and monitoring, reporting, advising and decision-making in relation to these activities.

### ***Performance Monitoring Committee***

The Performance (Program & Standards) Monitoring Committee provides ongoing sector-focused leadership and management of technical programs and clinical standards for the health sector. It is a forum that enables key stakeholders from across the sector, as well as Government of PNG central agencies and development partners, to come together to monitor, evaluates and report on health sector and NDoH achievements relating to the National Health Plan 2021-2030 and corporate targets and objectives.

## **ii. TOP NDoH MANAGEMENT STRUCTURE AND KEY FUNCTIONS**

The top management structure outlined below was developed based on following considerations;

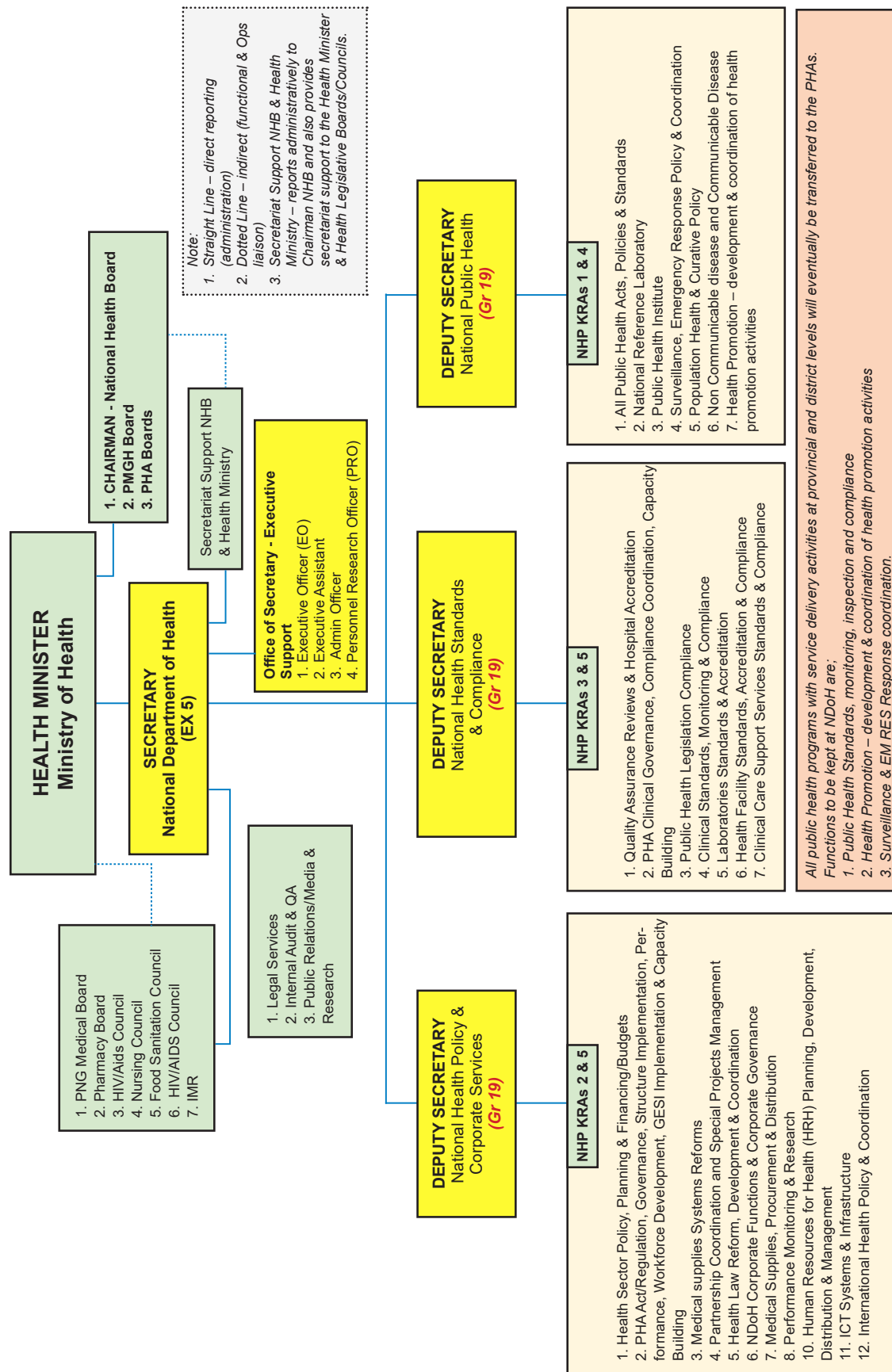
- i. The need to establish a clear demarcation of the Department's Administration structure from the Ministry of Health as a matter of good governance. That is also in anticipation of the proposed legislation amendments to NHAA 1997, to have an external independent Chairman on the National Health Board (NHB).
- ii. The Structure is designed to support effective performance of the Department's core functions under Sections 4 & 5 of the NHAA 1997.
- iii. The third Wing will focus on Public Health Programs as a priority of the National Health Plan 2021-2030
- iv. The functions under each Division are clearly indicated in the structure.



# NDOH Organizational Structure (Top Management and Functions)

HEALTH MINISTRY, NATIONAL HEALTH BOARD, HEALTH LEGISLATIVE BODIES AND

THE NATIONAL HEALTH DEPARTMENT FUNCTIONAL OUTLINE





## *Main drivers of the proposed NDoH Organization Structure*

The following are the main drivers that guided the development of this new NDoH functional organization structure;

1. *Urgently need to strengthen the weak NDoH governance and compliance structures including restating the National Health Board's function as required under Section 10 of the NHAA 1997.*
2. *Realign the roles within NDoH to focus on the core responsibilities under Sections 4, 5 and functions under Section 20 of the National Health Administration Act 1997 as service delivery functions to be transferred to the PHAs going forward.*
3. *The DPM approved third Deputy Secretary (wing) role to specifically focus on working with and assisting the PHAs with effective capacity development and training in all aspects of PHA operations.*
4. *Creation of a secretariat to assist the Ministers Office with effective coordination of reporting requirements by the various health sector boards and legislative bodies.*
5. *More focus to improve inspection and compliance functions including enforcement of various health sector legislations*
6. *Given prominence and elevation of Partnership unit to a branch to adequately cater for the increasing partnership arrangements and relationships.*
7. *Greater need for all aspects of capacity development and training within all PHAs to improve service delivery*
8. *The need to clearly demarcate the functions of the NDoH corporate and the sector's functions especially service delivery.*
9. *Partnership function inclusion under Corporate Services is for initial high-level contacts including foreign aid coordination while provincial partnership covers DPs and others directly involved with Provincial Authorities.*





## IMPLEMENTATION FRAMEWORK

### KEY PRIORITY AREA 1: ORGANIZATIONAL EXCELLENCE

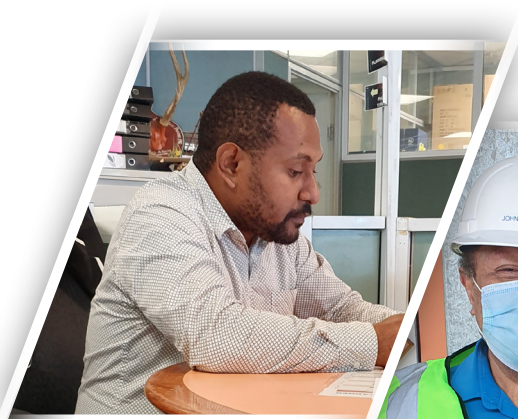
#### OBJECTIVE 1.1. EXCELLENCE IN LEADERSHIP DEVELOPMENT AND GOVERNANCE PROCESS IMPROVEMENT

Strategies for leadership development	Performance Indicator	Lead Office	Support Office	Target date
1. Set annual performance KPIs for all SEM Members, Branch Managers and conduct quarterly leadership performance reviews.	1. Completed KPI setting for all SEM Members and Branch Managers 2. Completed KPI setting template to be used during quarterly performance reviews	EM CSD, HR Branch	EM SPD, PP&E Branch	Before every quarterly review
2. Undertake leadership profiling exercise for all NDoH SEM Members and Branch Managers to determine level of exposure to effective leadership and management.	1. Completed individual profiles of SEM members and managers	EM CSD, HR Branch	All Divisions	June 2023
3. Determine type and level of leadership training and source appropriate training.	1. Individual training needs of SEM members and managers	EM CSD, HR Branch	All Divisions	By Quarter 2 2023
4. Conduct ongoing leadership coaching and mentoring sessions with all SEM Members and Managers.	Three coaching sessions per month	EM CSD, HR Branch	All Divisions	6 monthly
Strategies for Governance Improvement	Performance Indicator	Lead Office	Support Office	Target date
1. Establish suitable governance framework for better coordination of committees and boards decision making process.	1. Organizational governance and Risk assessment report	EM SPD, LGP&P Branch	EM CS, HR Branch	End of every quarter
2. Conduct organizational governance processes audit and risk assessment.	1. Inclusion of updates on governance agenda with Monthly SEM meetings.	EM SPD, LGP&P Branch	EM CSD, HR Branch	Annually
3. Conduct monthly governance improvement meetings, identify potential risks and develop action plan to address the risks.	1. Individual SEM Team members have signed commitment notices	All Divisions	EM SPD, LGP&P Branch	Annually
4. Ensure Senior Executive Managers sign personal commitments to the team to take the lead in upholding compliance processes in the course of discharging their duties.	1. Recorded SEM Meeting minutes 2. Declaration of conflict of interest in all SEM meetings.	EM SPD, LGP&P Branch	EM CS, HR Branch	Ongoing
5. Ensure all members of relevant committees declare potential conflicts of interests for accountability and transparency in the decision-making process.	1. Recorded SEM Meeting minutes 2. Declaration of conflict of interest in all SEM meetings.	EM SPD, LGP&P Branch	EM CS, HR Branch	Ongoing



## OBJECTIVE 1.2: EXCELLENCE IN STRATEGIC POLICY DEVELOPMENT, PLANNING AND COORDINATION

Strategies	Performance Indicator	Lead Office	Support Office	Target date
1. Identify existing policies and legislations that are not user friendly, impeding smooth workflow processes or not effective.	1. Report with list of policies to be reviewed.	EM SPD, PP&E Branch & LGP&P Branch	Relevant Divisions	Ongoing
2. Review all identified policies, legislations, and update/amend.	1. Updated, amended or new policies and legislations 2. Three policies /legis. per year	EM SPD, PP&E Branch & LGP&P Branch	Relevant Divisions	By the end of June 2024
3. Conduct policy implementation sessions with all new policies including the NHP and Corporate Plans for all divisions within NDoH to ensure proper interpretation, understanding and implementation.	1. One session for each policy	EM SPD, PP&E Branch	Relevant Divisions	Ongoing
4. Simplify and ensure that all National Plans, Sub Plans, Program plans and Provincial Plans have set performance indicators that are Specific, Measurable Achievable, Realistic and Time bound.	1. Conduct sessions with each division before implementation 2. Conduct M&E sessions	EM SPD, PM&R Branch	Relevant Divisions	Ongoing
5. Conduct quarterly policy reviews and analysis on various policies, plans to ensure implementation has positive traction.	1. Quarterly reviews x 4 with clear outcomes.	EM SPD, PM&R Branch	All Divisions	End of every quarter
6. Identify training needs of policy officers to be more effective in policy development, planning and coordination and source appropriate training to up skill.	1. Completed TNA for policy officers	EM SPD, PP&E Branch	EM CSD, HR Branch	By April 2023





OBJECTIVE 1.3: EXCELLENCE IN PEOPLE DEVELOPMENT				
Strategies	Performance Indicator	Lead Office	Support Office	Target date
1. Identify and select people with demonstrated leadership qualities, effective people management function and process management skills and knowledge for all management positions within the Department.	List of managers with skills gap analysis results	EM CSD, HR Branch	All Divisions	By June 2023
2. Develop personal profiles for all Department employees to effectively monitor individual performances and development.	Completed personal profiles	EM CSD, HR Branch	All Divisions	By June 2023
3. Conduct regular career performance improvement and skills coaching for employees.	Completed Training Policy with short term and long term employee recognition and rewards	EM CSD, HR Branch	All Divisions	Ongoing
4. Identify employees with high potential leadership skills and using individual profiles to monitor their professional development by using biannual performance appraisal feedbacks and KPIs to monitor progress.	1. Conduct 6 monthly performance appraisals with specific recommendations	EM CSD, HR Branch	All Divisions	6 monthly
5. Identify existing main organization cultures and sub cultures within NDoH that have and continue to impact the Department positively or negatively over time and, develop appropriate strategies to cultivate possible change into the future.	2. Conduct coaching sessions Completed Organisational assessment	EM CSD, HR Branch	All Divisions	Ongoing
6. Review all existing processes (the way NDoH conducts its business daily), identify impediments and develop strategies to improve the way NDoH would conduct its business efficiently.	Create awareness across the Department	Office of EM CSD	Office of the EM SPD	End of every quarter in 2023





#### OBJECTIVE 1.4. STRENGTHEN MONITORING, EVALUATION & REPORTING FRAMEWORK

Strategies	Performance Indicator	Lead Office	Support Office	Target date
1. Develop proper M&E framework to effectively assess implementation and outcomes of standards implementation by service providers quarterly.	M&E Framework developed	EM SPD, PM&R Branch	Relevant Divisions	By the end of April 2023
2. Provide timely performance evaluation reports on outcomes before NDoH scheduled quarterly presentations as generally required under Section 5 (e) of the National Health Administration Act (NHAA) 1997.	Quarterly reports published	EM SPD, PM&R Branch	All Divisions	Before quarterly reviews are conducted
3. Conduct research on outcomes annually and recommend improvement strategies going forward.	Research carried out and published	EM SPD, PM&R Branch	Relevant Programs	Ongoing
4. Conduct health standards impact assessments based on reliable and quality data every five (5) years from the date of implementation in compliance with Section 5 (e) of the NHAA 1997.	Planned sessions carried out	EM SPD, PM&R Branch	EM MSD	Ongoing

#### OBJECTIVE 1.5: ROBUST INFORMATION AND COMMUNICATION TECHNOLOGY (ICT)

Strategies	Performance Indicator	Lead Office	Support Office	Target date
1. Review current NDoH ICT systems (software, programs and hardware), processes and provide recommendations on the required improvements to meet the ICT needs of NDOH.	NDoH ICT System Review Report with recommendations. Appropriate ICT system suitable for NDoH from review report recommendations is implemented.	EM CSD, ICT Branch	EM SPD, PM&R Branch	Ongoing
2. Develop ICT Policy and Strategic Plan to upgrade and strengthen the Information system across the sector.	The National Health ICT policy and Strategic Plan developed and implemented.	EM CSD, ICT Branch	EM SPD, PP&E Branch	By June 2023
3. Develop minimum standards, and Standard Operational Procedures (SOP) for data standardization, transfer, and integration into an aggregate e-NHIS system.	Standard Operational Procedures for ICT programs developed and implemented.	EM CSD, ICT Branch	EM SPD, PM&R Branch	By June 2023
4. Integrate all e-Health systems and maintain a single information management and reporting hub at the National level	A functional e-health system established	EM CSD, ICT Branch	EM SPD, PM&R Branch	By June 2024
5. Establish and develop Disaster and Risk Management System for greater security of health information data	Disaster and Risk Management system function and structure established	EM CSD, ICT Branch	EM SPD, PM&R Branch	Ongoing
6. Include communication strategies in the design of ICT projects.	Communication Strategies developed for ICT projects	EM CSD, ICT Branch	EM SPD, PM&R Branch	Ongoing



## KEY PRIORITY AREA 2: AID MANAGEMENT & COORDINATION

### OBJECTIVE 2.1: SETTING, PRIORITISING AND COMMUNICATING STANDARDS

Strategies	Performance Indicator	Lead Office	Support Office	Target date
1. Prioritise and recommend resource allocation in alignment with National Health Plan Strategies.	Annual Implementation Plan developed every year	EM SPD, PP& Branch	EM CSD, FMS Branch	Ongoing
2. Establish clear governance and reporting processes for all different stakeholders in the sector.	MOUs/MOAs established with different stakeholders	EM SPD, PP& Branch	Relevant Program Managers	Ongoing
3. Develop monitoring and reporting framework and improve communication with different stakeholders in the province.	Appropriate committee structures and reporting framework established	EM SPD, PP& Branch	Relevant Program Managers	Ongoing
4. Develop Aid Coordination Policy and guidelines for Health Sector	Aid Coordination Policy established	EM SPD, PP& Branch	LGP&P Branch	Ongoing

### OBJECTIVE 2.2: REVITALIZED THE SECTOR WIDE APPROACH (SWAP) MECHANISM TO IMPROVE MANAGEMENT OF RESOURCES AND SUPPORT FROM DEVELOPMENT PARTNERS.

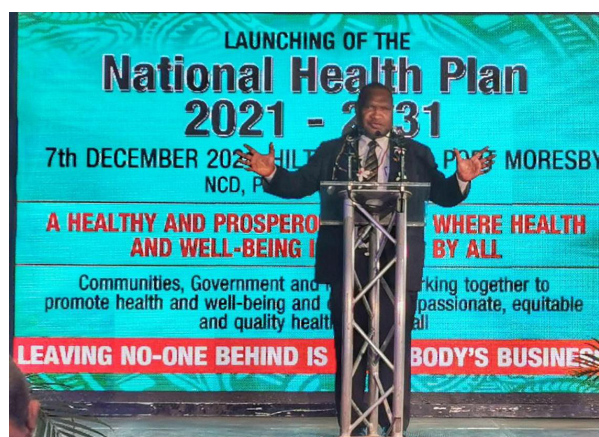
Strategies	Performance Indicator	Lead Office	Support Office	Target date
1. Elevate Aid Management function to ensure that external partner's support is well coordinated to implement the goals and priorities of the sector.	A specific unit is created for Aid Coordination	EM, SPD, PP&E Branch	EM, CSD, HR Branch	By March 2023
2. Develop Medium Term Expenditure Framework (MTEF) at the National level and Provincial Level for each Provincial Health Authorities.	MTEFs developed	EM, SPD, PP&E Branch	EM, CSD, Finance Management Branch	Annually
3. Establish Financial Agreements with partners and stakeholders with clear roles and responsibilities to meet desired goals and objectives.	MOAs/MOUs developed	EM, SPD, LGP&P Branch	Relevant Programs	Ongoing
4. Build the capacity at provincial level to coordinate all internal and external support.	Relevant Training Conducted	EM, SPD, PP&E Branch	EM, CSD, Finance Management Branch	Biannually
5. Build the capacity at the National Level to ensure development partner projects and system building is progressed and integrated to deliver the desired outcomes.	Relevant Training Conducted	EM, SPD, PP&E Branch	EM, CSD, Finance Management Branch	Biannually



### KEY PRIORITY AREA 3: PARTNERSHIPS AND PROVINCIAL SUPPORT

#### OBJECTIVE 3.1: BUILD PROVINCIAL LEADERSHIP AND GOVERNANCE PROCESS

Strategies	Performance Indicator	Lead Office	Support Office	Target date
1. Review effectiveness of leadership and governance structures of Provincial Health Authorities (PHAs), identify issues/ gaps, discuss with PHAs and make recommendations on the way forward.	Review report with recommendations Quarterly review reports	EM, SPD, LGP&P Branch	EM CS, HR Branch	Ongoing
2. Conduct leadership training programs for the senior executive management and the provincial and district health managers of PHAs.	Action plan to implement recommendations Quarterly review reports	EM CS, HR Branch	EM, SPD, LGP&P Branch	Ongoing
3. Assist in development of PHAs Governance Framework and processes with relevant established committees and boards.	PHA Governance Framework developed	EM, SPD, LGP&P Branch	Office of the EM SPD	June 2023
4. Negotiate with Development Partners on support at the subnational level for capacity development and coordinate implementation activities in line with provincial priorities.	Identify Capacity Gaps and organise training and upskilling programs	Office of EM, SPD	All Divisions	December 2023
5. Develop improvement strategies in consultation with PHAs, based on specific areas of improvement identified in strategy 1, and support implementation by PHAs.	Improvement Plan in place and implemented	EM CS, HR Branch	Relevant Divisions & Branches	December 2023
6. Review and identify provincial capacity needs in close consultation with PHAs, develop improvement strategies and guide the implementation process to ensure capacity gaps are being addressed.	Develop training plan	EM CS, HR Branch	Relevant Divisions & Branches	December 2023





### OBJECTIVE 3.2: STRENGTHEN PROVINCIAL CAPACITIES AND ORGANIZATIONAL PROCESSES

Strategies	Performance Indicator	Lead Office	Support Office	Target date
1. Identify areas of need within the PHAs and provide the support and training required to improve and build the capacity at the sub-national level.	PHA Review report Specific PHA capacity review report	Office of the EM SPD	All Divisions	Ongoing
2. Conduct monitoring and supervisory visits to the PHAs and other service providers on the implementation of policies and plans with compliance to national standards and requirements.	Quarterly reports	All Divisions	All Divisions	Ongoing
3. Conduct reviews into effectiveness of PHA organizational processes in consultation with PHAs, identify areas of improvement, recommend strategies for implementation, monitor and provide progress reports.	Quarter performance review reports	Office of the EM SPD	All Divisions	Ongoing
4. Liaise closely with PHAs and other partners to define purpose of the partnership and objectives with various partners	PHA Review report Quarterly reports	EM, SPD, LGP&P Branch	Relevant Programs	Quarterly

### OBJECTIVE 3.3: ENHANCE PROVINCIAL PARTNERSHIPS DEVELOPMENT AND COORDINATION

Strategies	Performance Indicator	Lead Office	Support Office	Target date
1. Review and develop National and subsidiary agreements with key stakeholders for improve delivery of health services.	PHA Review report	EM, SPD, LGP&P Branch	Relevant Program	Ongoing
2. State clearly the roles and responsibilities of partners	Partnership Agreement - DPs	EM, SPD, LGP&P Branch	Relevant Program	Ongoing
3. Identify specific resource needs and commitments of those resources	Partnership Agreement- DPs	EM, SPD, PP&E Branch	Relevant Programs	Ongoing
4. Develop proper implementation governance structures, monitoring, evaluation and reporting.	PHA Review report	EM SPD, PM&R Branch	Relevant Programs	Quarterly
5. Develop proper partnership timelines	PHA Review report	EM, SPD, LGP&P Branch	Relevant Program	Ongoing
6. Develop clear rules on amendments and termination.	1.Partnership Agreement-DPS	EM, SPD, LGP&P Branch	Office of EM SPD	By June 2023



## KEY PRIORITY AREA 4: INTEGRATION OF PUBLIC HEALTH AND CLINICAL SERVICES

### OBJECTIVE 4.1. ESTABLISHMENT OF A MINIMUM SET ESSENTIAL HEALTH INTERVENTION PACKAGES.

Strategies	Performance Indicator	Lead Office	Support Office	Target date
1. Develop a minimum set Essential Health Intervention Packages for Levels 1-4 (PHC level) to be delivered by the public health system.	Essential Health Intervention packages developed for lower-level facilities.	EM, PHD	EM, MSD	By end of the 2nd Quarter 2023
2. Develop Village Health Assistant Policy	VHA policy developed	EM, PHD	EM, SPD	By June 2023
3. Build suitable framework to coordinate the implementation of Village Health Assistance Program	Implementation framework developed for the VHA program	EM, PHD	EM, SPD	By June 2023

### OBJECTIVE 4.2. INCREASE PREPAREDNESS AND CAPACITY OF HEALTH SECTOR TO IDENTIFY, RESPOND TO, MONITOR, AND REPORT ON EMERGING AND RE-EMERGING HEALTH THREATS.

Strategies	Performance Indicator	Lead Office	Support Office	Target date
1. Build the capacity of CPHL and provide technical support to Provincial Hospital services to ensure the quality of laboratory tests performed meets accepted health service standards	Implement NHSS Implement NHP	EM PHD	EM, MSD	Ongoing
2. Develop Public Health Policy	Public Health Policy Developed	EM PHD	EM, SPD	By December 2023
3. Review and develop Public Health and Pandemic Act to establish a suitable framework for a National Institute of Public Health	1. Public Health Act developed 2. Pandemic Act Developed 3. Implementation framework developed 4. Monitoring Framework Developed	EM, PHD	EM SPD	By December 2023
4. Facilitate the development of National Reference Laboratory	NRL established and operational	EM, PHD	EM, MS	By December 2023

### OBJECTIVE 4.3. ROLLOUT OF HEALTH ISLAND CONCEPT

Strategies	Performance Indicator	Lead Office	Support Office	Target date
1. Review and develop Healthy Islands policies, plans and guidelines for Policy implementation.	1. Policy Developed 2. Plans developed 3. Guidelines developed for implementation	EM PHD, Health Promotion Branch	EM SPD, PP&E Branch	By the End of the 2nd Quarter 2023
2. Provide technical support, tools and assistance for strengthening national coordinating mechanisms and implementing actions for Healthy Islands.	Healthy Island Policy implementation	EM PHD, Health Promotion Branch	Relevant Programs	Ongoing
3. Develop monitoring framework to track the implementation of Healthy Islands concept intervention.	M&E framework developed	EM PHD, Health Promotion Branch	EM SPD, PMR Branch	By the end of the 2nd Quarter 2023



OBJECTIVE 4.4 IMPROVE COORDINATION OF MATERNAL & CHILD HEALTH PROGRAM				
Strategies	Performance Indicator	Lead Office	Support Office	Target date
1. Develop standards and guidelines to improve management of childhood diseases.	MCH SOPs developed	EM PHD, FHS Branch	EM MSD, Paediatrics	By June 2023
2. Develop policies, plans and standard guidelines for the Expanded Program of Immunisation (EPI) and management of Cold Chain system.	1. Policy developed 2. Plans developed 3. Guidelines developed	EM PHD, PHS Branch	EM SPD, PP&E Branch	Ongoing
3. Integrate relevant components of clinical and public health services on the management of Childhood illnesses at all facility levels.	NHSS implementation NHP implementation	EM PHD, FHS Branch	EM MSD, Paediatrics	Ongoing
4. Develop a sexual reproductive health policy, program plans and strategy aligning with National Health Plan and Public Health Policy.	1. Policy Developed 2. Plans developed	EM PHD, FHS Branch	EM SPD, PP&E Branch	By December 2023





## KEY PRIORITY AREA 5: IMPROVE STANDARDS COMPLIANCE AND REGULATORY FUNCTIONS

### OBJECTIVE 5.1. COORDINATE THE IMPLEMENTATION OF NATIONAL HEALTH SERVICES STANDARDS 2ND EDITIONS

Strategies	Performance Indicator	Lead Office	Support Office	Target date
1. Facilitate NHSS Assessment for all provinces – PHAs, Public Hospitals and Rural Health Services.	Assessment carried out and reports published for use	EM MSD	Relevant Programs	Complete by June 2023
2. Ensure specialist services in level 5 and 6 meet the National Health Service Standards requirements.	Assessment carried out and reports published for use	EM MSD	Relevant Programs	Ongoing
3. Oversee implementation of effective clinical governance and quality of services within all health facilities.	Assessment carried out and reports published for use	EM MSD	Relevant Programs	Ongoing
4. Strengthen and increase specialist services through the 22 Provincial Hospitals	Specialist Hospital Development Plan is developed	EM MSD, HF Branch	EM SPD	1st Quarter 2023
5. Support the development of a National Referral, Research and Teaching Hospitals	Specialist Hospital Level 6 development and training Plan in line with NHSS	EM MSD	CEO PMGH	Ongoing
6. Strengthen pre-hospital care and ambulance services	Pre-hospital care and ambulance services Policy and guidelines developed and implemented	EM MSD, Emergency Medicine	EM SPD, PP&E Branch	2nd Quarter 2023

### OBJECTIVE 5.2. STRENGTHEN THE FUNCTIONS OF REGULATORY BOARDS AND COUNCILS

Strategies	Performance Indicator	Lead Office	Support Office	Target date
1. Review and strengthen Food Sanitation Council to administer the Food Sanitation Act.	Develop policy Develop plan Develop implementation guidelines	EM PHD, EH Branch	Food Sanitation council	Ongoing
2. Build capacity and systems for Medical Board to coordinate and manage the medical professional registries and administrative functions	Develop plan Develop implementation guidelines	Medical Board	EM CSD	Ongoing
3. Develop and enact Health Practitioners Bill	Health Practitioners bill developed and implemented	EM SPD, LGP&P Branch	Medical Standards	By December 2023
4. Build capacity and systems for Nursing Council to coordinate and manage the nursing professional registries and administrative functions	Develop plan and implementation guidelines	Nursing Council	EM CSD	Ongoing



<b>OBJECTIVE 5.3: ENSURE EFFECTIVE INSPECTION AND COMPLIANCE PROCESSES ACROSS THE SECTOR</b>				
<b>Strategies</b>	<b>Performance Indicator</b>	<b>Lead Office</b>	<b>Support Office</b>	<b>Target date</b>
1. Set very clear inspection guidelines for service providers health facilities based on the set standards.	Develop SOPs in line with the NHSS and the National Health Plan	EM MSD	EM PHD	By June 2023
2. Set very clear inspection guidelines for professional health practitioners based on the set standards.	Develop SOPs in line with the NHSS and the National Health Plan	EM MS	EM PHD	Ongoing
3. Identify areas of non-compliance and immediately communicate with service providers for feedback to the findings and recommended actions to take.	Develop SOPs in line with the NHSS and the National Health Plan	EM MSD	EM PHD	Quarterly
4. Conduct follow up reviews on actions taken to rectify highlighted areas of non-compliance	Develop SOPs in line with the NHSS and the National Health Plan	EM MSD	EM SPD	Ongoing
5. Recommend appropriate corrective measures and penalties where non-compliance has occurred after the lapse of period allowed to address areas of non-compliance.	Carry out scheduled inspections quarterly	EM MSD	EM SPD	Ongoing
<b>OBJECTIVE 5.4. BUILD CAPACITY OF PHARMACEUTICAL STANDARDS TO MONITOR AND ENSURE SAFE, EFFICACIOUS, AND HIGH-QUALITY MEDICINES ARE AVAILABLE AT ALL LEVELS.</b>				
<b>Strategies</b>	<b>Performance Indicator</b>	<b>Lead Office</b>	<b>Support Office</b>	<b>Target date</b>
1. Review and improve policy, guidance and legal frameworks required to promote improved access to safe, effective and quality medical products.	Develop Policy Develop Plan Develop SOP/ Guidelines	EM MSD, Pharmaceutical Services Branch	EM CSD, MSP&D Branch	Ongoing
2. Review of Medicines and Cosmetics Act 1999 and Regulations 2001.	Act amended and approved for implementation	EM MSD, Pharmaceutical Services Branch	EM SPD, LGP&P Branch	By December 2023
3. Resource and equip the Medicines Quality Control Laboratory (MQCL) to meet international standards and perform its authorized functions.	Fully equip the MQCL and operationalise	EM MSD, Pharmaceutical Services Branch	EM SPD	Ongoing
4. Develop pharmaceutical regulatory capacity and systems at the national level to meet international standards.	Implement the NHSS and the NHP and develop guidelines and SOPs	EM MSD, Pharmaceutical Services Branch	EM SPD, EM CSD	By June 2023



## KEY PRIORITY AREA 6: IMPLEMENT MEDICAL SUPPLIES REFORMS

### OBJECTIVE 6.1. ENSURE THE PROCUREMENT AND DISTRIBUTION SYSTEM IS MORE EFFICIENT AND EFFECTIVE.

Strategies	Performance Indicator	Lead Office	Support Office	Target date
1. Develop and enforce procurement management regulations and guidelines at all levels, based on the National Procurement regulations and guidelines.	Develop SOP for the department in line with the NPC act.	EM CSD, CSS Branch	EM SPD, LGP&P Branch	Ongoing
2. Expand and improve storage facilities, Area Medical Stores (AMS) and Provincial Transit Medical Stores.	Implement the NHP and the NHSS 2021-2030	EM CSD, CSSB & MSP&D Branch	EM MSD, HF Branch	Ongoing
3. Support provinces and districts in developing distribution plans from provincial level to the remote health facilities taking into account the specific conditions of each province.	Develop plans for Districts and implement NHSS	EM CSD, MSP&D Branch	EM SPD	Bi-annually

### OBJECTIVE 6.2. TO ENSURE CONTRACTS ASSOCIATED WITH THE MEDICAL SUPPLY CHAIN ARE COMPREHENSIVE, WELL DESIGNED, AND CONTRACT MANAGEMENT IS EFFICIENT, EFFECTIVE, AND ACCOUNTABLE.

Strategies	Performance Indicator	Lead Office	Support Office	Target date
1. Discuss the outcome of the contractor performance review with suppliers and submit this to the Health Secretary on a quarterly basis.	Quarterly Performance Review Report and recommendations developed	EM CSD, MSP&D Branch	EM SPD, LGP&P Branch	Ongoing
2. Strictly monitor the performance of the suppliers and evaluate their performance in a timely manner.	Quarterly Performance review reports are published	EM CSD, MSP&D Branch	EM CSD, CSS Branch	Quarterly
3. Monitor the provision of rush services by the logistics companies to ensure that medical supplies are delivered within a day as agreed and correct charges are paid.	M-supply system functioning to facility level	EM CSD, MSP&D Branch	EM CSD, ICT Branch	Ongoing
4. Ensure that new contracts are established to secure ongoing availability of medical supplies.	Contract awarded and implemented	EM CSD, MSP&D Branch	EM CSD, CSS Branch	Ongoing





**OBJECTIVE 6.3. DEVELOP A MONITORING AND EVALUATION FRAMEWORK TO ENSURE THAT THE DESIRED OUTPUTS, OUTCOMES, AND ACCOUNTABILITY OF KEY AREAS IN EACH COMPONENT OF THE SUPPLY CHAIN ARE MET AND IMPACT IS ASSESSED AND EVALUATED.**

Strategies	Performance Indicator	Lead Office	Support Office	Target date
1. Establish and maintain the M-supply system through-out the country.	M-Supply is established in all PHAs	EM CSD, MSP&D Branch	ICT Branch	Ongoing
2. Build processes for determining correct quantities of medicines for procurement based on consumption and morbidity trends.	M-Supply is established in all PHAs	EM CSD, MSP&D Branch	EM MSD	Ongoing
3. Maintain a continuous and adequate supply and inventory of drugs and basic medical equipment to sustain service demand at all levels of health care facilities.	M-Supply is established in all PHAs	EM CSD, MSP&D Branch	EM MSD, HF Branch	Quarterly assessments
4. Establish and maintain regular inventory and reporting at facility levels to improve supply chain system.	M-Supply is established in all PHAs	EM CSD, MSP&D Branch	EM MSD	Ongoing





## CORPORATE PLAN

### I. Mid-Year Senior Executive Management Reporting Template Summary Report for each Branch

**BRANCH:** (enter name of the branch, office or unit)  
**CORPORATE PRIORITY:** (enter the corporate plan objectives of the KPAs)  
**KEY PRIORITY AREAS:** (enter the KPA the branch is responsible for)  
**ACTIVITIES AS PER MAP:** Implementation and budget expenditure Reports abstracts from  
1st & 2nd Quarter budget review report.

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Summary of ½ Yearly Implementation and Issues of Concerns

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Planning officers will sit in as observers in the ¼ quarterly budget review meetings of all the branch, office and units to take note of the progress in the implementation of the KRA's. The planning officers will provide a mid-year report to the Executive Management Team on the implementation of the KPAs as articulated in the Management Action Plan (MAP) for appropriate noting and decision where necessary.



# CORPORATE PLAN

## II. Annual Reporting Template

**DIVISION:** (enter name of the division)  
**CORPORATE OBJECTIVES:** (enter corporate plan objectives you are implementing)  
**KEY PRIORITY AREAS:** (enter the KPA the division is implementing)  
**STRATEGIES:** (list the strategies implemented in the year)  
**ANNUAL ACTIVITIES:** Progress and Achievements

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Report Against KPIs/Strategies:

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Summary Report with Recommendations:

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The Executive Manager of the Division is expected to complete this template and provide the report to the Strategic Policy Division for the compilation of the annual report to the secretary and minister.



# CORPORATE PLAN

## III. Mid-Term Review Template

**WING:** (enter name of the division)  
**CORPORATE OBJECTIVES:** (enter corporate plan objectives you are implementing)  
**KEY PRIORITY AREAS:** (enter the KPA the division is implementing)  
Summary of Reports and Recommendations from yearly reports.

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Reports on Actions taken on Recommendations:

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Critical Management Decisions and the Way Forward:

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Summary:

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The Mid-Term Review of the Corporate Plan is a must to ensure that the departmental head level of performance as measured by the results of the KPA achievements will determine whether the government maintains his/her contract for the full term.



## PART 5

# ACRONYMS AND ABBREVIATIONS

ADB	Asian Development Bank
AIP	Annual Implementation Plan
AMS	Area Medical Store
AIDS	Acquired Immunodeficiency Syndrome
Aust. DFAT	Australian Department of Foreign Affairs and Trade
CCHS	Catholic Church Health Services
CHS	Christian Health Services
CPHL	Central Public Health Laboratory
DP	Development Partners
e-NHIS	Electronic National Health Information Systems
FHS	Family Health Services
HIV	Human Immunodeficiency Virus
HRIS	Human Resource Information System
HRM	Human Resource Management
GoPNG	Government of Papua New Guinea
IFMS	Integrated Financial Management Systems
KPA	Key Priority Areas
KPI	Key Priority Indicators
KRA	Key Result Areas
MTDP	Medium Term Development Plan
m-Supply	Medical Supply
MQCL	Medicines Quality Control Laboratory
NDoH	National Department of Health
NHP	National Health Plan
NHSS	National Health Services Standards
NRL	National Reference Laboratory
PHA	Provincial Health Authority
PPP	Public Private Partnership
SEM	Senior Executive Management
SDG	Sustainable Development Goals
SIP	Strategic Implementation Plan
SOP	Standard Operating Procedure
SWAP	Sector Wide Approach Program
UHC	Universal Health Coverage
VHA	Village Health Assistant





**NOTE:**





**NOTE:**





**NOTE:**





**NOTE:**





**NOTE:**





## NOTE:





National Department of Health  
PO Box 807, Waigani, National Capital District  
Papua New Guinea