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APPENDIX A

CONTENTS

INTRODUCTION	2
THE NATIONAL VISION	4
NATIONAL OBJECTIVES	5
MISSION STATEMENT DOCUMENTS	10
Agriculture and Livestock (DAL)	11
Civil Aviation (DCA)	14
Correctional Services (CS)	16
Defence	18
Education (DOE)	20
Environment and Conservation (DEC)	23
Finance and Planning (DFP)	25
Fisheries and Marine Resources (DFMR)	28
Foreign Affairs (DFA)	30
Forests (DOF)	33
Health (DOH)	35
Home Affairs and Youth (HAY)	38
Justice (DOJ)	41
Labour and Employment (DLE)	43
Lands and Physical Planning (DLPP)	46
Minerals and Energy (DME)	50
Personnel Management (DPM)	52
Police	56
Prime Minister's (PMD)	58
Provincial Affairs (DPA)	61
Trade and Industry (DTI)	64
Transport (DOT)	67
Works (DOW)	69



INTRODUCTION:

1. These Mission Statement Documents (MSDs) set out each National Department's 'Mission' (why it exists) and list its roles in the implementation of Programmes (what it does). These MSDs are - in effect - instructions from the political level to the public service, and constitute the basis of Departmental accountability.

2. The National Objectives, to which these MSDs relate, have been developed as an integral part of the Resource Management System (RMS). This System - which is PNG's planning and public administration process - focusses all government activities upon "issues and concerns related to people".

3. These "issues and concerns" were obtained through constructive dialogue with local communities and at a series of Workshops during 1988. Having gathered and analysed these "issues and concerns", an extensive process of consultation took place, through which the 42 National Objectives were formulated.

4. Each Objective was then allocated a 'lead agency' and some 'major contributing/supporting agencies'. The lead agency is called upon to convene other National and Provincial Departments, NGOs, representatives of the private sector and other groups and individuals. These meetings will consider and analyse the Objective in question and the "issues and concerns" which it reflects.

5. The lead agency is responsible for ensuring that this process occurs effectively and on schedule. Each Major Contributing/Supporting Agency will attend these meetings and assist its lead agency in the consideration of strategies and the specification of Programmes.

6. The Programmes, proposed through this consultative process, will be reviewed at specific stages by the Central Agencies and at the political level. It should be noted that the three Central Agencies (Department of Prime Minister, Department of Finance and Planning, Department of Personnel) are major contributing agencies for all Objectives.

7. Not all Departments have 'lead roles'. However, every Department will have responsibilities within Programmes and their component Projects: from January 1991, their only roles will be in relation to Programmes and Projects. There is absolutely no suggestion that, because a Department is a lead agency, it is more important, or more powerful, than one that is not!

8. In April 1989, all Departments were asked to draft their Mission Statement Documents based upon their roles in relation to each Objective allocated to them. These drafts, having been reviewed, standardised and revised by the Central Agencies, are now submitted to the National Executive Council for its consideration and endorsement.

9. At this stage, Mission Statement Documents have not been prepared for the quasi-governmental statutory authorities; in future years this will occur. Similarly, the question of whether MSDs should be for 'Departments' or for 'Ministries' will also be reconsidered.

10. All 'lead agencies' are now proceeding to convene meetings, consider strategies and draft Programme Specifications in response to those Objectives for which they are responsible, and as set out in their Mission Statement Documents. It should be emphasised that these Programme Specifications are policy advise documents, to be prepared for political endorsement.

11. However, it is emphasised that this is the transitional period of movement from the traditional pattern of public administration into RMS. This is the first time in which these Documents have been produced and used. Consequently, there are imperfections and much room for improvement.

12. In the future, the Mission Statement Documents, and the process through which they are generated, will be refined and improved, thereby enabling the government sector to respond to "people's issues and concerns" more and more effectivley.

REVIEW OF MISSION STATEMENTS - APRIL/MAY 1990

13. The cooperation of all Departments in drafting these Mission Statement Documents is appreciated.

14. The review of Mission Statement Documents has again revealed that some Department lack of appreciation of the concept of a hierarchy of objectives. For example some Departments have again restated their Departmental objectives for inclusion into the Mission Statement Document without attempting to link these to the National Objectives and the subsequent programmes and projects. This again highlights the need for a policy driven approach in government as contained in the RMS to ensure policy consistency in development and implementation.

15. Having Departments draw up their own objectives without given their clear politically endorsed Primary Objectives to base them on allows departments to virtually vary these objectives at will and as a result does not produce accountability. This has been demonstrated with the existing Annual Management Reports which are meaningless as there is no inbuilt accountability in the system.

The National Vision

The initiate and guide a process through which the vision of the future of Papua New Guinea, embodied in the Constitution, will be realised. That vision is based on the physical, mental, and social well-being of our people, with a reverent appreciation of our cultural heritage. It expresses the values -- including the spiritual values -- of our society; the economic structure; the nature of our community; the culture; the living standards; and the role of the people in governance. It defines what we in Papua New Guinea mean by development, and provides a sense of personal, cultural and national identity. In the realisation of that vision we, as a people, shall find our personal and communal fulfillment.

For this "objective" the Prime Minister's Department is the lead agency, and all national provincial departments are contributing/supporting. Rather than leading to a specific programme, the national vision will be reflected in all programmes.

National Objectives and their Allocation

OBJECTIVE	LEAD AGENCY	Major Contributing/ Supporting Agencies
1. To strengthen and maintain national identity, both internally and abroad.	PMD	Foreign Affairs, DCT, DOE, DFP, DPM.
2. To pursue a foreign policy which is conducive to PNG's political and developmental aspirations.	Foreign Affairs	DTC, DCT, DFP, DPM, PMD.
3. To maintain overall control of our economy through a balanced pattern of foreign trade, overseas investment, and aid.	DFP	Foreign Affairs, DTI, DPM, PMD.
4. To ensure that internal and national security are maintained.	PMD	Defence, Police, DPM, Foreign Affairs, DFP, Prov. Affairs.
5. To strengthen the family as the basic unit of our society.	HAY	DAL, DOE, Health, DPM, DFP, PMD.
6. To ensure that all children are wanted and cared for.	HAY	DOJ, Health, DPM, DFP, PMD.
7. To promote parental responsibility regarding family size and the spacing of children.	Health	HAY, DOE, DPM, DFP, PMD.
8. To enable individuals, families, and communities to make livelihood decisions based on realistic expectations.	PMD	DOE, CHE, DPM, DFP.
9. To ensure that all households are able to support themselves in achieving standards of living that meet people's basic needs.	DAL	Fisheries, Forestry, DTI, DPM, DFP, PMD

OBJECTIVE	LEAD AGENCY	Major Contributing/ Supporting Agencies
10. To understand, minimise and respond to undesirable effects of development upon individuals and groups.	PMD	DEC, DCT, HAY, DOE, DPM, DFP.
11. To minimise the causes and consequences of social alienation and culture shock.	HAY	Police, Health, CIS, DCT, DPM, DFP, PMD.
12. To encourage and support local efforts to meet basic human needs and improve the quality of life.	PMD	DAL, DOE, HAY, DOW, Housing, DPM, DFP, PMD.
13. To strengthen the village-based economy and improve local cash earning and employment opportunities.	DTI	DAL, Forestry Fisheries, M&E, DCT, DPM, DFP, PMD.
14. To address the causes and reduce the extent of illegal settlement throughout Papua New Guinea.	DLPP	Housing, DOW, Prov. Affairs, DPM, DFP, PMD.
15. To enable young adults to participate in community service in both modern and traditional sectors.	HAY	DOE, CHE, DAL, Fisheries, Defence, DPM, DFP, PMD.
16. To support actively the participation of women in the social, political, and economic activities of the community and the nation as a whole.	HAY	DOE, CHE, DPM, DFP, PMD.
17. To involve immigrants, refugees, and migrants, with their host communities in relationships based on mutual understanding and reciprocal benefits.	HAY	Foreign Affairs Prov. Affairs, DPM, DFP, PMD.
18. To increase opportunities for women, youth, the elderly, and the disabled to participate in and benefit from development.	HAY	Health, DTI, DPM, DFP, PMD.

OBJECTIVE	LEAD AGENCY	Major Contributing/ Supporting Agencies
19. To reduce inequities in the access to basic goods and services between provinces, and between districts.	DFP	DAL, DOT, DOE, Health Prov. Affairs. DPM, PMD.
20. To improve and extend the provision of primary health services and to ensure acceptable standards are maintained.	Health	Prov. Affairs, DPM, DFP, PMD.
21. To improve health behaviour and reduce the incidence of communicable and non-communicable diseases.	Health	DOE, DPM, DFP, PMD.
22. To improve hospital services and standards are maintained.	Health	DOW, DLPP, CHE, DPM, DFP, PMD.
23. To reduce the incidence of malnutrition and nutrition-related disorders.	DAL	Health, DOT, DOE, DLPP, DPM, DFP, PMD.
24. To develop a school system to meet the needs of PNG and its people: providing appropriately for the return of children to the village community, for their formal employment, or for their further education or training.	DOE	DLE, HAY, CHE, DPM, DFP, PMD.
25. To provide basic schooling for all children.	DOE	DOW, CHE, DPM, DFP, PMD.
26. To provide higher education and training based upon Papua New Guinea's manpower needs.	DLE	CHE, DPM, DFP, PMD.
27. To ensure that the nation's natural resources are used for the well-being for women, youth, the elderly, and the disabled to participate in and benefit from development.	DFP	M&E, DAL, DEC, Fisheries, Forestry DPM, PMD.
28. To minimise environmental pollution and ecological damage.	DEC	M&E, DAL, DOE Fisheries, Forestry, DOT.
29. To respond effectively to natural disasters.	PMD	Defence, Police, DCA, DPM, DOT.

OBJECTIVE	LEAD AGENCY	Major Contributing/ Supporting Agencies
30. To support and protect customary land rights.	DLPP	DOJ, Prov. Affairs, DPM, DFP, PMD.
31. To promote access to, the equitable distribution of, and the productive use of land.	DLPP	DAL, Forestry, DEC, Prov. Affairs, DPM, DFP, PMD.
32. To respond effectively to population growth, and its economic and social consequences.	DFP	HAY, Health, DEC, DEC, DLE, DPM, DFP, PMD.
33. To facilitate access to services and encourage investment through the cost-effective provision of infrastructure.	DOT	DOW, DCA, DTI, DPM, DFP, PMD.
34. To maintain social order and promote a just and caring society.	DOJ	HAY, Police, CIS, Prov. Affairs, DPM, DFP, PMD.
35. To ensure that the criminal justice system operates effectively and expeditiously.	DOJ	Police, CIS, DPM, DFP, PMD.
36. To help people understand the changes that are occurring in contemporary society.	DOE	HAY, DCT, DPM, DFP, PMD.
37. To devolve public decision-making to the lowest level at which accountability can be maintained.	PMD	Prov. Affairs, DPM, DFP.
38. To ensure that private citizens and non-government organisations participate effectively in government planning and decision-making.	PMD	HAY, Prov. Affairs, DOJ, DPM, DFP.

OBJECTIVE	LEAD AGENCY	Major Contributing/ Supporting Agencies
39. To have an efficient Public Administration that is capable of implementing Government policy.	DPM	DFP, PMD.
40. To ensure the effective development and implementation of government policy responding to the issues and concerns affecting people.	PMD	DFP, DPM.
41. To create an economic environment within which government policy, responding to issues and concerns affecting people, may be realised.	DFP	DPM, PMD.
42. To foster an ethic of public service and eliminate the abuse of power.	DPM	DOJ, DLE, DFP, PMD.

DEPARTMENTAL

MISSION STATEMENT

DOCUMENTS

AGRICULTURE AND LIVESTOCK

As authorised by the National Executive Council Decision #157/90 on 22nd August, 1990 the Mission of the Department of Agriculture and Livestock is:

To enable agricultural production to increase for both internal consumption and export, thus increasing rural well-being and contributing to social and economic development.

The Department will fulfil that Mission in the context of the Animals Act, Cocoa Act, Copra Act, Coffee Industry Act, Palm Oil Act and through its exercise of those functions Gazetted on 31 December 1986 which are as follows:

- Administer all legislation relating to Agriculture and Livestock.
- Promote agricultural development and productive employment generation.
- Assist Provincial governments to increase their agricultural development capacity.
- Prepare and implement appropriate investment programmes for major commodities and livestock.
- Liaise with the Agricultural Bank and the National Plantation Management Authority.
- Operate experimental stations and laboratories conducting adoptive and preparation for market of primary products.
- Provide advisory and technical services to Provincial Governments as required.
- Advise on policies and plans of international and extra-territorial bodies dealing with Agriculture and Livestock organisations.
- Public extension and scientific information.
- Provide services to standing and ad hoc organisations relating to the functions of the Department.

All of the Department's allocated resources will now be mobilised, through Programmes as approved by Parliament, in order to implement those National Objectives for which it has been allocated responsibility. In keeping with Papua New Guinea's decentralised form of government, the Programmes will in most cases be carried out with the active involvement of Provincial Governments. The Department's role will usually be that of providing technical assistance, training and other support to the Provinces as the latter implement the Programmes.

In particular, as the Lead Agency with respect to:

- * Basic Needs (Objective 9). The Department will have, in co-operation with the other listed agencies, submitted a white paper to the NEC in 1989, and will thereafter design strategies that will aim at every rural household having an adequate real income (especially in terms of food) and will assist in creating agricultural employment opportunities.
- * Reduction of Malnutrition (Objective 23). The Department will, in co-operation with the other listed agencies, make and coordinate plans, take necessary action, and evaluate the practical consequences, in relation to malnutrition and nutrition-related diseases.

As an agency with contributing and supporting responsibilities in relation to the areas listed below, the Department will cooperate with the Lead Agency in each case, mobilising its resources as necessary in order to carry out those projects and activities allocated to it:-

- * The Family (Objective 5; Home Affairs and Youth). The Department's role will focus on the improvement of farmer training through extension services.
- * Quality of Life (Objective 12; Prime Minister's). DAL's role will focus on the provision of advice and materials to ensure an adequate and nutritious food supply and on helping to raise the productivity of village farming.
- * Local business opportunities (Objective 13) Trade and Industry). The Department's role is to encourage smallholder business through extension services.
- * Community Service (Objective 15; Home Affairs and Youth). DAL's role will focus on opportunities for young adults to serve the community in the agricultural sector, including food security.
- * Reduction of Inequities (Objective 19; Finance and Planning). DAL's role will focus on encouraging agricultural investment in less developed areas by the private and public sectors to help raise the standard of living of the rural people.
- * National Resources (Objective 27; Finance and Planning). The Department, working closely with the Lead and other involved agencies, will ensure that agriculture promotes the use of the nation's natural resources for the well-being of present and future generations.

- * Environmental Protection (Objective 28; Environment and Conservation). DAL's role will focus on responsible land use, research and the development of agricultural systems which are sustainable.
- * Land (Objective 31; Lands and Physical Planning). DAL's role will focus on the conduct of detailed land use studies, soil tests and appropriate agricultural research, helping to expand smallholder farm development.

These Objectives will not be addressed in isolation. Since all Objectives are part of an integrated whole, RMS Programmes will be designed and implemented in such a way as to support other relevant National Objectives, not only the one(s) that the Programmes directly address.

In addition, as Programme Specifications and Programme Design Documents are developed, the Department may be called upon Lead Agencies to contribute to and support Programmes that address Objectives that do not appear in this MSD. The MSD will be updated to reflect these changes.

CIVIL AVIATION

As authorised by the National Executive Council Decision #157/90 on 22nd August, 1989 the Mission of the Department of Civil Aviation is:

To control, regulate, govern and promote effective and efficient air, meteorological and fire services for Papua New Guinea.

The Department will fulfil that Mission in the context of the Civil Aviation Act, the Meteorology Act, the Civil Fire Services Act and other relevant legislation; and through its exercise of those functions Gazetted on 15th July 1988 which are as follows:-

- Initiate and formulate policy proposals on air transport.
- Administer legislation pertaining to Civil Aviation, Culture and Tourism.
- Provide civil aviation services, including maintenance of Government Flying Unit aircraft.
- Maintain and control civil aviation navigational aids.
- Responsible for the Civil Aviation Training College.
- Maintain and control of fire services both civil and airport.
- Provide services to Air Accidents Investigations Branch and standing or ad hoc organisations relating to the functions of the Department.
- Responsible for the Design and Maintenance of aerodromes.
- Provide meteorological services.
- Formulate policy proposals on all matters pertaining to culture and tourism.
- Encouraging the promotion of writers, printers, film makers, poets, creative artists and literature.
- Co-ordinate and liaise between Government and other various authorities, statutory and otherwise, for the preservation and promotion of culture and the promotion of tourism.
- Responsible for all national cultural institutions.
- Provide services to standing and ac hoc organisations relating tot he functions of the Department.

All of the Department's allocated resources will not be mobilised through Programmes as approved by Parliament, in order to implement those National Objectives for which it has been allocated responsibility. In keeping with Papua New Guinea's decentralised form of government, the Programmes will in most cases be carried out with the active involvement of Provincial Governments. The Department has no 'Lead Agency' roles.

As an agency with contributing and supporting responsibilities in relation to the areas listed below, the Department will cooperate with the Lead Agency in each case, mobilising its resources as necessary in order to carry out those projects and activities allocated to it:-

- * Natural Disasters (Objective 29; Prime Minister's). DCA will contribute to the accomplishment of this objective by using its resources for search and rescue operations in relation to aviation and marine accidents/incidents; and in fire and other disaster relief.
- * Infrastructure (Objective 33; Transport). DCA will design, construct, commission and maintain airports, navigational aids, communications systems, airfield lighting systems, and other aviation related infrastructure.

These Objectives will not be addressed isolation. Since all Objectives are part of an integrated whole, RMS Programmes will be designed and implemented in such a way as to support other relevant National Objectives, not only the one(s) that Programmes directly address.

In addition, as Programme Specifications and Programme Design Documents are developed, the Department may be called upon by Lead Agencies to contribute to and support Programmes that address Objectives that do not appear in this MSD. The MSD will be updated to reflect these changes.

CORRECTIONAL SERVICES

As authorised by the National Executive Council on Decision #157/90 on 22nd August 1990, the Mission of the Department of Correctional Services is:

To enhance the protection and well-being of society by providing secure, efficient and humane containment of inmates in an environment designed to rehabilitate offenders so they can eventually return to the community as law abiding citizens.

The Department will fulfil that Mission in the context of the legislation Gazetted on 15 July 1988; and through its exercise of those functions Gazetted on 31 December, 1986 which are as follows:-

- Provide management and control of Corrective Institutions as required by law.
- Formulate policy on Corrective Institutions and on the care and rehabilitation of persons entrusted to Corrective Institutions by the judicial system.

All of the Department's allocated resources will now be mobilised, through Programmes as approved by Parliament, in order to implement those National Objectives for which it has been allocated responsibility. In keeping with Papua New Guinea's decentralised form of governments, the Programmes will in most cases be carried out with the active involvement of Provincial Governments. The Department has no 'Lead Agency' roles.

As an agency with contributing and supporting responsibilities in relation to the areas listed below, the Department will cooperate with the Lead Agency in each case, mobilising its resources as necessary in order to carry out those projects and activities allocated to it:

- * Culture Shock (Objective 11; Home Affairs and Youth). The Department will, in conjunction with the other responsible agencies, develop, design and co-ordinate the relevant activities to comprehend the causes of social alienation and respond to it in a cohesive, positive and accountable way.
- * Social Order (Objective 34; Justice). The Department will continue to explore, develop and, in consultation with both the Lead and other support agencies, refine the procedures to ensure this Objective is efficiently implemented.
- * Criminal Justice System (Objective 35; Justice). The Department will, in conjunction with the Lead Agency and other support agencies, ensure that a correct and just range of penalties and alternatives is established which will enable all cases to be cleared expeditiously.

These Objectives will not be addressed isolation. Since all Objectives are part of an integrated whole, RMS Programmes will be designed and implemented in such a way as to support other relevant National Objectives, not only the one(s) that the Programmes directly address.

In addition, as Programme Specifications and Programme Design Documents are developed, the Department may be called upon by Lead Agencies to contribute to and support Programmes that address Objectives that do not appear in this MSD. The MSD will be updated to reflect these changes.

DEFENCE

As authorised by the National Executive Council Decision #157/90 on 22nd August 1989, the Mission of the Department of Defence is:

To ensure that the Defence Force is ready and able to defend the nation and protect the people and aid in civic and community development and protection as required.

The Department will fulfil that Mission in the context of the Defence Act and other relevant legislation; and through its exercise of those functions Gazetted on 31 December 1986 which are as follows:-

- Assist in the development of Defence policy and its implementation in planning Defence Force development and the use of the Defence Force.
- Provide investigatory, research, executive, administrative, financial management and other services to the Defence Force in the discharge of its functions under Constitutional Laws and Acts of the Parliament.
- Provide services to standing or ad hoc organisations relating to the functions of the Department.

All of the Department's allocated resources will now be mobilised, through Programmes as approved by Parliament, in order to implement those National Objectives for which it has been allocated responsibility. The Department has no 'Lead Agency' roles.

As an agency with contributing and supporting responsibilities in relation to the areas listed below, the Department will cooperate with the Lead Agency in each case, mobilising its resources as necessary in order to carry out those projects and activities allocated to it:-

- * Internal and National Security (Objective 4; Prime Minister's). The Department of Defence will work closely with the Lead and other responsible agencies so that internal and national security may be maintained through means consistent with PNG's Constitution and its democratic ideals.
- * Community Service (Objective 15; Home Affairs and Youth). The Department will focus on opportunities for young adults to be of service to the community in areas covered by the Department's mandate.
- * Natural Disasters (Objective 29; Prime Minister's). The Department will, working closely with the Lead Agency, be ready to respond to calls related to natural disasters.

These Objectives will not be addressed in isolation. Since all Objectives are part of an integrated whole, RMS Programmes will be designed and implemented in such a way as to support other relevant National Objectives, not only the one(s) that the Programmes directly address.

In addition, as Programme Specifications and Programme Design Documents are developed, the Department may be called upon by Lead Agencies to contribute to the support Programmes that address Objectives that do not appear in this MSD. The MSD will be updated to reflect these changes.

EDUCATION

As authorised by the National Executive Council Decision #157/90 on 22 August 1989 the Mission of the Department of Education is:

To educate our people at primary, secondary, vocational and non-formal levels, advancing integral human development and contributing to social and economic progress.

The Department will fulfil that Mission in the context of the Education Act, the Teaching Services Act, Higher Education Act and other relevant legislation; and through its exercise of those functions Gazetted on 31 December 1986 stated below: The Department will work especially closely with the Commission of Higher Education.

- Administer legislation pertaining to education matters as specified in item 2.
- Formulate and oversee policy on:

- Pre-School Education
- Primary Education
- Secondary Education
- Technical Education
- Teacher Education
- Higher Education
- General Education Services
- Internal School Education

All of the Department's allocated resources will now be mobilised, through Programmes as approved by Parliament, in order to implement those National Objectives for which it has been allocated responsibility. In keeping with Papua New Guinea's decentralised form of government, the Programmes will in most cases be carried out with the active involvement of Provincial Governments. The Department's role will usually be that of providing technical assistance, training and other support to the Provinces as the latter implement the Programmes.

In particular, as the Lead Agency with respect to:

- * Appropriate Schooling (Objective 24). The Department will, with the co-operation of provinces, NGO's and other agencies, continue to develop and apply curriculum, methods and assessment procedures that are appropriate to the needs of the people of PNG.
- * Basic Schooling for All (Objective 25). The Department will, with the co-operation of provinces, NGO's and other agencies, ensure that educational opportunities are increased with full community support; and that targets for 'Universal Primary Education' are set - Province by Province - and progress monitored. Furthermore, in relation to the provision of schooling, the Department will ensure that educational resources are administered efficiently and utilised fully.

- * People's Understanding of Development (Objective 36). The Department will, with the co-operation of other agencies and NGO's, including Information Services within PMD, ensure the development of a literate and well-informed society.

As an agency with contributing and supporting responsibilities in relation to the areas listed below, the Department will cooperate with the Lead Agency in each case, mobilising its resources as necessary in order to carry out those projects and activities allocated to it:-

- * National Identity (Objective 1; Prime Minister's). The Department will promote a love of country and the understanding and preservation of traditional and cultural values through educational curricula.
- * The Family (Objective 5; Home Affairs and Youth). The role of the Department will be to promote the well-being and balanced development of children through school and non-formal curricula.
- * Family Size (Objective 7; Health). The Department will, through the school system, continue to strengthen and review existing curricula relating to health, nutrition and sex education.
- * Realistic Expectations (Objective 8; Prime Minister's). The Department will, through school and non-formal curricula, present a fair and clear explanation of likely developments, benefits and job prospects; and will endeavour to promote self-respect and good citizenship.
- * Minimising Undesirable Effects of Development (Objective 10; Prime Minister's). The Department, in cooperation with other involved agencies and NGOs, will develop curricula and implement educational activities that minimise and respond to undesirable side-effects of development.
- * Quality of Life (Objective 12; Prime Minister's). The Department will work closely with other government and non-government bodies in ascertaining and addressing basic human needs, especially needs related to literacy, basic skills and knowledge.
- * Community Service (Objective 15; Home Affairs and Youth). The Department will, with the Lead and other agencies, Provincial Departments and Non-Government Organisations contribute to practical skill training, the development of positive attitudes for good citizenship and actual community service by young people.
- * Participation of Women (Objective 16; Home Affairs and Youth). The Department will continue to encourage the increase of enrolment and retention of girls in the school system, and the training and movement into positions of responsibility of female teachers and educational administrators.

- * Reduction of Inequities (Objective 19; Finance and Planning). The Department's contribution will focus upon equal access to - leading to equivalent outcomes from - education between all Provinces and between Districts within all Provinces.
- * Health Behaviour (Objective 21; Health). The Department will promote health education through the school system.
- * Hospital Services (Objective 22; Health). The Department through the CHE will, with the Lead Agency, coordinate the in-country, pre-service education of doctors, nurses and other health specialists.
- * Reduction of Malnutrition (Objective 23; Agriculture and Livestock). The Department will contribute to the accomplishment of this Objective through the school curricula, particularly in the Community Schools, High Schools and Vocational Centres.
- * Environmental Protection (Objective 28; Environment and Conservation). DOE will promote - through its schools - a widespread understanding of - and positive action towards - environmental matters.
- * Higher Education and Training (Objective 26; Labour and Employment). The Department through the CHE will continue to be responsible for gearing higher educational resources to satisfy the qualified manpower requirements of the economy. Working with the 'Lead Agency', with the Department of Education, with the Department of Personnel Management, and with other government and non-Government bodies, the Department through the CHE will submit a National Plan for Higher Education to the National Executive Council and will, thereafter co-ordinate its implementation, evaluate progress, and report the results to the RMC/NEC on a yearly basis, or as often as necessary from 1990. In the implementation of that Plan, the Department through the CHE will develop a workable, effective and co-ordinated RMS Higher Education Programme. It will also contribute to manpower planning and training activities.

These Objectives will not be addressed in isolation. Since all Objectives are part of an integrated whole, RMS Programmes will be designed and implemented in such a way as to support other relevant National Objectives, not only the one(s) that the Programmes directly address.

In addition, as Programme Specifications and Programme Design Documents are developed, the Department may be called upon by Lead Agencies to contribute to and support Programmes that address Objectives that do not appear in this MSD. The MSD will be updated to reflect these changes.

ENVIRONMENT AND CONSERVATION

As authorised by the National Executive Council Decision #157/90 on 22 August 1989 the Mission of the Department of Environment and Conservation is:

To ensure that natural and physical resources are managed to sustain and enhance environmental quality and human well-being.

The Department will fulfil that Mission in the context of the Environment Planning Act, the Environmental Contaminants Act, the Conservation Areas Act, the National Parks Act, and other relevant legislation; and through its exercise of those functions Gazetted on 31 December 1986 which are as follows:-

- Formulate policy proposals and oversee policy relating to environment and conservation.
- Administer legislation pertaining to:-
 - (a) environment planning and population control;
 - (b) conservation and protection of species of flora and fauna, their habitat, and other areas designated for environmental protection;
 - (c) wild-life management;
 - (d) National Parks;
 - (e) Water Resources

All of the Department's allocated resources will now be mobilised, through Programmes as approved by Parliament, in order to implement those National Objectives for which it has been allocated responsibility. In keeping with Papua New Guinea's decentralised form of government, the Programmes will in most cases be carried out with the active involvement of Provincial Governments.

In particular, as the Lead Agency with respect to:

- * Environmental Protection (Objective 28). The Department of Environment and Conservation will work closely with all of the other responsible agencies, and relevant private sector and non-government bodies, including University Departments. A National Strategy will be developed and an effective RMS Programme formulated, implemented and evaluated in terms of this Objective and the Department's Mission.

As an agency with contributing and supporting responsibilities in relation to the areas listed below, the Department will cooperate with the Lead Agency in each case, mobilising its resources as necessary in order to carry out those projects and activities allocated it:

- * Minimising Undesirable Effects of Development (Objective 10; Prime Minister's). DEC's focus will be upon the consequences of growth and change upon the environment: this relates to Objective 28, but should also be seen in the wider context of developmental side-effects.
- * Natural Resources (Objective 27; Finance and Planning). The Department's role will be to monitor resource use to ensure sustainability.
- * Land (Objective 31; Lands and Physical Planning). DEC will address land use from the environmental conservation perspective.
- * Population (Objective 32; Finance and Planning). DEC will work with the Lead and other agencies, focussing upon the environmental consequences related to population growth.

These Objectives will not be addressed in isolation. Since all Objectives are part of an integrated whole, RMS Programmes will be designed and implemented in such a way as to support other relevant National Objectives, not only the one(s) that the Programmes directly address.

In addition, as Programmes Specifications and Programme Design Documents are developed, the Department may be called upon by Lead Agencies to contribute to and support Programmes that address Objectives that do not appear in this MSD. The MSD will be updated to reflect these changes.

FINANCE AND PLANNING

As authorised by the National Executive Council Decision #157/90 on 22 August 1990, the Mission of the Department of Finance and Planning is:

To plan the economy and manage financial resources so that Government policies may be implemented in the people's best interest.

The Department will fulfil that Mission in the context of the Public Finance (Management) Act, the Appropriations Acts, other relevant legislation; and through its exercise of those functions Gazetted on 15th July 1988 which are as follows:-

- Responsible for managing all policies, regulations, and laws pertaining to the collection and disbursement of the public monies.
- Provide advice on macro economic policies and the administration of debt management and foreign aid.
- Formulation and administration of annual estimates of revenue and expenditure.
- Control and administration of Government revenues.
- Provide advice to the Government on long-term development strategies.
- Provide services directed to the co-ordination of development and improvement plans.

As a Central Agency, the Department shares responsibility for the overall implementation and management of the Resource Management System, especially those elements of RMS that relate to economic and financial management. The integrated Central Agency approach required by the Resource Management System (reflected in Objectives 39, 40 and 41) involves the coordinated management of Policy, Finance and Personnel in relation to Programmes, designed to implement Objectives, reflecting issues and concerns related to people. The Department of Finance and Planning will lead the Programme Implementation phase, ensuring that:

- * Programme Design Documents are translated into 'Calls' for Project Identification Documents;
- * Lead Agencies receive technical support in Programme formulation, design, appraisal, implementation, monitoring and evaluation;
- * Programme-level performance is monitored, evaluated, and reported upon - in terms of social, economic, cultural, environmental and other practical consequences for people - to RMC/NEC;
- * Economic perspectives and strategies, and budgetary information, are reflected in Programmes and included in Government Planning documents;

- * Macro-economic analyses and the management of foreign aid feed into the allocation of financial resources in respect of Programmes;
- * Management of the PIP and the project pipeline enables more coordinated and integrated development, and sustainable project activity throughout Government.
- * Financial Resources are allocated (through the annual budget, the project cycle, etc.) in an efficient manner.

All of the Department's allocated resources will now be mobilised, through Programmes as approved by Parliament, in order to implement those National Objectives for which it has been allocated responsibility.

In particular, as the Lead Agency with respect to:

- * Overall Control of our Economy (Objective 3). The Department, working closely with the Departments of Foreign Affairs and Trade and Industry, will plan for a balanced participation - in relation to trade partners, foreign investors and aid donors - in PNG's long-term economic and broader interests, and will monitor progress towards such a balance, and will evaluate the general effects of this policy. DFP will oversee the development of funding sources for the 'Public Investment Programme' and foster and evaluate the ongoing promotion of commercial investments, especially in mining, small business, and CSAs, by financing negotiations, studies of legislation, and promotion to improve the business climate.
- * Reduction of Inequities (Objective 19). DFP will work with the other involved agencies to promote equity and access to land, goods and services. The Department will ensure that RMS projects are established to benefit those less able to get or retain access to goods, services, and land. This includes projects for less-developed areas.
- * Natural Resources (Objective 27). DFP will lead efforts to plan, develop, implement and evaluate RMS Programmes (for example Minerals, Forestry, Fisheries etc.) so that the use of the nation's natural resources for the well-being of present and future generations is optimised.
- * Population (Objective 32). The Department will work with the other involved agencies, including NGOs, in obtaining and assessing reliable demographic data, and in addressing the issue of a 'population policy' for PNG; and will pay especial attention to the economic aspects of the population issue.

- * Economic Management (Objective 41). DFP's lead role in this Objective is the foundation of our economic growth and future prosperity and, as such, is a corner-stone of RMS. With other involved Departments, and drawing appropriately upon expertise from other sources, DFP will continue to lead efforts to create an economic environment within which government policy - responding to issues and concerns affecting people - may be realised.

The Department of Finance and Planning is a major contributing/supporting agency with respect to all other Objectives.

FISHERIES AND MARINE RESOURCES

As authorised by the National Executive Council Decision #157/90 on 22nd August 1990 the Mission of the Department of Fisheries and Marine Resources is:

To ensure that fisheries and marine resources in the country's declared fishing zones are exploited within the limits of sustainable yields and in a manner that maximises the long-term economic benefits to Papua New Guinea and its people.

The Department will fulfil that Mission in the context of the Fisheries Act and other relevant legislation; and through its exercise of those functions Gazetted on 31 December 1986 which are as follows:-

- Administer all legislation relating to Marine Resources.
- Promote Marine Resources development and productive employment generation.
- Assist Provincial Governments to increase their Marine Resources development capacity.
- Prepare and implement appropriate investment programmes for major marine resources.
- Formulate and implement approved policies affecting Marine resources development and activities.
- Operate experimental stations and laboratories conducting adoptive research into the production and preparation for market of marine products.
- Provide advisory and technical services to Provincial Governments as required.
- Pilot commercial production schemes and production of marine resources for resale to producers.
- Advise on policies and plans of international and extra-territorial bodies dealing with Marine resources industry organisations.
- Liaise with the Agriculture Bank on their policies dealing with Marine Resources.
- Publish extension and scientific information on Marine Resources.
- Provide services to standing and ad hoc organizations relating to the functions of the Department.

All of the Department's allocated resources will now be mobilised, through Programmes as approved by Parliament, in order to implement those National Objectives for which it has been allocated responsibility. In keeping with Papua New Guinea's decentralised form of government, the Programmes will in most cases be carried out with the active involvement of Provincial Governments. The Department's role will usually be that of providing technical assistance, training, and other support to the Provinces as the latter implement the Programmes. The Department has no 'Lead Agency' roles.

As an agency with contributing and supporting responsibilities in relation to the areas listed below, the Department will cooperate with the Lead Agency in each case, mobilising its resources as necessary in order to carry out those projects and activities allocated to it:

- * Basic Needs (Objective 9; Agriculture and Livestock). The Department will, in cooperation with other listed agencies and the Provinces, initiate activities to increase subsistence production and participation in small-scale commercial fisheries including aquaculture.
- * Local Opportunities (Objective 13; Trade and Industry). The Department will, through its coastal fisheries and small-scale aquaculture activities, assist in strengthening the village based economy and in improving local cash earning and employment opportunities.
- * Community Service (Objective 15; Home Affairs and Youth). DFMR will support the other involved agencies, concentrating on enabling young adults to serve the community in activities related to fisheries.
- * Natural Resources (Objective 27; Finance and Planning). The Department will promote fishing and other marine economic activities.
- * Environmental Protection (Objective 28; Environment, and Conservation). The Department will implement management programmes to ensure that fisheries resources are available in perpetuity for future generations. The Department will also cooperate with the Lead Agency to assess the affects of development projects on the marine and freshwater environment.

These Objectives will not be addressed in isolation. Since all Objectives are part of an integrated whole, RMS programmes will be designed and implemented in such a way as to support other relevant National Objectives, not only the one(s) that the Programmes directly address.

In addition, as Programme Specifications and Programme Design Documents are developed, the Department may be called upon by Lead Agencies to contribute to and support Programmes that address Objectives that do not appear in this MSD. The MSD will be updated to reflect these changes.

FOREIGN AFFAIRS

As authorised by the National Executive Council Decision #157/90 on 22nd August 1989 the Mission of the Department of Foreign Affairs is:

To ensure that Papua New Guinea's interests are protected and promoted across the international community and that Papua New Guinea is aware of overseas events and international issues that may effect its people.

The Department will fulfil that Mission in the context of the Citizenship Act; the Migration Act; and other relevant legislation; in accordance with International Agreements; and through its exercise of those functions Gazetted on 31 December 1986 which are as follows:-

- Responsible for appropriate matters about foreign policies including liaison with international bodies.
- Liaise with overseas countries for appropriate foreign aid development assistance.
- Administer the operations of the official Papua New Guinea overseas posts.
- Administer the provisions of Immigration, Migration and citizenship legislation.
- Formulate policy on external publicity.
- Co-ordinate all matters and protocol; arrange in consultation with Prime Minister's Department programmes and itineraries.
- Administer Papua New Guinea international boundaries and monitor and co-ordinate the activities of border administration.
- Manage all Papua New Guinea treaty commitments.
- Provide services to Citizenship Advisory Committee, and standing or ad hoc organisations relating to the functions of the Department.

All of the Department's allocated resources will now be mobilised, through Programmes as approved by Parliament, in order to implement those National Objectives for which it has been allocated responsibility.

In particular, as the Lead Agency with respect to:

- * Foreign Policy (Objective 2). The Department will, in cooperation with other involved agencies, develop an RMS Programme or Programmes:
 - . To achieve, through relations with other Governments and international organisations, the optimum conditions for Papua New Guinea's prosperity;
 - . To protect Papua New Guinea's interest through the pursuit of world peace, a more just and equitable international economic and social order, the maintenance of international rule of law, and the protection of the global environment;
 - . To improve and strengthen Papua New Guinea's international standing and influence, as well as promote respect and understanding for Papua New Guinea's ways;
 - . To protect the rights and promote the interests of Papua New Guineans travelling or resident abroad; and
 - . To provide overseas services on behalf of other Government departments and agencies.

As an agency with contributing and supporting responsibilities in relation to the areas listed below, the Department will cooperate with the Lead Agency in each case, mobilising its resources as necessary in order to carry out those projects and activities allocated to it:

- * National Identity (Objective 1; Prime Minister's). The Department will represent and promote the interests and values of Papua New Guinea abroad.
- * Overall Control of our Economy (Objective 3; Finance and Planning). The Department will ensure that overseas aid, investment and trade are from countries with a record of reliability; and do not jeopardise this country's control over its own economy.
- * Internal and National Security (Objective 4; Prime Minister's). The Department of Foreign Affairs will work with the other responsible Departments to assure, preserve and enhance the security of Papua New Guinea.
- * Community Involvement of Immigrants and Refugees (Objective 17; Home Affairs and Youth). The Department will have screened individuals to determine if they are genuine immigrants or refugees; and will seek international assistance for their upkeep and integration into the host communities.

These Objectives will not be addressed in isolation. Since all Objectives are part of an integrated whole, RMS programmes will be designed and implemented in such a way as to support other relevant National Objectives, not only the one(s) that the Programmes directly address.

In addition, as Programme Specifications and Programme Design Documents are developed, the Department may be called upon by Lead Agencies to contribute to and support Programmes that address Objectives that do not appear in this MSD. The MSD will be updated to reflect these changes.

As authorised by the National Executive Council Decision #157/90 on 22nd August 1989, the Mission of the Department of Forests is:

To ensure that the forest resources of Papua New Guinea are protected, used and replenished for the benefit of present and future generations of our people.

The Department will fulfil the Mission in the context of the Forestry Act and other relevant legislation; and through its exercise of those functions Gazetted on 28 February, 1985 which are as follows:-

- Administer legislation pertaining to forests.
- Formulate policy proposals and implement approved policies affecting forestry development and activities, including training, management and marketing of forest resources.
- Provide advisory and technical services to Government, Provincial Governments and procedures and consumers of forest products.
- Undertake scientific research into land use for forestry development, and botanical and ecological investigations.
- Maintain a watching brief over policies and plans of international bodies dealing with the forestry industry.
- Supervise major national forestry development schemes.
- Provide services to ad hoc and other organisation relating to the functions of the Department.

All of the Department's allocated resources will now be mobilised, through Programmes as approved by Parliament, in order to implement those National Objectives for which it has been allocated responsibility. In keeping with Papua New Guinea's decentralised form of government. The Programmes will in most cases be carried out with the active involvement of Provincial Governments. The Department's role will usually be that of providing technical assistance, training and other support to the Provinces as the latter implement the Programmes. The Department has no 'Lead Agency' roles.

As an agency with contributing and supporting responsibilities in relation to the areas listed below, the Department will cooperate with the Lead Agency in each case, mobilising its resources as necessary in order to carry out those projects and activities allocated to it:

- * Basic Needs (Objective 9; Agriculture and Livestock). The Department will work with the lead and other involved agencies to help ensure that households achieve standards of living that meet people's basic needs.

- * Local Opportunities (Objective 13; Trade and Industry). The Department will contribute to the accomplishment of this Objective by promoting domestic timber processing, distributing tree seedlings and stimulating other income-earning opportunities.
- * Natural Resources (Objective 27; Finance and Planning). The Department will cooperate with other involved agencies, managing the forests in an efficient, effective and sustainable manner so as to yield an increasing supply of products, incomes, foreign exchange and employment; encouraging Papua New Guinean participation in the forest industry to reduce dependence on imported goods and services; and investing to increase the productivity of the forest resources in the future.
- * Environmental Protection (Objective 28; Environment and Conservation). The Department will focus upon safe-guarding soils, water catchments, ecosystems, fauna and flora, sacred and historic sites, and upon wise management of the forests to provide a perpetual flow of all kinds of benefits for future generation; controlling the pace and direction of forest development to avoid socially undesirable side effects; and not neglecting - in times of rapid change - spiritual renewal from the forest.
- * Land (Objective 31; Department of Lands). The Department's role will focus on the promotion of forest plantations on available land.

These Objectives will not be addressed in isolation. Since all Objectives are part of an integrated whole, RMS Programmes will be designed and implemented in such a way as to support other relevant National Objectives, not only the one(s) that the Programmes directly address.

In addition, as Programme Specifications and Programme Design Documents are developed, the Department may be called upon by Lead Agencies to contribute to and support Programmes that address Objectives that do not appear in this MSD. The MSD will be updated to reflect these changes.

HEALTH

As authorised by the National Executive Council Decision #157/90 on 22nd August 1989 the Mission of the Department of Health is

To monitor the physical and mental well-being of people in their communities, and to promote and maintain community health at an acceptable level by planning and delivering preventive and curative medical and other health services.

The Department will fulfil that Mission in the context of the National Health Legislation and through its exercise of those functions Gazetted on 29 January 1985 and on 31 December 1986 which are as follows:-

- Responsible for all hospitals, medical, dental, nursing, preventative health and disease control services.
- Initiate, formulate and administer National Health legislation and policies.
- Maintain and monitor standards of health services across the country.
- Provide pharmaceutical services.
- Provide mental health, radiotherapy and specialist medical services.
- Provide medical training.
- Provide services to Medical Board, Nursing Council, Fluoridation Committee and standing or ad hoc organisations relating to the functions of the Department.

All of the Department's allocated resources will now be mobilised, through Programmes as approved by Parliament, in order to implement those National Objectives for which it has been allocated responsibility. In keeping with Papua New Guinea's decentralised form of government, the Programmes will in most cases be carried out with the active involvement of Provincial Governments. The Department's role will usually be that of providing technical assistance, training and other support to the Provinces as the latter implement the Programmes.

In particular, as the Lead Agency with respect to:

- * Family Size (Objective 7). The Department will, in cooperation with the other listed agencies, NGOs and Provincial Departments, co-ordinate the design, management and evaluation of Programmes aimed at ensuring public awareness of the implications of family size, the spacing of children, and parental responsibility with regard to choices in these matters.

- * Basic Health Care (Objective 20). The Department will, in co-operation with the other listed agencies, NGOs and Provincial Departments, facilitate the improvement and extension of basic health care services by setting standards, improving linkages between national and provincial levels for effective monitoring, and by co-ordinating new resources inputs.
- * Health Behaviour (Objective 21). The Department will, in co-operation with the other listed agencies, NGOs and Provincial Departments, co-ordinate the design, management and monitoring of programmes aimed at improving health behaviour and reducing disease incidence.
- * Hospital Services (Objective 22). The Department will, in co-operation with the other listed agencies, NGOs and Provincial Departments, co-ordinate the implementation and monitoring of the Hospital Planning Study recommendations (in accordance with the National Health Plan 1986-1990) and the subsequent Hospital Cost Study.

As an agency with contributing and supporting responsibilities in relation to the areas listed below, the Department will cooperate with the Lead Agency in each case, mobilising its resources as necessary in order to carry out these projects and activities allocated to it:

- * The Family (Objective 5; Home Affairs and Youth). The Department will work with the Lead and other agencies, focusing upon family health issues.
- * All Children Wanted and Cared For (Objective 6; Home Affairs and Youth). Department of Health's role will focus upon the promotion of family health, family planning services and family counselling.
- * Culture Shock (Objective 11; Home Affairs and Youth). The Department will focus upon the many aspects of social alienation and culture shock that relate to health, broadly interpreted.
- * Quality of Life (Objective 12; Prime Minister's). The Department will work closely with other Departments in ascertaining and addressing basic human needs, especially needs related to health services.
- * Equitable Benefits from Development (Objective 18; Home Affairs and Youth). The Department will endeavour - through the provision of health protection and curative services - to increase opportunities for women, youth, the elderly, and the disabled to participate in, and benefit from development.

- * Reduction of Inequities (Objective 19; Finance and Planning). Department of Health's role will focus upon further developing the monitoring mechanisms to ensure equity and uniformity of service provision for all localities.
- * Reduction of Malnutrition (Objective 23; Agriculture and Livestock). The Department will focus upon promotion of good nutrition, a clean environment, a safe water supply, and prompt and effective response to nutrition-related disorders.
- * Population (Objective 32; Finance and Planning). Department of Health's role will focus upon the promotion and provision of suitable family planning services in accordance with the aims of the Nation Population Policy.

These Objectives will not be addressed in isolation. Since all Objectives are part of an integrated whole, RMS Programmes will be designed and implemented in such a way as to support other relevant National Objectives, not only the one(s) that the Programmes directly address.

In addition, as Programme Specifications and Programme Design Documents are developed, the Department may be called upon by Lead Agencies to contribute to and support Programmes that address Objectives that do not appear in this MSD. The MSD will be updated to reflect these changes.

HOME AFFAIRS AND YOUTH

As authorised by the National Executive Council Decision #157/90 on 22nd August 1989, the Mission of the Department of Home Affairs and Youth is:

To assist, individuals, families and communities to become more aware of the social issues that affect them, and to enable them to participate in improving their general quality of life.

The Department will fulfil that Mission in the context of the Child Welfare Act, the National Council of Women Incorporation Act, the Liquor Acts, the Deserted Wives and Children Act, and other relevant legislation; and through its exercise of those functions Gazetted on 31 December 1986 which are as follows:-

- Administer legislation pertaining to welfare Act but not including a probation and parole.
- Formulate policy proposals and oversee approved policy relating to welfare services for Youth and Women.
- Monitor and review policies in relation to religion and recreation.
- Provide services to the Liquor Licensing Commission.

All of the Department's allocated resources will now be mobilised, through Programmes as approved by Parliament, in order to implement those National Objectives for which it has been allocated responsibility. In keeping with Papua New Guinea's decentralised form of government, the Programmes will in most cases be carried out with the active involvement of Provincial Governments.

In particular, as the Lead Agency with respect to:

- * The Family (Objective 5). The Department will meet the Objective by working in co-operation with Non-Government Organisations, Churches, National and Provincial departments to facilitate the design and implementation of various initiatives for strengthening the family unit, which meet local community needs and which are consistent with national approaches.
- * All Children Wanted and Cared For (Objective 6). The Department will ensure revision of legislation and formulation of a Welfare Policy to be implemented through a promotional and delivery service programme, as required for broken families, deserted mothers and unwanted children.

- * Culture Shock (Objective 11). The Department will coordinate efforts to minimise the causes and consequences of social alienation and will itself focus on providing technical expertise and support to conduct Social Impact Assessments in respect to large-scale national and provincial projects.
- * Community Service (Objective 15). The Department will lead a wide and imaginative range of efforts to enable young adults to be of service to the community. DHAY will help maintain a close working relationship between young people and the community, through the National Youth Programme, by ensuring that village elders, local businessmen and Churches are sponsors of and advisors to youth groups.
- * Participation of Women (Objective 16). The Department will meet this objective by co-operating with the relevant Government and Non-Government Organisations and Churches to submit a National Women's Development Plan by March 1990. It will expand the National Women's Development Programme.
- * Community Involvement of Immigrants and Refugees (Objective 17). Focusing on the involvement of immigrants and refugees, once they are legitimately within Papua New Guinea, the Department will work with National and Provincial Departments to agree upon the nature and extent of the problem and then devise, implement and evaluate an appropriate cross-departmental response.
- * Equitable Benefits from Development (Objective 18). The Department will lead efforts in the design and continued implementation of specific policies and programmes for disadvantaged groups and will plan and implement processes for their active participation in and contribution to development.

As an agency with contributing and supporting responsibilities in relation to the areas listed below, the Department will cooperate with the Lead Agency in each case, mobilising its resources as necessary in order to carry out those projects and activities allocated to it:

- * Family size (Objective 7; Health). The Department will focus on the provision of training and public awareness initiatives on family life in respect of youth and women.
- * Minimisation of Alienation (Objective 10; Prime Minister's). Youth and Home Affairs will work with other departments and non-government organisations to develop activities and schemes effectively to integrate settlers, both urban and rural, into their new environments through such means as the National Women's Development Programme, National Youth Programme, National Sports Programme, and Welfare activities.

- * Quality of Life (Objective 12; Prime Minister's). The Department's role will be to promote local efforts that help meet basic human needs and improve quality of life.
- * Appropriate Schooling (Objective 24; Education). Home Affairs and Youth will support the Department of Education and other Government and non-government agencies in the development of relevant curricula and appropriate schooling systems.
- * Population (Objective 32; Finance and Planning). Home Affairs and Youth will, in cooperation with the Lead Agency and other Departments and non-government bodies, ensure that social, economic and other issues related to population are understood, addressed and responded to in a meaningful manner; and will support the development of a family planning and nutritional campaign addressed at women, particularly prospective mothers.
- * Social Order (Objective 34; Justice). The Department's role will be, in cooperation with other agencies, to advise a scheme that will specifically address the deteriorating discipline and moral standards of those young people who are the major single group in conflict with the law.
- * People's Understanding of Development (Objective 36; Education). The Department will, working closely with the Department of Education and in co-operation with non-government organisations and Churches, focus on the design and production of training materials, the training of trainers and the delivery of non-formal education activities, especially in respect of out-of-school youth and women.
- * Participation in Planning and Decision-Making (Objective 38; Prime Minister's). Home Affairs and Youth's role will be to establish and strengthen effective structures so as to provide public feedback and to assist in the delivery of Government services in respect of youth, women and the disabled.

These Objectives will not be addressed in isolation. Since all Objectives are part of an integrated whole, RMS Programmes will be designed and implemented in such a way as to support other relevant National Objectives, not only the one(s) that the Programmes directly address.

In addition, as Programme Specifications and Programme Design Documents are developed, the Department may be called upon by Lead Agencies to contribute to and support Programmes that address Objectives that do not appear in this MSD. The MSD will be updated to reflect these changes.

JUSTICE

As authorised by the National Executive Council Decision #157/90 on 22nd August 1989 the Mission of the Department of Justice is:

To ensure the efficient and expeditious settlement of disputes, through the Justice system and the maintenance of social order based on government according to the rule of law; to promote a just and caring society, consistent with human rights and dignity, and to support economic development.

The Department will fulfil that Mission in the context of those statutes for which it has, the responsibility, in whole or in part and through its exercise of those functions Gazetted on 31 December 1986 which are as follows:-

- Provide legal advice to all arms of Government.
- Register companies and administer those matters associated therewith-Return, Bankruptcy and Insolvency.
- Probate and administration of estates.
- Administer registration of births, deaths and marriages.
- Administer probation and parole services.
- Provide services to the Legal Training Institute, the Law Reform Commission, the Public Solicitor's Office, all Courts in the National Judicial System, the Magisterial Services Commission, the Land Titles Commission, the Accountants Registration Board, the Public Curator's Office, and standing or ad hoc organisations relating of functions of the Departments.

All of the Department's allocated resources will now be mobilised, through Programmes as approved by Parliament, in order to implement those National Objectives for which it has been allocated responsibility. In particular, as the Lead Agency with respect to:

- * Social Order (Objective 34). The Department will, in cooperation with other listed agencies, coordinate the design, management and evaluation of appropriate action that address the maintenance of social order and the promotion of a just and caring society.
- * Criminal Justice System (Objective 35). Justice will focus on the planning and coordination of efforts within the criminal justice system: crime prevention, the detection and sentencing of offenders, the system of parole and the development of non-custodial sanctions. Training of personnel within the justice system will also be a priority task.

As an agency with contributing and supporting responsibilities in relation to the areas listed below, the Department will cooperate with the Lead Agency in each case, mobilising its resources as necessary in order to carry out those projects and activities allocated to it:

- * All Children Wanted and Cared For (Objective 6; Home Affairs and Youth). Justice's role will focus on reviewing existing legislation dealing with children; the preparation of material to increase public awareness of the law; and the more effective use of the justice system to deal with child abuse and youth in conflict with the law.
- * Customary Land Rights (Objective 30; Lands). Justice's roles will be to assist in the design of arrangements covering the interests of customary land owners in relation to development projects; to advise on the requirements for a system of registration of customary land; and to assist in ensuring that provincial authorities are involved in the process of development as it relates to land use.
- * Participation in Planning and Decision-Making (Objective 38; Prime Minister's). Justice will support the Lead and other agencies, and will address legal means by which citizens and NGOs may be guaranteed rights to participate in government planning and decision-making.
- * Ethic of Service (Objective 42; Personnel Management). DOJ will address legal implications in relation to fostering an ethic of public service and eliminating the abuse of powers.

These Objectives will not be addressed in isolation. Since all Objectives are part of an integrated whole, RMS Programmes will be designed and implemented in such a way as to support other relevant National Objectives, not only the one(s) that the Programmes directly address.

In addition, as Programme Specifications and Programme Design Documents are developed, the Department may be called upon by Lead Agencies to contribute to and support Programmes that address Objectives that do not appear in this MSD. The MSD will be updated to reflect these changes.

LABOUR AND EMPLOYMENT

As authorised by the National Executive Council Decision #157/90 on 22nd August 1989 the Mission of the Department of Labour & Employment is:

To create a climate of industrial harmony between employees and employers in both government and non-government sectors, promoting job opportunities for nationals, and setting and enforcing conditions and standards of employment.

The Department will fulfil that Mission in the context of the Employment Act, the Workers' Compensation Act, the Industrial Relations Act, the Employment of Non-Citizen Act, the Employment and Trade Testing Act, and other relevant legislation; taking into account the recommendations of the International Labour Organisation; and through its exercise of those functions approved by NEC on 31st December 1986 which are as follows:

- Responsible for Industrial Relations including conciliation and arbitration services.
- Control registration of employee and employer industrial organisations and provision of registry facilities.
- Research on Labour and Employment matters.
- Provide employment placement services, vocational guidance and counselling.
- Advise on industrial and commercial training.
- Administer a work permit system of employment for non-citizens and monitor training and localisation programmes.
- Undertake Labour inspections.
- Industrial safety, health and welfare inspections and advisory services.
- Determine licensing of petroleum storage and explosives.
- Administer Worker's Compensation services.
- Provide services to the Apprenticeship Board, Trade Licensing Board, Minimum Wages Board and standing or ad hoc organisations relating to the functions of the Department.

All of the Department's allocated resources will now be mobilised, through Programmes as approved by Parliament, in order to implement those National Objectives for which it has been allocated responsibility. In keeping with Papua New Guinea's decentralised form of government, the Programmes will in most cases be carried out with the active involvement of Provincial Governments.

In particular, as the Lead Agency with respect to:

- * Higher Education and Training (Objective 26). DLE will work closely with the Department of Personnel Management, the Commission of Higher Education, other involved government departments and representatives of employer and employee organisations. Building upon work already completed or in progress, the group will ensure that the economy's manpower needs are estimated in an effective manner. Simultaneously, in line with The National Training Policy, the Department will ensure that appropriate forms of pre-and in-service training, higher education, apprenticeships, technical and vocational training, career guidance and other relevant activities are planned, implemented and evaluated in a coordinated manner, aimed at meeting those manpower needs and at increasing productivity.

As an agency with contributing and supporting responsibilities in relation to the areas listed below, the Department will cooperate with the Lead Agency in each case, mobilising its resources as necessary in order to carry out those projects and activities allocated to it:

- * Appropriate Schooling (Objective 24; Education). The Department will give support, especially in relation to the school-work interface.
- * Population (Objective 32; Finance and Planning). The Department will focus upon the employment-related implications of population growth. It will also continue to monitor the numbers and occupational categories of expatriate workers, and encourage their localisation consistent with the maintenance of productivity.
- * Ethic of Service (Objective 42; Personnel Management). DLE will contribute towards the achieving of this Objective, especially in relation to the motivation and commitment of workers outside the Government.

These Objectives will not be addressed in isolation. Since all Objectives are part of an integrated whole, RMS Programmes will be designed and implemented in such a way as to support other relevant National Objectives, not only the one(s) that the programmes directly address.

In addition, as Programme Specifications and Programme Design Documents are developed, the Department may be called upon by Lead Agencies to contribute to and support Programmes, that address Objectives that do not appear in this MSD. The MSD will be updated to reflect these changes.

LANDS AND PHYSICAL PLANNING

As authorised by the National Executive Council Decision #157/90 on 22nd August 1989, the Mission of the Department of Land and Physical Planning is:

To contribute to social and economic growth through facilitating the equitable distribution and productive use of land.

The Department will fulfil that Mission in the context of the Land Act, the Provincial Lands Act, the Survey Act, the Valuation Act, the Town Planning Act, and other relevant legislation; and through its exercise of those functions Gazetted on 31 December 1986 and on 15th July 1988 which are as follows:-

- Promote the best use of all land in Papua New Guinea in the interests of each citizen and the economic advancement of the country.
- Responsible for the acquisition, transfer, resumption and disposal of land.
- Provide appropriate survey and mapping services.
- Provide necessary services in relation to valuation of land.
- Formulate policies and proposals for urban resettlement.
- Maintain Land Titles registration.
- Formulate and oversight the implementation of policies in the following areas:
 - land-use planning and sub-division urban cost recovery; physical infrastructure needs for urban and rural population urbanisation.
- Supervise and prepare physical plans and exercise planning control.
- Administer the provisions of town planning.
- Regulate the activities of the National Development Authority.
- Provide services to the Land Board, Surveyor's Board, Valuer's Registration Board, Town Planning Board and standing or ad hoc Committees relating to the functions of the Department.

All of the Department's allocated resources will now be mobilised, through Programmes as approved by Parliament, in order to implement those National Objectives for which it has been allocated responsibility. In keeping with Papua New Guinea's decentralised form of government, the Programmes will in most cases be carried out with the active involvement of Provincial Governments. The Department's role will usually be that of Provincial technical assistance, training and other support to the Provinces as the latter implement the Programmes.

In particular, as the Lead Agency with respect to:

- * Illegal Settlement (Objective 14),
- * Customary Land Rights (Objective 30), and
- * Land (Objective 31).

The Department will, in each case, work closely with the main support and contributing agencies, and all other appropriate bodies, on the basis of the following strategies already developed for the coming five year period:

- To create a clear policy and legislation environment to promote investment in land;
- To enable customary land owners to increasingly participate in the development of their land;
- To provide effective land service to all users (surveying, title registration, valuation, land transfer and disposal, mapping, land acquisition, dispute settlement and physical planning);
- To transfer land administration responsibilities from the National Government to the Provincial Government; and
- To optimise the use of the stock of alienated land.

To realise the strategies and address the key issues and concerns of people, the Department of Lands and Physical Planning has already organised its actions into six main components:

1. Programme Management

Provides for improved management to the Department and the Programme, performance monitoring, staff accountability and the maintenance of quality control; an element of capital works is included.

2. General Institutional Building

This component will assist land use planning and administrative institutions to upgrade their performance, by improving the policy formulation and staff development and training capacity of DLPP.

3. Mobilising Alienated Land

This component will improve the efficiency in the mobilisation and administration of alienated land and will include a survey and evaluation of the current and potential use of the existing stock of alienated and freehold land.

4. Mobilising Customary Land

This component will expedite the mobilisation of customary land by the active promotion of lease - leaseback, improvements to group incorporation procedures, survey improvements and provision of research and technical resources to establish customary land registration mechanisms in the provinces if proven cost-effective.

5. Decentralisation

This component enables land administration powers to be transferred to the provinces together with the necessary resources required to establish an administrative capacity in the provinces; five provinces will receive full decentralisation over the first five years of the Programme.

6. Land and Resource Information

The national land information base will be improved, including the updating of maps for development purposes and the further development of the computerised land information system (PNGLIS).

As a matter of urgency, and in close consultation with other involved agencies, the Department of Lands and Physical Planning will consolidate this work that is already taking place into the broader Resource Management System framework. The Department will ensure that Programme(s) emerge which cover the three National Objectives cited above, and which are consistent with their agreed strategies and sets of activities also described above. This will give an added coherence and heightened clarity to the considerable efforts already contributed to the development of Programmes that respond to people's needs within the areas of DLPP's mandate.

As an agency with contributing and supporting responsibilities in relation to Hospital Services (Objective 22) and the Reduction of Malnutrition (Objective 23) listed the Department will cooperate with the Lead Agency in each case, mobilising its resources as necessary in order to carry out those projects and activities allocated to it.

These Objectives will not be addressed in isolation. Since all Objectives are part of an integrated whole, RMS Programmes will be designed and implemented in such a way as to support other relevant National Objectives, not only the one(s) that the Programmes directly address.

In addition, as Programme Specifications and Programme Design Documents are developed, the Department may be called upon by Lead Agencies to contribute to and support Programmes, that address Objectives that do not appear in this MSD. The MSD will be updated to reflect these changes.

MINERALS AND ENERGY

As authorised by the National Executive Council Decision #157/90 on 22 August 1989 Department of Minerals and Energy is:

To ensure that minerals are gathered and used, and energy harnessed and applied, in a planned manner, in the best interests of the people with a proper regard for the environment.

The Department will fulfil that Mission in the context of the Mining Act, the Petroleum Act, the Electricity Commission Act, and through its exercise of those functions Gazetted on 31 December 1986 which are as follows:-

- Responsible for the mining industry including the development, control, regulation, promotion, negotiation of agreements and related research and policy analysis.
- Responsible for the petroleum industry including offshore and onshore development control, regulation, promotion, negotiation of agreements and related research and policy analysis.
- Responsible for geological and vulcanological development and research.
- Responsible for energy planning, management and appropriate research and analysis.
- Administer and co-ordinate Departmental input in regard to Ok Tedi Development.
- Provide services to standing or ad hoc organisations relating to functions of the Department.

All of the Department's allocated resources will now be mobilised, through Programmes as approved by Parliament, in order to implement those National Objectives for which it has been allocated responsibility. The Department has no 'Lead Agency' roles.

As an agency with contributing and supporting responsibilities in relation to the areas listed below, the Department will cooperate with the Lead Agency in each case, mobilising its resources as necessary in order to carry out those projects and activities allocated to it:

- * Local Opportunities (Objective 13; Trade and Industry). DME will foster backward and forward linkage (e.g. local processing) in relation to mineral mining and export.

- * Natural Resources (Objective 27; Finance and Planning). DME, working with Lead and other responsible agencies, will seek to maximise revenues from mineral exports, consistent with longer-term considerations the satisfaction of local needs, and environmental implications. It is anticipated that this will lead to a 'Minerals Programme' which this Department will lead.
- * Environmental Protection (Objective 28; Environment and Conservation). The Department's role will support that of the Lead Department in ensuring that the nation's resources are used so as to minimise ecological damage.

These Objectives will not be addressed in isolation. Since all Objectives are part of an integrated whole, RMS Programmes will be designed and implemented in such a way as to support other relevant National Objectives, not only the one(s) that the Programmes directly address.

In addition, as Programme Specifications and Programme Design Documents are developed, the Department may be called upon by Lead Agencies to contribute to and support Programmes that address Objectives that do not appear in this MSD. The MSD will be updated to reflect these changes.

PERSONNEL MANAGEMENT

As authorised by the National Executive Council Decision #157/90 on 22 August 1989 the Mission of the Department of Personnel Management is:

To support and facilitate the implementation of public service personnel management policies and practices that will bring about significantly improved performance in all Departments; and to foster an ethic of service throughout our Government.

The Department will fulfil its Mission in the context of the Public Service (Management) Act, the Public Employment (Non-Citizens) Act, the Salaries and Conditions Monitoring Act, and other relevant legislation; and through its exercise of those functions Gazetted on 31 December 1986 which are as follows:-

- Administer legislation pertaining to Personnel Management in Government.
- Review and monitor the implementation of policies in relation to:
 - (i) Staff Development and Training and Localisation;
 - (ii) Selection and Recruitment of Personnel in Government Departments;
 - (iii) Terms and Conditions of employment and the growth and size of the Public Service;
 - (iv) Organisational, performance and efficiency measurements.
- Advise Government on matters pertaining to Personnel Management.
- Provide security service to the Central Government Offices.
- Responsible for Office Allocation.
- Provide services to other agencies or ad hoc committees relating to the functions of the Department.

As a Central Agency, the Department share responsibility for the overall implementation and management of the Resource Management System, especially those elements of RMS that relate to human resources. The integrated Central Agency approach required by the Resource Management System (reflected in Objective 39, 40 and 41) involves the coordinated management of Policy, Finance and Personnel in relation to Programmes, designed to implement Objectives, reflecting issues and concerns related to people. The Department of Personnel Management will lead the Programme Design phase, ensuring that:

- all Programmes and component projects are within the management and technical competence of the responsible departments;
- that proposed allocation of officers to Programmes is consistent with public service manpower policy;
- that organisational proposals are consistent with Programme structure; and
- that the management capacity of the agency is adequate to implement Programmes efficiently and effectively.

The Department of Personnel Management will also ensure that Departmental Training Plans are in place, and are consistent with Departmental Missions; and will monitor and review management performance, and give appropriate technical support so that all Government agencies may contribute effectiely to the implementation of Programmes.

DPM's role is to assist departments to organise their functions and activities into approved Programme Design Documents, develop appropriate organisation structures with clear roles for each officer, and determine aggregate manpower levels for departments that will facilitate the achievement of the Missions. In addition, the Department, will in cooperation with Prime Minister's, Finance, all line departments and Provinces, develop a Public Service Management Plan for government approval; and proceed to develop and implement an appropriate Programme to realise this plan and subsequently monitor and report to government on its effectiveness. In this context the following Departmental objectives have been adopted by the Department:

- To monitor performance of decentralised personnel functions, for which departments are accountable, in terms of compliance with regulations and cost-effectiveness;
- To provide consultancy on work methods as requested by Departments;
- To provide consultancy on work methods as requested by Departments;
- To develop, implement and evaluate the public sector training policy;

- To develop, implement and evaluate the public sector manpower planning and localisation policy including matters relating to contract officers, volunteers and consultancies;
- To develop, conduct and evaluate appropriate training activities for public servants through the Administrative College;
- To encourage, co-ordinate, monitor and evaluate all forms of in-service training;
- To review and develop optimum and cost-effective Departmental structures in an efficient manner;
- To provide cost efficient and behaviourally sound Job Evaluation and Salary Administration systems;
- To promote and maintain harmonious industrial relations in the most cost effective manner;
- To initiate, develop, publicise and implement effective personnel management policies;
- To formulate, implement and evaluate policies and strategies regarding information technology, in relation to personnel management;
- To provide executive, professional advisory, and secretariat services to Boards, Councils and Committees in relation to personnel matters;
- To contribute to the development, implementation and effective operation of the Resource Management System;
- To plan for, utilise and deploy all necessary human, financial and other resources so that Departmental functions are performed in a cost-effective manner; and
- To foster effective communication and participation between the political and administrative arms; between Central Agencies, Line Departments and Provincial Administrations; and between the civil service and the public at large.

All of the Department's allocated resources will now be mobilised, through Programmes as approved by Parliament, in order to implement those National Objectives for which it has been allocated responsibility.

In particular, as the Lead Agency with respect to:

- * Efficient Public Administration (Objective 39). The Department will ensure that the public service is geared to the effective implementation of RMS; that personnel functions are decentralised appropriately to Line Departments, Regions, and Provincial Departments; and that the public is well-served by its officers.

- * Ethic of Service (Objective 42). DPM will coordinate nationwide efforts to foster an ethic of public service and eliminate the abuse of power. As the nation's largest employer, the public sector will - guided and monitored by DPM - set a high example of efficient customer service and moral probity.

The Department of Personnel Management is a major contributing/supporting agency with respect to all other Objectives.

POLICE

As authorised by the National Executive Council Decision #157/90 on 22 August 1989 the Mission of the Department of Police is:

To work in and with the community in the preservation of peace and good order; the protection of life and prevention of crime; and the detection of offences.

The Department will fulfil that Mission in the context of the Police Force Act and other relevant legislation, and through its exercise of those functions Gazetted on 31 December 1986 which are as follows:

- Assist in the development of Police policy and its implementation in planning Police Force development and the use of the Police Force.
- Provide investigatory, research, executive, administrative, financial management and other services to the Police Force in the discharge of its functions under Constitutional Laws and Acts of the Parliament.
- Provide services to standing or ad hoc organisations relating to the functions of the Department.

All of the Department's allocated resources will now be mobilised, through Programmes as approved by Parliament, in order to implement those National Objectives for which it has been allocated responsibility. The Department has no 'Lead Agency' role.

As an agency with contributing and supporting responsibilities in relation to the areas listed below, the Department will cooperate with the Lead Agency in each case, mobilising its resources as necessary in order to carry out those projects and activities allocated to it:

- * Internal and National Security (Objective 4; Prime Minister's). The Police Department will assist in the monitoring and protection of the country's territorial integrity and national security, both in respect of real and potential threats to its physical boundaries and through social disturbance from internal and external forces.
- * Culture Shock (Objective 11; Home Affairs and Youth). The Department will contribute through its understanding of, and responsibilities regarding, the problems caused by social alienation.
- * Natural Disasters (Objective 29; Prime Minister's). The Department will focus on ensuring that lives and property are secure in times of natural disaster.

- * Social Order (Objective 34; Justice Department). The Police Department's role will focus upon controlling and reducing the crime rate; dealing in the most effective manner with public order disturbances; and gradually diverting resources to proactive means of law enforcement.
- * Criminal Justice System (Objective 35; Prime Minister's). The Department will respond efficiently to the law and order situation by arresting and prosecuting lawbreakers; and will assess current policing provisions throughout Papua New Guinea in order to rationalise the use of existing law enforcement resources.

These Objectives will not be addressed in isolation. Since all Objectives are part of an integrated whole, RMS Programmes will be designed and implemented in such a way as to support other relevant National Objectives, not only the one(s) that the Programmes directly address.

In addition, as Programme Specifications and Programme Design Documents are developed, the Department may be called upon by Lead Agencies to contribute to and support Programmes that address Objectives that do not appear in this MSD. The MSD will be updated to reflect these changes.

PRIME MINISTER'S

As authorised by the National Executive Council Decision #157/90 on 22nd August 1989 the Mission of the Department of Prime Minister is:

To ensure that issues and concerns related to people are gathered, addressed and articulated through politically endorsed National Objectives, through which Departmental Missions and Programme Specifications are formulated and implemented; to take the lead in major issues related to national vision, unity and security; and to manage the effective translation of Government policies into actions that meet the people's aspirations.

The Department will fulfil that Mission in the context of the Public Service (Management) Act and other relevant legislation and decisions of the National Executive Council; and through its exercise of those functions Gazetted on 31 December 1986 which are as follows:-

- Provide appropriate advice to the Prime Minister and Information on Government Operations..
- Co-ordinate National Executive Council Affairs and monitor and report on implementation of National Executive Council decisions.
- Direct the Operations of the National Security Organisation.
- Administer Government Flying Unit.
- Provide appropriate Administrative Support to the Head of State and other Ministers, and visitors.
- Provide administrative services for the Governor-General.
- Provide services to the Secretary of the National Executive Council, the Office of Legislative Counsel and the National Intelligence Organization.
- Provide administrative services to Ministers.
- Provide and maintain security of Government Buildings.
- Maintain Government stores and appropriate services.
- Provide Government Printing service.
- Provide a Government information service.
- Provide Parliamentary liaison.
- Provide services to standing and ad hoc organisations relating to the functions of the Department.

As a Central Agency, the Department shares responsibility for the overall implementation and management of the Resource Management System, especially those elements of RMS that relate to policy management. The integrated Central Agency approach required by the Resource Management System (reflected in Objective 39, 40, 41) involves the coordinated management of Policy, Finance and Personnel in relation to Programmes, designed to implement Objectives, reflecting issues and concerns related to people. The Prime Minister's Department will lead the Programme Specification and System Management phases, ensuring that:

- Government policies and priorities are reflected in the Programme Specifications;
- Planning is policy-driven, people-focused and participatory;
- 'State of the Nation' and other Government planning documents are of good quality and properly utilised;
- Effective communication occurs between the political and administrative levels of Government;
- Objectives are developed effectively, allocated appropriately to Departments, and reflected in their Mission Statement Documents; and
- That the entire operation of RMS is evaluated in terms of its consequences to our people, and regularly reviewed and improved on the basis of that evaluation.

The Department of Prime Minister has the lead role in relation to the prior objective that deals with 'National Vision'. It will ensure that the principles embodied in that Objective are reflected in all Programmes; and it will work with all other National and Provincial Departments to that end.

All of the Department's allocated resources will now be mobilised, through Programmes as approved by Parliament, in order to implement those National Objectives for which it has been allocated responsibility. In keeping with Papua New Guinea's decentralised form of government, the programmes will in most cases be carried out with the active involvement of Provincial Governments.

In particular, as the Lead Agency with respect to:

- * National Identity (Objective 1). PMD will work with other government and non-government agencies to ensure that Programmes support the principles of national unity in diversity; political and social stability as the basis of our nationhood; and the preservation of our traditional and cultural values.

- * Internal and National Security (Objective 4). The Department will work very closely with Defence, Police, Foreign Affairs, and other relevant agencies to protect the territorial boundaries, airspace and waters, and to detect and respond to potential internal and external threats to our national integrity.
- * Realistic Expectations (Objective 8). The Department will work with the contributing and supporting agencies to ensure that people are provided with clear, objective information on the likely short, medium and long term consequences of development; and will also, through planning and policy management, increase the likelihood of substantial and sustainable development.
- * Minimising Undesirable Effects of Development (Objective 10). PMD will work closely with other Departments and NGOs to ensure that an effective and integrated system is in place for understanding, minimising and responding to unwanted consequences of development.
- * Quality of Life (Objective 72). The Department will in co-operation with the other listed agencies, NGOs and Provincial Departments, initiate designing, implementing and monitoring projects to promote the provision of integral community development and improved quality of life.
- * Natural Disasters (Objective 29). PMD will, in concert with other involved government and non-government bodies, ensure that PNG responds effectively to all forms of national disasters.
- * Devolution of Decision-Making (Objective 37). The Department will work with the other Central Agencies and the Provinces to ensure that the component Projects within Programmes are consistent with Provincial priorities and will enable Provincial Governments to play their proper roles in the implementation and evaluation of those Projects.
- * Participation in Planning and Decision-Making (Objective 38). PMD will work with the contributing and supporting agencies, and with the Provinces, to open up a range of avenues for effective and interactive communication between people and Government.
- * Policy Management (Objective 40). PMD will work in close, day-to-day contact with the Departments of Finance and Planning and Personnel Management to ensure that the public planning and administration process (RMS) translates government policies, based upon issues and concerns, into actions that significantly improve people's conditions.

The Prime Minister's Department is a major contributing/supporting agency with respect to all National Objectives.

PROVINCIAL AFFAIRS

As authorised by the National Executive Council Decision #157/90 on 22nd August 1989 the Mission of the Department of Provincial Affairs is:

To optimise the decentralised administration of Papua New Guinea and ensure effective National/Provincial cooperation.

The Department will fulfil that Mission through its exercise of those functions Gazetted on 31 December 1986 which are as follows:-

- Maintain general liaison between national and provincial levels of government in order to identify problems and co-ordinate assistance.
- Provide legal and corporate advice to Provincial Governments.
- Provide administrative and secretarial services to the Premiers Council Secretariat.
- Co-ordinate and advise on the provisions of in-service training to extension officers.
- Liaise with National and Provincial departments on effective administration of agency functions.
- Administer at headquarters level Local Government in those provinces which have not passed their own Acts and regulate the Local Government Service.
- Oversee and monitor the administration of Urban Councils and the National Capital District Interim Commission.
- Review periodically National Government policies and local level government.
- Provide administrative and secretarial services to the National Fiscal Commission Secretariat.
- Co-ordinate and monitor the administration of provinces or parts of provinces as and when required.
- Formulate policy for cemeteries.
- Provide services to standing or ad hoc organisation relating to the functions of the Department.

All of the Department's allocated resources will now be mobilised, through Programmes as approved by Parliament, in order to implement those National Objectives for which it has been allocated responsibility. In keeping with Papua New Guinea's decentralised form of government, the Programmes will in most cases be carried out with the active involvement of Provincial Governments. The Department has no 'Lead Agency' roles.

As an agency with contributing and supporting responsibilities in relation to the areas listed below, the Department will cooperate with the Lead Agency in each case, mobilising its resources as necessary in order to carry out those projects and activities allocated to it:

- * Internal and National Security (Objective 4; Prime Minister's). The Department will monitor and assist as necessary Provincial Governments, with the aim of avoiding a breakdown of Provincial Government authority and the consequent political instability.
- * Devolution of Decision-Making (Objective 37; Prime Minister's). The Department will provide linkage between the national and provincial levels to facilitate the devolution of government decision-making to the lowest level at which accountability can be maintained.
- * Customary Land Rights (Objective 30; Lands). As legal custodian of customary lands, the Department's role in this Objective will be to ensure that customary land rights are respected.
- * Illegal Settlement (Objective 14; Lands). As legal custodian of customary lands, the Department will assist the Lead Department in reducing illegal settlement on customary lands.
- * Reduction of Inequities (Objective 19; Finance and Planning). The Department will monitor and evaluate the performance of the provinces and liaise between the provinces and national departments.
- * Land (Objective 31; Lands). Provincial Affairs will work with DLPP, the other involved agencies and the Provincial Departments in promoting access to, the equitable distribution of, and the productive use of land.
- * Social Order (Objective 34; Justice). The Department's role will focus on the training of District Officers and the management of "rural lock-ups". It will serve as a liaison between the National and Provincial Governments in addressing the causes and consequences of disorder and lawlessness.

- * Participation in Planning and Decision-Making (Objective 38; Prime Minister's). DPA will support the Lead and other agencies in facilitation the participation of private citizens and NGO's in government planning and decision-making.
- * Basic Health Care (Objective 20; Health). DPA will support the lead agency in reviewing requirements and planning for the nationwide provision of basic health care.
- * Community Involvement of Immigrants and Refugees (Objective 17; Home Affairs and Youth). The Department will support the Lead Department in its dealings with provinces to address this objective.

These Objectives will not be addressed in isolation. Since all Objectives are part of an integrated whole, RMS Programme will be designed and implemented in such a way as to support other relevant National Objectives, not only the one(s) that the Programmes directly address.

In addition, as Programme Specifications and Programme Design Documents are developed, the Department may be called upon by Lead Agencies to contribute to and support Programmes that address Objectives that do not appear in this MSD. The MSD will be updated to reflect these changes.

TRADE AND INDUSTRY

As authorised by the National Executive Council Decision #157/90 on 22nd August 1989 the Mission of the Department of Trade and Industry is:

To encourage the expansion of industry and commerce by promoting internal and external trade, generating employment and the active participation of nationals, establishing standards, and monitoring performance.

The Department will fulfil that Mission in the context of relevant sections of the Customs Act, the Industry Assistance Board Act, the National Forests and Development Act, the National Standards Act and other relevant legislation; and through its exercise of those functions Gazetted on 31st December 1986 stated below: These cover functions of the National Investment and Development Authority, the National Standards Council, the Tariff Advisory Council, and the Industry Assistance Board.

- Formulate and implement Trade, Trade Promotion and Investment Policies.
- Administer the NIDA Act.
- Administer Tariff Policy.
- Promote foreign economic relations in co-operation with Department of Foreign Affairs.
- Responsible for all matters concerning the development and vegetation of secondary and Tertiary Industries.
- Formulate and administer appropriate Legislations relating to weights and measures.
- Provide service to the NIDA Board, and other ad hoc organisations and committees relating to the functions of the Department.

The Department will also fulfil its mission by directing its adopted Departmental objectives listed below and by promoting the development of secondary and tertiary industry in ways which support the realisation of Primary National Objectives.

- To identify, promote and facilitate key private sector opportunities in conjunction with national and provincial departments.
- To encourage the development of environmentally sound processing, manufacturing, commercial and service industries.

- To create and maintain an economic environment conducive to the growth of domestic and foreign business through implementation of appropriate incentives and other measures.
- To encourage appropriate-technology research development and transfer.
- To make provision for financial services appropriate to the needs of small businesses and nationally own businesses.
- To encourage the development of business by Papua New Guineans, particularly small-scale local enterprise.
- To ensure that the local spin-off effects of mining and oil development are maximised.
- To place private enterprise ownership management and thus the benefits of economic development increasingly in local hands.
- To review and improve the regulatory framework applicable to domestic and foreign enterprise licensing and registration.
- To diversify and maximise exports of goods and services.
- To strengthen existing relationships with Papua New Guinea's major trading partners and develop new trade links as opportunities arise or are created.
- To formulate, implement and administer trade control policies.
- To foster the development of skills amongst Papua New Guinean entrepreneurs, workers and managers.
- To promote and establish appropriate Papua New Guinea standards and quality controls.
- To consider the establishment of a programme for consumer protection.

All of the Department's allocated resources will now be mobilised, through Programmes as approved by Parliament, in order to implement those National Objectives for which it has been allocated responsibility. In keeping with Papua New Guinea's decentralised form of government, the Programmes will in most cases be carried out with the active involvement of Provincial Governments. The national Department's training will usually be that of providing technical assistance, training and other support to the Provinces as the latter implement the Programmes.

In particular, as the Lead Agency with respect to:

- * Local Opportunities (Objective 13). As the lead agency with respect to this Objective, the Department will, in cooperation with the economic sector departments and other departments involved, assist small scale enterprise in villages to create income-earning opportunities for all Papua New Guineans. The Department will, in cooperation with the other economic departments and the Department of Finance and Planning, give proper direction and encouragement to business and industry.

As an agency with contributing and supporting responsibilities in relation to the areas listed below, the Department will cooperate with the Lead Agency in each case, mobilising its resources as necessary in order to carry out those projects and activities allocated to it:

- * Foreign Policy (Objective 2; Foreign Affairs) and Overall Control of our Economy (Objective 3; Finance and Planning). The Department's role in these two Objectives will be to promote foreign investment in PNG, consistent with the country's need to maintain control of its economy.
- * Basic Needs (Objective 9; Agriculture and Livestock). The Department's role will focus on the promotion of the private sector, thereby generating employment opportunities.
- * Equitable Benefits from Development (Objective 18; Home Affairs and Youth). The Department's role will be to foster the development of entrepreneurial, managerial and vocational skills amongst women, youth and the disabled; and to promote small industries of infrastructure.

These Objectives will not be addressed in isolation. Since all Objectives are part of an integrated whole, RMS Programmes will be designed and implemented in such a way as to support other relevant National Objectives, not only the one(s) that the Programmes directly address.

In addition, as Programme Specifications and Programme Design Documents are developed, the Department may be called upon by Lead Agencies to contribute to and support Programmes that address Objectives that do not appear in this MSD. The MSD will be updated to reflect these changes.

TRANSPORT

As authorised by the National Executive Council Decision #157/90 on 22nd August 1989 the Mission of the Department of Transport is:

To ensure provision of Transport Infrastructure and services which are economically efficient, well integrated, reasonably cheap, safe and able to meet effective demand, while ensuring appropriate level of equity in the provision of transport infrastructure and services and acceptable local participation in infrastructure related industries.

The Department will fulfil that Mission in the context of the Acts as Gazetted on 15 July 1988; and through its exercise of those functions Gazetted on 31 December 1986 which are as follows:-

- Responsible for the administration of all legislation pertaining to Land, and Sea Transport.
- Formulate and implement policies relating to the two modes of transportation.
- Maintain and control all navigational aids pertaining to each mode of transportation.
- Provide services to Marine Boards, Land Transport Board and other ad hoc Committees relating to the functions of the Department.

All of the Department's allocated resources will now be mobilised, through Programmes as approved by Parliament, in order to implement those National Objectives for which it has been allocated responsibility. In keeping with Papua New Guinea's decentralised form of government, the Programmes will in most cases be carried out with the active involvement of provincial governments.

In particular, as 'Lead Agency' for:

- * Infrastructure (Objective 33); Working closely with other agencies, the Department will move towards a comprehensive transport infrastructure network - with an appropriate balance amongst various modes - to promote economic development by ensuring that transport services are adequate to meet effective demand.

As an agency with contributing and supporting responsibilities in relation to the areas listed below, the Department will cooperate with the Lead Agency in each case, mobilising its resources as necessary in order to carry out those projects and activities allocated to it:

- * Reduction of Inequities (Objective 19; Prime Minister's). The Department will focus on projects to promote greater integration and economic equality of the four regions of PNG. Consideration will be given to some projects that may not induce high economic benefits, but that, socially and politically, promote equality in less developed areas. The Department of Transport will endeavour to promote equal opportunities and participation in road-based passenger transport and in road haulage sub-contracting and will also encourage shipping in the maritime Provinces.
- * Reduction of Malnutrition (Objective 23; Agriculture and Livestock). The Department will ensure that basic transport services are available to support action in relation to the reduction of malnutrition and nutrition related disorders.

These Objectives will not be addressed in isolation. Since all Objectives are part of an integrated whole, RMS Programmes will be designed and implemented in such a way as to support other relevant National Objectives, not only the one(s) that the Programmes directly address.

In addition, as Programme Specifications and Programme Design Documents are developed, the Department may be called upon by Lead Agencies to contribute to and support Programmes that address Objectives that do not appear in this MDS. The MSD will be updated to reflect these changes.

WORKS

As authorised by the National Executive Council Decision #157/90 on 22nd August 1989 the Mission of the Department of Works is:

To assist and ensure the establishment, development and maintenance of the nation's physical infrastructure on a cost-effective basis in the economic and social interests of the people.

The Department will fulfil that Mission in the context of the legislation Gazetted on 15 July 1988 and through its exercise of those functions Gazetted on 31 December 1986 which are as follows:-

- Implement policies relating to Works functions.
- Design, plan, supervise, execute and maintain government works.
- Provide technical advice to and liaise with other instrumentalities such as Water Supply Services and Local and Provincial Governments.

All of the Department's allocated resources will now be mobilised, through Programmes as approved by Parliament, in order to implement those National Objectives for which it has been allocated responsibility. In keeping with Papua New Guinea's decentralised form of government, the Programmes will in most cases be carried out with the active involvement of Provincial Governments. The Department has no 'Lead Agency' roles.

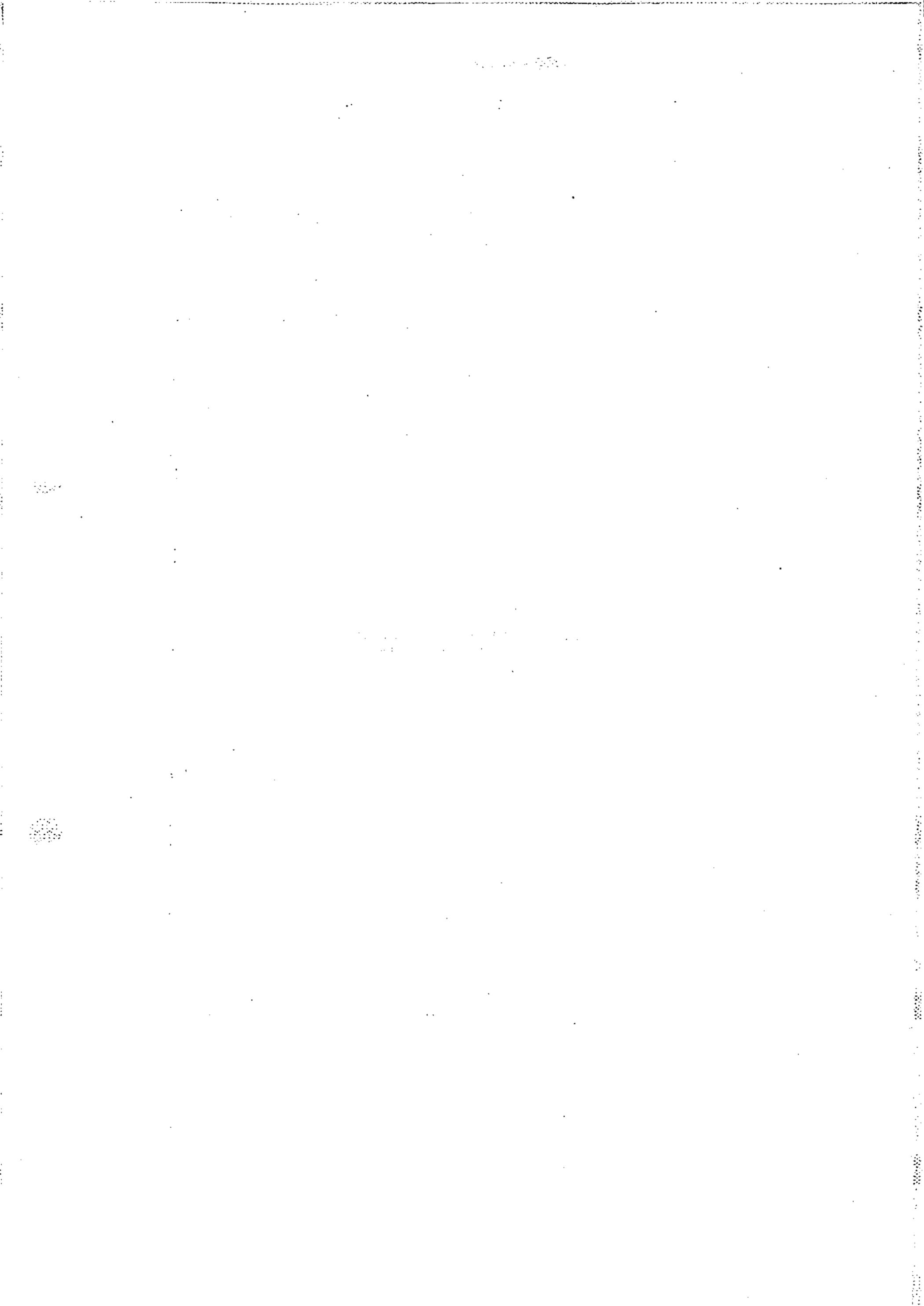
As an agency with contributing and supporting responsibilities in relation to the areas listed below, the Department will cooperate with the Lead Agency in each case, mobilising its resources as necessary in order to carry out those projects and activities allocated to it:

- * Quality of Life (Objective 12; Prime Minister's). The Department will provide services such as the design, construction and maintenance of buildings, vehicles, energy supply, machinery, and infrastructure in support of this Objective. The Department will carry out its engineering, construction and maintenance responsibilities so as to maximise community and family quality of life.
- * Illegal Settlement (Objective 14; Lands). The Department will provide assistance to the other agencies, including the Provincial Governments, in drawing up the settlement schemes and their implementation programmes. The tasks will be to identify, survey, design, construct and later maintain subdivided plots for settlements on both customary and Government land in rural and urban areas.

- * Hospital Services (Objective 22; Health). The Department will provide hospital engineering services to assist in the achievement of this Objective.
- * Basic Schooling for All (Objective 25; Education). The Department will construct and maintain the government education facilities involved in meeting this Objective.
- * Infrastructure (Objective 33; Transport). The Department will provide the necessary technical expertise, machinery and materials for infrastructure projects, from project identification through implementation and evaluation. The Department will provide and maintain the infrastructure necessary to improve local cash earnings and employment opportunities.

These Objectives will not be addressed in isolation. Since all Objectives are part of an integrated whole, RMS Programmes will be designed and implemented in such a way as to support other relevant National Objectives, not only the one(s) that the Programmes directly address.

In addition, as Programme Specifications and Programme Design Documents are developed, the Department may be called upon by Lead Agencies to contribute to and support Programmes that address Objectives that do not appear in this MSD. The MSD will be updated to reflect these changes.



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