



Corporate Plan 2020 - 2025

TABLE OF CONTENTS

Minister's Foreword

Executive Director's Introduction

Part I: Introduction and Planning Context

- 1.1 Vision
- 1.2 Mission
- 1.3 Volunteering Philosophy
- 1.4 Core Values and Guiding Principles
- 1.6 Corporate Plan Policy Statement
- 1.7 Government Outlook and Planning Context

Part II: About the National Volunteer Service of Papua New Guinea (NVS-PNG)

- 2.1 Overview
- 2.2 Core Mandated Functions
- 2.3 NVS's Strategic Alignment Framework
- 2.4 Valued Key Stakeholders

Part III. NVS's Operating Environment

- 3.1 Internal Environment Analysis
 - 3.1a Organization's Culture/Image
 - 3.1b Organization's Structure
 - 3.1c Financial and Human Resources
- 3.2 External Environment Analysis
 - 3.2a Macro: Political, Economic, Social and Technological Aspects
 - 3.2b Micro: Analysis of the Service Delivery Mechanism NVS Operates



Corporate Plan 2020 - 2025

TABLE OF CONTENTS Continued

Part IV: Corporate Objectives, Key Result Areas (KRAs) and Strategies

4A Objectives

4B Linking Objectives to the Key Result Areas (KRA)

4C Key Result Areas (KRAs) and Strategies

Part V: Planning, Monitoring and Evaluation Frameworks

6.1 Planning, Management and Monitoring Framework

6.2 Reporting and Evaluation Framework

Part VI: Appendix

7.1 Current Functional Structure (Corporate Structure)

7.2 Proposed Organizational Structure (Restructure)

7.3 Mid-Year Executive Management Team (EMT) Reporting Template

7.4 Annual Reporting Template

7.5 Corporate Plan Mid-Term Review Template

Part VI: Acronyms and Abbreviations

Part VII: References



Minister's Foreword



Executive Director's Introduction



Part I: Introduction

VISION and MISSION

Vision

To be a part of the nation-building driving force, instrumental in service delivery for the empowerment of people in nation-building process aimed at reducing inequality, disadvantages, dependencies and vulnerabilities.

Mission

Promoting and supporting citizen participation in sustainable and inclusive people-centered development.

Volunteering Philosophy

The National Volunteer Service (NVS) operates neither in competition nor in duplication, but in collaboration, filling in the gaps and in extending the Service Delivery Mechanism of the Government.

NVS is a facilitator, provider, participative collaborator and a supportive network that celebrates diversity in its cross-cutting sectoral and people-centered community development.

Our philosophy of Volunteerism is based on **sacrifice** and **service** and its values and principles permeate our understanding and practice of community development through integral human resource development.



NVS Program Director Mrs. J. Krewanty, Policy Officer Ms. V. Siuta, CEFI Head Trainer Ms. J Pijui and Batch 18 Volunteers – MSC, Okari Campus, Lae, Morobe Province, June, 2020

Core Values and Guiding Principles

Social Justice

Our Agency, together with the society promotes gender equality, cultural diversity and moral integrity while upholding basic human rights.

Self-Reliance

People have the right to organize in pursuit of their own interests and should be empowered to define and lead their own development

Sustainability

Our resources and environment must be conserved and should be replenished for future generations.

Appropriate Cultural-Practices

Development efforts utilize and respect traditional, culturally supported forms of social, political, economic and religious organization.

Experiential Learning

NVS promotes “Learning by doing” as a key element to the way people grow and change.

Partnership, Team work, Consultation

It is necessary for individuals and organizations to share skills, ideas and knowledge.

PNG Diversity & Traditions

These are envisioned to be reflected in all NVS structures and programs.

Modeling

The values and principles, which determine our work with other organizations, are mirrored in the day-to-day management of our organization.

Servant-Leadership

True leadership is about serving others, taking a holistic approach to work, promoting a sense of community in the workplace & between NVS & other communities, sharing power & decision making & facilitating a group approach to work rather than bottom-up approach

Accountability

Taking responsibility of our moral and work ethics and the use of the organization’s funds and assets.





Corporate Profile

The National Volunteer Service of Papua New Guinea (NVS-PNG) is a statutory organization established by an Act of Parliament - The National Volunteer Service Act 1990, as a vehicle to promoting and supporting citizen participation in a sustainable and inclusive people centered development. Its mandate, powers and functions is created by the same, (NVS Act 1990).

NVS is tasked with the overall responsibility of managing, coordinating and implementing the core flagship program-Volunteer Management in PNG. It is a government implementing agency that recruits, places and manages professional and skilled Volunteers for improved service delivery especially to rural and remote communities of PNG.


Promoting and supporting the process of communities' empowerment and development for the reduction of disadvantages, vulnerabilities and poverty through the fundamental principles of volunteerism, that is; sacrifice and service and the ultimate attainment of the National Development Goals, lies at the very heart of the National Volunteer Service's mandate.

Corporate Plan Policy Statement

The National Volunteer Service of Papua New Guinea is mandated by law, specifically the National Volunteer Service Act 1990, and by policy specifications of its previous White Paper Policy on Community Development and its newly formulated National Policy on Professional Volunteerism 2020-2025 (NPPV) to manage and coordinate the Volunteer Programs and Services in PNG.

The NVS is obligated to deliver on a number of the National Government's Macro Policies envisaged in the Vision 2050, particularly Pillar 5 on Institutional Development and Service Delivery, the Development Strategic Plan (DSP) 2010-2030 and the Medium Term Development Plan III's (MTDP III) Key Result Areas (KRAs) 1, 2, 3, 5, 6 and 7 on Increased Revenue and Wealth Creation, Quality Infrastructure, Sustainable Social Development, Improved Service Delivery, Improved Governance and Responsible Sustainable Development.

The NPPV reflects the Government's commitment in using its skilled human resources in the delivery of basic and essential services especially in the rural communities where the majority of our people live, contributing to overall national development. It paves the



way for all Volunteers, both national and international to be able to develop a shared vision in implementing the strategic directives of this newly developed national policy.

In ensuring the effective and efficient implementation of these national macro policies, there must be a strategic, visionary, proactive and honest leadership and management in place. Furthermore, with high demands for service delivery, frequent experiences in natural disasters, Covid 19 pandemic and many more challenges that face us, it is imperative that NVS leadership and management be ethical, value-based and efficient more than ever before.

The NVS's Corporate Plan 2020 - 2025, takes its cues from key policy initiatives of its national policy titled National Policy on Professional Volunteerism (NPPV). These initiatives are in turn contained in its Sub-Sector Development Plan (SSDP) 2019-2022, which is designed as a development roadmap for service delivery as a government agency, for the remainder of the MTDP III timeframe. Its alignment strategy reflects the higher level policies such as the Medium Term Development Plan III 2018-2022, the PNG Strategic Development Plan 2010-2030 and the National Strategy for Responsible Sustainable Development (STaRS). All of these major policy outlooks are carried forward, taking their cues from PNG's Vision 2050 and ultimately the National Constitution and Directive Principles.

The SSDP has been designed as a development roadmap for NVS as a frontline service delivery agency. Its alignment strategy reflects Vision 2050, the PNG Sustainable Development Goals and the MTDP III aimed at reducing poverty and empowering ordinary Papua New Guineans to drive and benefit from the development process through sacrifice and service.

The SSDP is aimed at reducing the social indicators that are currently in our country. It strategically emphasizes on impact at the district and community levels, and partnerships as a way forward in achieving progress through the Volunteers who are placed at the community level.

The connection between the Government and its people and their communities is fundamental. This connection is greatly emphasized in these National Volunteer Service's policies and plans which recognize that achievement of development can be realized through sacrifice and service. Volunteerism is a powerful tool that can become robust and vibrant depending on the form of overall government support.



Government Outlook and Planning Context

The National Volunteer Service Corporate Plan 2020-2025 is guided and / or driven by a number of Government's plans and policy directives. The Macro Plans of the Government are the Vision 2050 and the Medium Term Development Plan III 2018-2022


A number of frameworks were established by the PNG Planning and Monitoring Responsibility Act 2016. These include the National Planning Framework (NPF), the National Service Delivery Framework (NSDF) and the National Monitoring and Evaluation Frameworks (NMEF). These three (3) frameworks link the National Budget to the MTDPs through an Annual Budget Framework Paper (ABFP). The NSDF complements all existing policies and frameworks that promote:

- Frontline Service Delivery;
- People First or People Centric Approach through Service Delivery Function Determination;
- Service Delivery Charters and
- Service Delivery Partnerships Agreements

One of the focus areas of interventions the MTDP III has identified and has been structured to, is getting all state Service Institutions to improve their service delivery. This is to facilitate wealth redistribution by the engagement of a wider population in the economic development. The NVS Act 1990 spells out a number of mandated functions in the general participation of NVS in the economic development of PNG and to encourage participation of economic development activities at the village or community level.

Consequently, the establishment of the NVS-PNG by the Government was in response to the critical skilled labor shortages in the Public Service Machinery as a cost effective and complimentary avenue of Frontline Service Delivery Agency through volunteerism. Its mission is to promote and support citizens' participation in a sustainable people centered development and in partnerships with other voluntary agencies whose goal is the integral human development of the people of PNG.

This Corporate Plan is a central component of the National Volunteer Service of Papua New Guinea, linking key elements such as policy, organization, operational activity, governance, and performance management. Attention is drawn to issues to be strategically addressed in the corporate plan (Divisional Objectives, Key Result Areas



and Strategies) arising from the organization's SWOT analysis of its current operational environment.

Role of the corporate plan in context of the governance arrangements

The Corporate Plan also serves as the NVS's strategic framework for action during the lifetime of its governing Council. It will, accordingly, play a key role towards the realization of the Vision set out in the Corporate Plan, for NVS to be "instrumental in nation-building as one of the Frontline Service Delivery Agencies, via Volunteerism, as the main vehicle for effective service delivery of efficient and good value services, and representing citizens and communities, as inclusively and accountably as possible".


The value of the corporate planning process will be determined particularly by the quality and breadth of the strategic planning undertaken in its preparation and the effectiveness with which the adopted Corporate Plan is used to direct the business processes and drive the performance of the NVS through.

This will occur especially through related processes such as the Annual Operational Plan, the Volunteers' Service Delivery Plans aligned to the National Service Delivery Framework and the ongoing development of performance measurement and management in the Performance Management System (PMS). Consequently, any major changes in the strategic direction envisaged will be reflected in the revisions to the Corporate Plan as and when such changes arise.

National Service Delivery Framework

In the context of the MTDP III arrangements under the 2016 PNG Planning and Monitoring Responsibility Act, The National Service Delivery Framework (NSDF) will be established for the purposes of guiding services throughout the country. The NSDF will set out the minimum level of services that the Government will provide at each service delivery center. Service Delivery Centers include regional, provincial, local-level government, ward zone and ward headquarters.

The NVS Volunteer Transit and Meeting Haus can become the Local-Level Service Delivery Center at the Ward levels, the Department for Community Development and Religion's (DfCDR) DCDC as the District Service Delivery Centers and the NVS provincial offices as the Regional Service Delivery Centers.



A key purpose of the Corporate Plan will be to provide a framework within which Annual Service Delivery Plans are formulated and implemented for NVS's 100 Recurrent and 200-250 Partnerships and Societal Responsibility Volunteers.

MTDPs are implemented by the NSDF through the service delivery plans, programs and projects that are outlined in the five-year integrated development plans of the Provincial and Local-Level Governments under Section 16 of the Organic Law on Provincial and Local Level Governments, and Section 38 of the Local Level Government Administration Act 1997 respectively.

These service delivery plans, programs and projects will act as a mechanism through which the NVS's Volunteers' Service Delivery Plans for development is implemented and monitored. All Sectoral, Provincial and District plans are required to be aligned in order to implement the Government's development agendas and priorities over the next five years.

It is envisaged that the new "NVS Volunteer's Service Delivery Plans" will now replace annual work-plans in name to cater for the alignment purposes to the Ward, District, Provincial and Sectoral Development Plans. The Volunteers' Annual Service Delivery Plans will, inter alia, identify the services to be provided and the standards to which they are to be delivered, monitored and evaluated so as to ensure that the objectives for the optimum delivery of services is achieved.


It will provide a new methodology whereby the sub-national level governments can gauge and be gauged on their own year-on-year performance dependent on the outcomes of the Volunteers Service Delivery Plans.

The Corporate Plan should set out the role of the Volunteers' Service Delivery Plans in translating/'grounding' the objectives of the Corporate Plan into more detailed supporting strategies and actions which should link up with the NVS's Annual Operational Plan prioritized activities. The Volunteer Management Division will be responsible for this.

NVS and its Volunteers' Service Delivery Plans should also be linked to the budgetary process, the performance management system and the relevant service delivery performance indicators. NVS has developed the performance indicators for alignment over the lifetime of this Corporate Plan.

Orientating State Institutions

The MTDP III's fifth intervention strategy calls for all state service institutions to reorient and reorganize their respective institutions towards the articulation of four intervention



strategies contained in the MTDP III. The strategies are to be reflected in their policies, development strategies and programs.

NVS is not recognized as an immediate state service institution. However, it has placed the highest number of its current volunteers in the Economic Sector in which the five recognized immediate state institutions operate under¹ As such; NVS can be indirectly involved in the implementation of the development strategies. With the assistance of the Department of Personal Management (DPM) ensuring that NVS's Functional Expenditure Reviews (FERs) are done, it can focus on its core responsibilities and/or functions as per the NVS Act 1990.

NVS can articulate the four intervention strategies into its policies, strategies and development programs so as to position itself strategically for institutional structural reorganization concurrently upholding the principle of Functional Drive Structures.

NVS must be allowed to undergo the necessary reform in its strategic status to be able to carry out and implement programs that allow for deeper involvement in productive community development. This will occur when NVS transforms its programs from mere volunteer placements to a role of providing sustainable solutions to community development impediments through the placed Volunteers' projects and services delivered.

NVS is one component of the government's development machinery which plays an important role in the delivery of goods and services necessary to drive its national development programs and /or agendas where normal delivery of goods and services are not available or inadequate.

It is therefore justifiable for NVS to institute certain reforms in its strategic mandate and programs to align its focus with the Government's macro policies such as the MTDPs, DSP, SDGs and Vision 2050.

Such reforms will enable NVS to review, re-formulate and re-design its programs to be able to meaningfully contribute through planned productive employment training and skills transfer, appropriate for the promotion of productive Professional Volunteerism.

¹ Department of Agriculture and Livestock, National Forest Authority, National Fisheries Authority, Department of Trade, Commerce and Industry and the Office of Tourism.



Part II: About the National Volunteer Service

Overview

Improvement in service delivery performance is an all-time agenda of any government, civil societies, community-based organizations, development partners and stakeholders. Progress in service delivery equates to national advancement in its Human Development Index (HDI) ranking and the ultimate improvement in the quality of the lives of our people, this is what determines development performance.

At one point in time, in the history of the development of PNG, the Government's 'normal' service delivery mechanism(s) was slow or seemed stagnant with many of its development policies failing to convert into tangible developmental results aimed at reducing poverty and improving the socio-economic status of its people. These situations consequently prompted the Government to find an alternative and complimentary mechanism that would assist its citizens.

Emerging out of this 'Vision', the National Volunteer Service Act of 1990 was enacted, translating this vision and leading to the formation of the National Volunteer Service (NVS) and its Volunteers, as an effective mechanism in "bridging the gap" between the people and the government's services through mainstream agencies and departments.

Since its inception in 1990, the NVS has rolled out eighteen (18) rounds of engagements totaling to about 405 volunteers placed in the communities. The impact of this strategy is two-fold in that the people are empowered and communities developed and the same applies to the placed Volunteers.

After volunteering with NVS for three (3) years, Volunteers will have acquired skills in community development, cross-cultural training, knowledge in the roles and functions of the governments and NGOs, situation analysis, communication, and project management and etc. All these acquired skills will give the volunteers the advantage and personal satisfaction to compete on the job market and improve their own lives.

VS Volunteers have been placed all across the country in the following sectors:

- Economic Sector
Agriculture, Aqua Culture (fish farming), Fisheries, Forestry, Tourism and Financial Inclusion.
- Social Sector
Health, Education (early childhood and adult literacy and primary education) and sports
- Infrastructure
Transport, Water, Sanitation and Hygiene
- Law and Order
- Cross-Cutting Sector
Youth, Gender, HIV Aids, Vulnerable and Disadvantaged groups, Climate Change and Natural Disaster Management.

Supplementary to the role it performs in recruitment, training, placement and management of volunteers to taking on service delivery, the NVS's role can be perceived from the immense potential it has in contributing to ease the Government of the high unemployment rate. The massive number of applications to be a NVS volunteer can be implemented on a wider scope to cover many other areas of employment.



Volunteer Management, Public Relations & Marketing and Corporate Service Divisions; NVS, Waigani, 2020



Core Mandated Functions

The legislation (NVS Act 1990) comprised of the following functions;

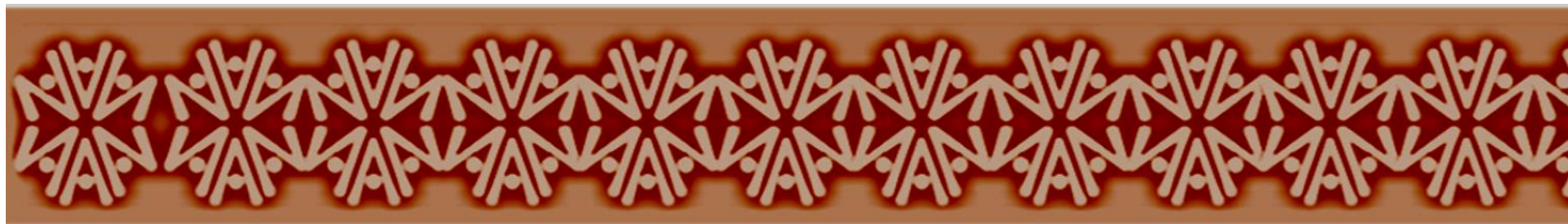
1. To promote a spirit of sacrifice and service.
To participate generally in the economic development of Papua New Guinea
2. To provide labor and skills to the community for development projects either free of charge or at a very low cost.
3. To encourage and participate in the development of economic activity at the village or community level.
4. To provide a means for its employees to educate and train others for the advancement and development of Papua New Guinea.
5. To provide a means for its employees to demonstrate a commitment to the development of Papua New Guinea.
6. To cooperate and work with agencies of the state and provincial governments in the achievements of their plans and purposes.
7. To work with other voluntary agencies whose goal is the development of the people of Papua New Guinea.
8. To cooperate with and assist institutions having similar functions, in the countries outside Papua New Guinea, in the spirit of solidarity to achieve humanitarian objectives of those countries, and;
9. Generally to do such supplementary, incidental or consequential acts as are necessary or convenient for carrying out its functions.

Ministerial Function

The Minister for Defence is the political head of the National Volunteer Service of Papua New Guinea. Other agencies operating under this Ministerial Portfolio apart from NVS include PNG Fire Service (PNGFS) and National Disaster and Emergency Services (NDES).

The Roles and Functions of the NVS Council

The National Volunteer Service Act 1990 established the NVS Council. The Council shall perform the functions, exercise the powers and manage the affairs of the Service.



The Council of NVS legally represents the organization's stakeholders. The stakeholders include development partners and donors, joint partners of the private sectors, Civil Society Organizations, Churches, Community Based Organizations, Sub-National governments, Partner Organizations and /or Communities and the Volunteers.

As their representatives, the Council has the responsibilities of establishing, guiding and assessing the overall direction of the organization (NVS) through the Office of the Executive Director (OED) and the Executive Director (ED) as the Head of the Agency (HOA).

Strategic Direction

The Chairman of the Council of NVS and Members set the strategic direction of the Organization by establishing policies and goals to guide the Executive Director and the Leadership and Management of NVS.

Organizational Governance

The Council formulates the rules of governance for the Organization and establishes procedures for oversight of its policies and procedures. When question of policies arise at the highest levels, the Council may be involved in determining the relevance and the final outcome.

Account to Stakeholders

Corporate Stakeholders hold the Council accountable for services and regularly scheduled financial reporting. In some cases, the Council can be held accountable financially and legally responsible for decisions made by the Organization.

Expectations

The Council Members should also participate on a standing and/ or ad-hoc sub-committee, be familiar with the Organization's services/products/brand and help promote the Organization and understand other policies and procedures.

In a non-profit or a government agency like NVS, Council Members will be expected to support the organization's fundraising efforts particularly for NVS's Volunteers' Projects.

One of the specific functions of NVS Council is to monitor the adequacy of the Corporate Plan and to evaluate its implementation. Accordingly, when the Corporate Plan is adopted, a copy should be forwarded to the Council to facilitate the Service's review of the adequacy of the Plan.



Executive Management Team (EMT)

The EMT is the engine room of the NVS, providing the core management energy to the Objectives, Key Result Areas and Strategies of various divisions of the Agency at the administrative, technical and policy level.

The EMT provides the overall management and policy direction to top management to ensure that its programs are adequately resourced and promoted among all its Development Partners and Stakeholders and implemented in an efficient and cost effective manner.

The EMT has an annual calendar of meetings, where important decisions are made regarding programs, strategic policy directions and operations. The EMT determines which programs and prioritized activities are given the priority and how much resources can be allocated based on the advice from the Divisional Directors overseeing the four (4) divisions.

It comprises of the:

Executive Director (HOA) and the Program Director in its current status. As far as the proposed structure is concerned, the EMT will be made up of the Executive Director and the four (4) proposed Directors: - Director of Policy, Planning and Monitoring Division, Director of Volunteer Management Division, Director of Corporate Services Division and Director of Public Relations and Marketing Division.

1. Executive Director (ED)

The Executive Director of NVS is appointed under the NVS Act 1990. As the Head of Agency, who reports to the NVS Council and the Minister for Defence, the Executive Director provides the overall leadership and direction of the NVS and ensures that the organization is appropriately staffed, managed and resourced to conduct its programs and operations effectively and efficiently. This Office is also responsible for liaison with all of Government Departments and Agencies, Private Sector and the Non-Government Organizations.

Functions of the Executive Director (as per the Act)

The Executive Director shall-

- (a) Manage the Service (NVS) in accordance with the directions of the Council;

- (b) Advise the Council on any other matters concerning the Service referred to him/her by the Council;
- (c) Carry out and perform the duties required of him/her under the ACT and
- (d) Perform such other functions as the Council may, from time to time determine.

The delegated day to day operations/administrations of the Organization is under the Executive Director in accordance with the directions of the Council.

The Executive Director reports directly to the Council, who define the ED's job responsibilities, provide guidance and support as needed and one of the three assessors who assess the Executive Director's performance annually.

Senior Management Team (SMT)

1. The Divisional Directors

Reporting to the Executive Director, the incumbent Directors shall be responsible in upholding the mandate of NVS by promoting and reviving the principles of Volunteerism among Papua New Guineans and providing leadership and supervisory roles to their responsible sections within their Divisions.

The Directors will ensure their divisional programs are effectively and efficiently resourced, coordinated and managed.

2. The Divisional Line Managers





Reporting to their Divisional Directors, the incumbent Line Managers shall be responsible for the management and implementation of their divisional Objectives and Strategies, achieving in the Key Result Areas they have identified.

In the SMT meetings, Managers are briefed by the EMT regarding the high-level important decisions and their interpretations and implications on the NVS's whole operations.

Various compelling administrative and program related issues are discussed in these meetings where minutes are taken and resolutions carried out. Summaries of monthly reports are presented with challenges and recommendations are suggested, agreed upon and implemented for way forward.



NVS STRATEGIC ALIGNMENT FRAMEWORK

| | |
|--|--|
| PNG NATIONAL CONSTITUTION | Directive Principles |
| VISION 2050 | Pillar 1: Human Capital Development, Gender, Youth & People Empowerment. Pillar 2: Wealth Creation. Pillar 3: Institutional Development & Service Delivery Pillar 6: Spiritual, Cultural, & Community Development |
| PNG DEVELOPMENT STRATEGIC PLAN 2010-2030 | Objective 2: Systems & Institutions / Objective 3: Human Development/ Objective 4: Wealth Creation/ Objective 7: Partnership with Churches for Integral Human Development |
| MEDIUM TERM DEVELOPMENT PLAN III 2018-2022 Localized SDGs  | KRA # 1: Increased Revenue & Wealth Creation KRA # 3: Sustainable Social Development KRA # 5: Improved Service Delivery KRA # 7 : Responsible Sustainable Development |
| SECTOR DEVELOPMENT PLANS | None in place |
| LEGISLATION | National Volunteers Act 1990- Established NVS Council |
| NVS POLICIES, PLANS & STRATEGIES  | <ol style="list-style-type: none"> 1. National Policy on Professional Volunteerism 2020-2025 2. White Paper Policy on Community Development. 3. Volunteer Policy & Procedure Guidelines 4. Finance and Admin Policy & Procedure Manual 5. Fixed Asset Policy & Procedure Guidelines |
| NVS's SUB-SECTOR DEVELOPMENT PLAN 2019 - 2022  | NVS Sub-Sector Development Plan Six (6) Strategies and five (5) Deliverables |
| CORPERATE PLAN  | Objectives, Key Result Areas (KRAs) and Strategies |
| DIVISIONAL WORK-PLANS | Performance Based Agreements tied to Contracts. |
| INDIVIDUAL WORK-PLANS | Staff performance tied to Individual Work-plan activities for staff performance appraisals(SPA) |



Our Valued Key Stakeholders

| National Government Departments and Agencies |
|---|
| Department for Defence |
| National Department of Health (NDoH) |
| National Department of Education (NDoE) |
| Department for Community Development & Religion (DfCDR) |
| Department of Justice and Attorney General (DJAG) |
| Department of Agriculture and Livestock (DAL) |
| Kokonas Industri Koporeisen (KIK) |
| National Agriculture Research Institute |
| Copra, Coffee Industries (CCI) |
| Fresh Produce Development Authority (FPDA) |
| National Fisheries Authority (NFA) |
| Center for Excellence In Financial Literacy (CEFI) |
| National Youth Development Authority (NYDA) |
| PNG-National Sports Foundation (PNG-NSF) |
| Tourism Promotion Authority (TPA) |
| National Forestry Authority |
| National Broadcasting Corporation (NBC) |
| Labor Department - National Training Council |
| National Censorship |
| National Cultural Commission (NCC) |
| Department for Provincial Local Level Governments (DPLGA) |
| Department for Implementation & Rural Development(DIRD) |



Our Valued Key Stakeholders Continued

| |
|--|
| Sub-National Level Governments |
| Provincial Governments and Administration |
| Provincial Administrators |
| District Development Authorities |
| District Administrators |
| Local Level Governments |
| Wards |
| Provincial Health Authorities |
| Private Sector |
| Total Exploration and Production PNG Ltd (TEP-PNG Ltd) |
| City Pharmacy Limited (CPL) - PNG |
| Oil Search Foundation |
| Non-Government Organizations/CSOs/Churches |
| National Council Women |
| Christian Health Services |
| Development Partners |
| Department of Foreign Affairs and Trade (DFAT) |
| International Volunteer Organizations |
| Australia Volunteers International (AVI) |
| Japan International Corporation Agency (JICA) |
| New Zealand Volunteer Services Abroad (NZVSA) |



From Top and Clockwise: Director General Mr. Itaki (NYDA), Secretary Dr.Kwa (DJAG), Secretary Mrs. Bias (DfCDR), Executive Director Ms. Willie (NVS), A/Gulf Provincial Administrator Mr. TOTAL E&P PNG Ltd Managing Director Mr. Jean' Marc Noiray, NVS Management with NZ Volunteer Services Abroad Country Program Manager, Mr. Johannes Gambo, CEFI Head Trainer Ms. J Pijui, NVS Volunteer Ongkoi and Program Director Mrs. Krewanty (NVS)





Part III: NVS's Operating Environment

The National Volunteer Service of Papua New Guinea, as a government service-delivering agency operates in a fast evolving socio-economic environment where it faces intensified calls for accountability to both the government of the day and its citizens for how resources are used, what results are achieved and how effective these results are in bringing about progress in human development. There is a constant call to answer the question of what real difference NVS brings about through the placement or engagement of its Volunteers.

NVS must therefore, have a clear vision of the direction in which it needs to go and the outcomes it wants to help achieve. It must respond quickly and appropriately to challenges and opportunities and maintain its focus on how best it can support tangible and sustainable improvements being made in the lives of the people that it serve in the rural communities of PNG.


4.1 Internal Operating Environment Analysis

(a) Organizational Culture/Image (What does NVS look like?)

Since the last restructure in 2012, NVS has progressed fairly well. Despite many challenges which includes the absence of important and critical sections in the Organization's structure namely: - 1. Relevant officers (legal, auditor, international volunteers unit, etc.) for the Office of the Head of Agency, 2. Human Resource Management Division, 3. Policy, Planning and Monitoring Sections etc.

The NVS has been operating on a very tight fiscal regime due to the economic status of the nation as and a result of the Covid 19 pandemic. In spite of the gloomy outlook, NVS continues to deliver services through its placed Volunteers. There have been gradual progress and there are reports of service delivery implementation in villages and communities across PNG

As a Frontline Service Delivery Agency, its newly formulated first ever national policy (NPPV) will provide a comprehensive and strategic policy direction for the Organization. And being one of the first government agencies to develop its Sub-Sector Development Plan mandated and aligned to the MTDP III, NVS has fully outlined its roles and responsibilities which are streamlined to the Provincial, District, LLGs and Wards'



respective integrated development plans. NVS Volunteers have as well aligned their annual work plans (renamed as Service Delivery Plans) accordingly.

There is an overwhelming demand for services from the rural as well as the urban communities throughout the country. In response to the demand, NVS is endeavoring to extend and deliver services to meet the needs of the communities through the Volunteer Engagement program.

NVS is in the process of commencing to carry out an evidence-based restructure, a strategy to meet the increasing demand for service provisions from the community. Having therefore, the approval of its Corporate Plan 2020-2025 will be a strategic and added incentive for the Organization going forward.

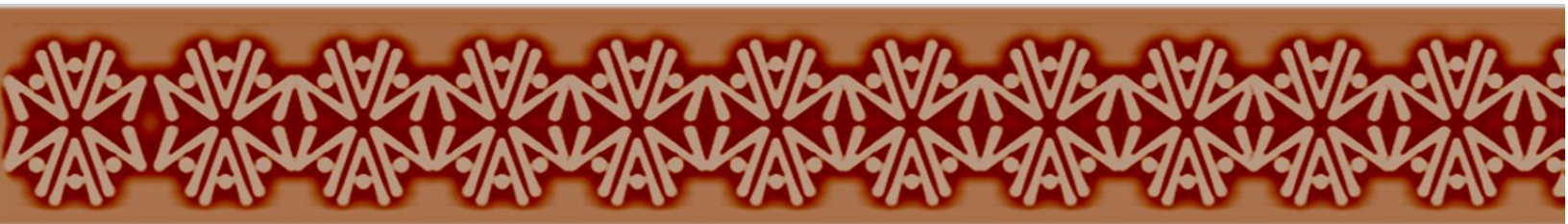
The Organization has been in operation for quite some time and now has position itself strategically to realizing its full potential as an important frontline service-delivery Agency. The Volunteer mechanism, which is fast emerging as one of the most economical and sustained form of human capital, delivering service effectively and the cross-cutting nature of the organization requires the full commitment, corporation and consultation with other sectors, development partners and stakeholders.

Partnerships/Stakeholders

Since NVS came under the Ministry for Defence and the Portfolio Minister responsible, a Civic Action Responsibility Desk was established to align NVS, together with PNG Fire Service and the National Disaster Authority for synergy in working towards the achievement of the overall government's development goals and agendas.

The PNGDF Reserve Force and the PNGDF ex-serviceman and women will now complement the NVS's efforts in volunteerism and in PNGDF's effort in nation-building vise-versa.

The Department for Community Development and Religion (DfCDR) works in collaboration and partnership with NVS in rolling out the Policy on Integrated Community Development (PICD) through a Joint Partnership Program (JPP) which focuses on recruiting Volunteers for the management of the District Community Development Center (DCDC) on a two year contract. There will also be sharing of information on Volunteer Reporting of activities on the implementation of the DCDCs with NVS for assessment and decision-making.



The signing of the first Partnership Agreement with the Indigenous Community Volunteers Australia Inc. (renamed Community First Development) occurred in 2018. CFD is Australia's prime volunteer placement organization among the indigenous Aboriginal and Torres Strait Islanders.

The on-going partnership with TOTAL Exploration and Production PNG Limited (TEPNG) was initiated in 2017 with the placement of two (2) NVS Community Health Worker (CHW) Volunteers. This has increased to three (3) in 2018. The primary task of identifying and placing Volunteers rests with NVS, but this show-case what partnerships with the private sector can do.

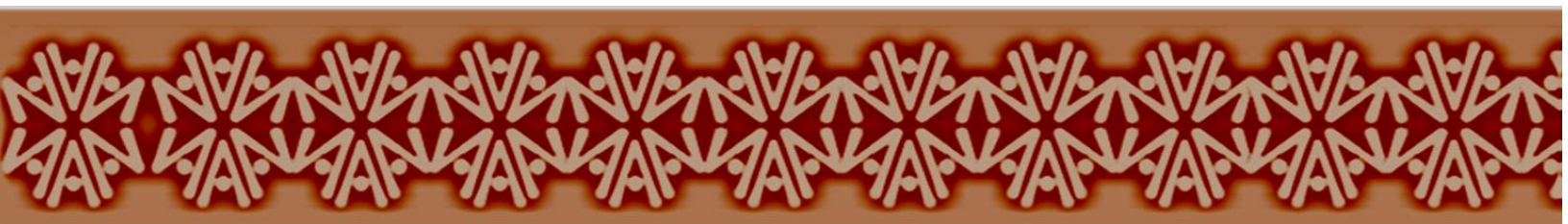
On-going promotion of partnerships is encouraged through increased but strategic awareness, advocacy and marketing. Negotiations and signing of Memorandum of Understanding (MOU's) with the government department and agencies, the private sectors and development partners and with the Provinces, Districts, LLG's and Wards at the sub-national level need to be enhanced in order to strategically position the Agency in achieving its targeted increased number of volunteer placements under the Joint Partnership Program (JPP) renamed Partnerships and Societal Responsibility (PSR).

NVS in partnerships with other state departments and agencies, community and church-based volunteers, NGOs and development partner volunteers and other voluntary programs that align with NVS policies and plans will provide long term local solutions to many of the nation's issues and challenges being currently faced.

(b) Organizational Structure

The last restructure NVS had undergone was in 2012 and the recruitment completed in April 2013. Key sections within the organization that should have been in place have been lacking all its twenty-nine years. Given its present challenges and threats and its future opportunities, NVS therefore, is well overdue for a restructure so that as an organization, it can remain progressively responsive, robust and relevant at all times-presently and into the future.

Divisions such as the Corporate Services, Human Resource, Policy, Planning and Research and Legal are all important in enhancing the agency's core program. These are now being proposed to form a part of a major organizational restructure.



However, whilst awaiting the proposed structure's approval, work is in progress in terms of the implementation of NVS's first ever national policy (NPPV 2020-2025).

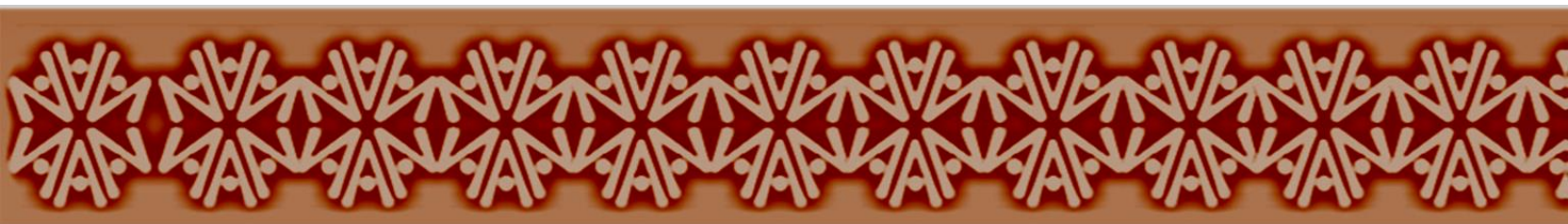
The NVS had successfully developed its Sub-Sector Development Plan (SSDP) for alignment to the MTDP III as a stakeholder in the overall development of the country. With the launch of the SSDP, a partnership was established which ultimately resulted in the signing of the MOU with Center for Excellence in Financial Inclusion (CEFI) for NVS's Volunteers to be trained by CEFI as Financial Literacy Trainers to roll out the Retail Financial Literacy Training in their respective communities.

NVS's first ever PIP funding was received in 2019 and projects implemented. The first project in Okapa District, Goroka, Eastern Highlands Province is ready to be officially launched and utilized.

There are a number of potential partnerships to be established through signed MOUs with the following organizations:

- I. Jiwaka Provincial Government (Health and Education Sector Volunteers)
- II. Enga Provincial Government (Education-Literacy: 50 literacy teachers)
- III. Daulo District (Civil Engineer and Agriculture Volunteers)
- IV. West New Britain Provincial Government (Health and Education Sector Volunteers)
- V. Manus Provincial Health Authority (Health Sector Volunteers)
- VI. Lorengau (Health Sector Volunteers)
- VII. Okapa District (Health, Education and Agriculture Sector Volunteers)
- VIII. DfCDR (DCDC-NVS and Community Development Volunteers)
- IX. DJAG (Economic Sector Volunteers – 40 Debt Collectors)
- X. National Libraries and Archives (20 Librarian Volunteers)
- XI. NYDA (Youth Volunteers)
- XII. NOFCWS (Child Protection Officer Volunteers)

NVS is anticipating another 200-250 volunteers under the Joint Partnership Program. The Joint Partnership section is proposed under the Volunteer Management, a division that will now oversee all of the volunteer programs of NVS.



Again NVS does not have the human resource capacity to properly implement the Partnership and Societal Responsibility Program. Consequently, NVS is proposing for an organizational restructure, with increased human resources and the establishment of its Human Resource Management Sections under the Corporate Services Division.

(c) Human Resource Capacity and access of key staff

The current human resource capacity of NVS is under-strength in terms of the available human resources numbers (quantity) and job specifications-qualification skill-sets, knowledge and experiences, (quality) of the human resources.


There are insufficient numbers of staff employed in this Agency. This staffing issues impact on current effectiveness in the agency in its ability to absorb additional funds when they become available and the increase number of volunteer applicants that cannot be placed and managed because of apparent lack of internal human resource capacity.

There are current staffs that are mismatched in the positions they are on as a result of lack of knowledge, skills and experience hence under-performing.

The development of a productive workforce with right skills and knowledge is critical to maximizing outputs of economic activities and social services. A productive workforce to match demand from the private and public sectors will be strategically targeted in collaboration with the private sector. Efficiencies needed for economic growth and delivery of social services is contingent on available human capital, professional know-how, availability of skill sets, and entrepreneurial spirit as well as the volunteerism spirit of people. Investment in human capital is therefore highly important.

The strategies to be employed in improving the capacity of the NVS to respond to needs and development challenges include but are not limited to:

- Investment in human capital for NVS to be captured in the organizational restructure by increasing the strength of staff;
- Development of a productive workforce with the right skills and knowledge through the Human Resource Management's Staff Training and Development Programs and
- Strategically targeting collaborations and partnership programs with the private sector for a productive workforce to match the demand from the private and public sectors through the organizational restructure, ensuring the inclusion of the Partnership and Societal Responsibility Section and proposed positions.



NVS's current Staff on Strength (SOS) is eighteen (18) with just one Director in charge of Programs; four (4) line managers (refer to Current Organizational Structure) and Coordinators.

The proposed structure will have the following proposed divisions:

- 1) Executive Division with the Executive Director, the four (4) Divisional Directors for Policy, Planning and Monitoring Division, Volunteer Management Division, Corporate Services Division and Public Relations and Marketing Division.

The Executive Division will also house the Internal Auditor, the Legal Officer, the International Relations and Civic Desk Engagement Responsibility Coordinators.

- 2) Policy, Planning and Monitoring Division will comprise of:

The Director of the Division, three (3) managers (Policy Development and Coordination Section, Research and Information Section and the M&E and Reporting Section).

- 3) Volunteer Management Division is made up of:

The former Volunteer Placement Program-VPP (renamed Volunteer Engagement Section) and the former Community Education and Development Program-CEDP (renamed Volunteer and Community Development Training). The proposed sections of Volunteer Project Management and Partnership and Societal Responsibility sections will bring the total of four (4) sections within this division.

- 4) Corporate Services Division

This is a new proposed division that comprises of the Finance and Administration section, the Human Resource Management section and the Information and Technology section.

- 5) Public Relations and Marketing Division

This division was formerly under the Programs Divisions as the Community Liaison and Awareness Program (CLAP). Currently this is a new proposed division that will comprise of the Public Relations section and the Marketing Section.

In summary, NVS is proposing a total of five divisions and fifteen (15) sections with new proposed positions that should bring the total of human resource capacity to 87



4.2 External Operating Environment Analysis

(a) Analysis of the political, economic and social aspects

Political Instability:

Change of Ministries (from its traditional home with the Department of Community Development to the Defense Organization - Ministry of Defence). The Service is still transitioning, a process that has its added difficulty in its enhanced collaboration with Defence as a result of still being physically housed in the Department of Community Development Office building. A Civic Action Responsibility Desk has been established within the Department of Defense for alignment, synergy, and relevance but is still yet to be operationalized.

The strategies to be employed in minimizing this risk is for Civic Action Responsibility Desk to be operationalized for Operationalized the Civic Action enhanced collaboration with the Defence Ministry through the Office of the Executive Director with ease of access to resources of the Defence Organization.

Economical:

The Covid 19 led to the government having to come up with Economic Stimulus Package (ESP) to sustain its populace, revamp its collapsing health system and maintain all other social institutions at the expense of the small government agencies being forfeited their monthly warrants and the added stress of dealing with unstable fluctuating cash flows. The redeeming factor for the public servants of this nation was the fact that they were still being paid whilst in lock down.

Social:

Covid 19 Global Pandemic has to an extent affected the annual operations of the NVS leading to the revision of the Agency's Annual Operational Plan. However, the Agency tried to as much as possible implement prioritized activities that were not restricted to being carried out in the office setting/environment and continues operations with the New Normal Measures in place.



(b) Analysis of the industry NVS operates in

There is the overall lack of Coordination in

- *Development activities at the national level (NVS) and the Provinces, Districts, LLGs and Wards at the sub-national level where the Volunteers are placed.*

Despite knowing how critical effective and efficient coordination of development activities is, experience indicates that activities across all levels are uncoordinated giving rise to very serious incoherencies at different levels of implementation.

- *Stakeholders Coordination*

Ineffective collaboration and coordination among stakeholders has resulted in not taking ownership of volunteerism.

- *Partnership Coordination*

There is also a lack of effective partnership between national and sub-national agencies and the private sector, international volunteer organizations, civil societies and churches to achieve maximum returns to the economy and the country as a whole. A whole of government approach with development partners and key stakeholders is required to streamline all development activities to achieve the economies of scale needed.

The strategies NVS must employ will include an Integrated Approach for Service Delivery in Districts by streamlining the Volunteer Service Delivery Plans to the District's Integrated Development Plan and alignment to the National Service Delivery Framework (NSDF).

Establishing and fostering pragmatic partnerships with the private sector and community based organizations and stakeholders in addressing service delivery, integral human development as well as community development.

Part IV: Corporate Objectives, Key Result Areas and Strategies

A: Objectives

| Division 1: Executive Division (Executive Management Team-EMT) | |
|--|--|
| Objective 1 | To provide strong leadership and good governance |
| Objective 2 | To be constructive and effective in decision-making |
| Objective 3 | To oversee and ensure a Prudent Financial Management System and an effective administration |
| Objective 4 | To ensure a well-coordinated reporting system exists amongst all management level and a timely presentation of reports to the NVS Council, Minister and NEC |
| Objective 5 | To ensure that NVS is appropriately and effectively managed, resourced and promoted among its Development Partners and Stakeholders and its programs implemented in an efficient and cost effective manner |
| Objective 6 | To improve in Reporting and Compliance Management |
| Objective 7 | To improve Corporate Governance and Organizational reforms |
| Objective 8 | To establish and foster effective networking and partnership |
| Division 2: Policy, Planning and Mentoring (PPM) | |
| Objective 9 | To provide professional and organizational leadership in evidence-based and informed policy development and coordination |
| Objective 10 | To ensure there is improved planning and reporting process consistencies and their alignment to the overall national planning frameworks and processes |
| Objective 11 | To establish an effective Policy Research Agenda and Information and Data Management |

A: Objectives Continued

| | |
|---|---|
| Objective 11 | To establish an effective Policy Research Agenda and Information and Data Management |
| Objective 12 | To establish and implement an improved monitoring, evaluation and reporting systems (frameworks) and processes |
| Objective 13 | To coordinate, establish and foster policy dialogue and pragmatic partnerships with strategic stakeholders and key development partners |
| Division 3: Volunteer Management Division (VM) | |
| Objective 14 | To ensure an effective and improved service delivery through the effective, efficient and implemented volunteer engagement and placement program |
| Objective 15 | To develop and enhance Volunteer skills |
| Objective 16 | To empower communities through effective life skills training and Participation (CD) |
| Objective 17 | To enable result-based and sustainable volunteer projects |
| Objective 18 | To foster effective network and partnership |
| Division 4: Corporate Services Division (CS) | |
| Objective 19 | To promote Prudent Financial Management System |
| Objective 20 | To promote an effective administration |
| Objective 21 | To provide efficient and effective support to allow all other divisions to deliver strategic goals responding and adapting to the changing internal and external challenges |
| Objective 22 | To ensure an effective Budget planning & Formulation is in place |
| Objective 23 | To improve the Fleet and Asset Management |
| Objective 24 | To improve Human Resource Management processes and procedures |



A: Objectives Continued

| | |
|--|--|
| Objective 25 | To develop and implement an effective and efficient Staff Training and Development Program |
| Objective 26 | To improve Staff Welfare |
| Objective 27 | Establish an ICT section in the organizational restructure |
| Division 5: Public Relations and Marketing Division (PRM) | |
| Objective 28 | To aggressively market, promote and carry out awareness to enhance NVS's visibility and make it known to the wider community |
| Objective 29 | To take the lead in arranging and holding the National Gazetted NVS Days |
| Objective 30 | To establish an effective networking and partnerships with partners and stakeholders |
| All Divisions (NVS) | |
| Objective 31 | To coordinate, establish and foster and /or strengthen pragmatic partnerships with strategic stakeholders and key development partners |
| Objective 32 | To improve partnership and Societal Responsibility with the Private Sector |
| Objective 33 | To negotiate with possible partners and stakeholders to seek funding in establishing the Partnership and Societal Responsibility (PSR) Program |



Left: NVS staff during Corporate Planning Workshop 2020. Right: Senior Management Team (SMT), 2020



Top: Ms. Siuta, Policy Officer with Volunteer representatives at the NYDA Policy Workshop in Jiwaka, 2020. Bottom: F&A Team, Corporate Planning Workshop, Waigani, 2020

B: Linking Corporate Objectives to Key Result Areas (KRA)

| No. | KEY RESULT AREAS (KRA) | MTDP III KRAs, DSP and VISION 2050 | NPPV Ref. | SSDP |
|------------|---|------------------------------------|--------------------------|------------------------|
| 1 | TRANSPARENT, ACCOUNTABLE AND EFFECTIVE LEADERSHIP AND MANAGEMENT | | | |
| 8/1 | OBJECTIVES | | | |
| 1.1 | To provide strong leadership and good governance | KRA 6/Obj. 2/Pillar 3 | Policy Response (PR) 6.2 | Objective 3 & 5 |
| 1.2 | To be constructive and effective in decision-making | KRA 6/Obj. 2/Pillar 3 | PR 6.2 | Objective 3 & 5 |
| 1.3 | To oversee and ensure a Prudent Financial Management System and an effective administration | KRA 6/Obj. 2/ Pillar 3 | PR 6.3 & 6.5 | Objective 3 |
| 1.4 | To ensure a well-coordinated reporting system exists amongst all management level and a timely presentation of reports to the NVS Council, Minister and NEC. | KRA 6/Obj. 2, 7/ Pillar 3 | PR 6.2 | Objective 3 |
| 1.5 | To ensure that NVS is appropriately and effectively managed, resourced and promoted among its Development Partners and Stakeholders and its programs implemented in an efficient and cost effective manner. | KRA 5, 6/Obj. 2/ Pillar 3, 6 & 7 | PR 6.1 to 6.6 | Objectives 1-5 |
| 1.6 | To improve in Reporting and Compliance Management | KRA 6/Obj. 2/ Pillar 3 | PR 6.2 | Objective 3 |
| 1.7 | To improve Corporate Governance and Organizational reforms | KRA 6/Obj. 2/ Pillar 3 | PR 6.2, 6.4, 6.6 | Objective 3 Strategy 1 |
| 1.8 | To establish and foster effective networking and partnership | KRA 6/Obj. 2, 7/ Pillar 3 & 6 | Objective 5 | Objective 2 Strategy 6 |

B: Linking Corporate Objectives to Key Result Areas (KRA) Continued

| No. | KEY RESULT AREAS (KRA) | MTDP III KRAs, DSP and VISION 2050 | NPPV Ref. | SSDP |
|------------|--|--|------------------------------|--------------------------------|
| 2 | POLICY BASED PLANNING AND BUDGETING | | | |
| 5/2 | OBJECTIVES | | | |
| 2.1 | To provide professional and organizational leadership in evidence-based and informed policy development and coordination | KRA 5, 6/Obj. 1 & 2/Pillar 3 & 7 | PR 6.1 to 6.6 | Objective 1-6 Strategy 1-6 |
| 2.2 | To ensure there is improved planning and reporting process consistencies and their alignment to the overall national planning frameworks and processes | KRA 5, 6/Obj. 1 & 2/Pillar 3 & 7 | PR 6.1 to 6.6 | Objective 1-6 Strategy 1-6 |
| 2.3 | To establish an effective Policy Research Agenda and Information and Data Management | KRA 5, 6/Obj. 1 & 2/Pillar 3 & 7 | PR 6.1 to 6.6 | Objective 1-6 Strategy 1-6 |
| 2.4 | To establish and implement an improved monitoring, evaluation and reporting systems (frameworks) and processes | KRA 5, 6/Obj. 1 & 2/Pillar 3 & 7 | PR 6.1 to 6.6 Objective 5 | Objective 1-6 Strategy 1-6 |
| 2.5 | To coordinate, establish and foster policy dialogue and pragmatic partnerships with strategic stakeholders and key development partners | KRA 5 & 6/Obj. 7/ Pillar 6 & 7 | Obj. 5 | Objective 1-6 Strategy 1-6 |
| 3 | EFFECTIVE SERVICE DELIVERY | | | |
| 5/3 | OBJECTIVES | | | |
| 3.1 | To ensure an effective and improved service delivery through the effective, efficient and implemented volunteer engagement and placement program | KRA 5/ Pillar 3 | Objectives 1-3 | Objective 1, Strategy 2,3,5 |
| 3.2 | To develop and enhance Volunteer skills | KRA 3, 5 Pillar 3 | Objectives 2 & 3 | Objective 1 Strategy 2,3,5 |
| 3.3 | To empower communities through effective life skills training and Participation (CD) | KRA 1 – 8/Obj.3,4,6,7/Pillar 1,2,3,5 & 6 | Objective 1 | Objective 4 Strategy 4 |
| 3.4 | To enable result-based and sustainable volunteer projects | KRA 5/Pillar 5 | Objectives 1, 2, & 3 | Objective 1 Strategy 2,3,5 |
| 3.5 | To foster effective network and partnership | KRA 3,5/Obj. 3,7 Pillar 3 & 6 | Objectives 5 | Objective 2 Strategy 6 |

B: Linking Corporate Objectives to Key Result Areas (KRA) Continued

| No. | KEY RESULT AREAS (KRA) | MTDP III KRAs, DSP and VISION 2050 | NPPV Ref. | SSDP |
|------------|---|------------------------------------|--------------------------|----------------|
| 4 | PRUDENT FINANCIAL MANAGEMENT AND EFFECTIVE ADMINISTRATION | | | |
| 5/4 | OBJECTIVES | | | |
| 4.1 | To promote Prudent Financial Management System | KRA 5 & 6/Obj. 2/Pillar 3 & 7 | PR 6.2 & 6.5 Objective 4 | Objective 2, 3 |
| 4.2 | To promote an effective administration | KRA 5 & 6/Obj. 2/Pillar 3 & 7 | PR 6.2 & 6.5 Objective 4 | Objective 2, 3 |
| 4.3 | To provide efficient and effective support to allow all other divisions to deliver strategic goals responding and adapting to the changing internal and external challenges | KRA 5 & 6/Obj. 2/Pillar 3 & 7 | PR 6.2 & 6.5 Objective 4 | Objective 2, 3 |
| 4.4 | To ensure an effective Budget planning & Formulation is in place | KRA 5 & 6/Obj. 2/Pillar 3 & 7 | PR 6.2 & 6.5 Objective 4 | Objective 2, 3 |
| 4.5 | To improve the Fleet and Asset Management | KRA 5 & 6/Obj. 2/Pillar 3 & 7 | PR 6.2 & 6.5 Objective 4 | Objective 2, 3 |
| 5 | EFFECTIVE and IMPROVED HUMAN RESOURCE MANAGEMENT | | | |
| 3/5 | OBJECTIVES | | | |
| 5.1 | To improve Human Resource Management processes and procedures | KRA 3/ Obj. 3 & 7/Pillar 1 & 6 | PR 6.6 Objective 4 | Objective 3 |
| 5.2 | To develop and implement an effective and efficient Staff Training and Development Program | KRA 3/ Obj. 3 & 7/Pillar 1 & 6 | PR 6.6 Objective 4 | Objective 3 |
| 5.3 | To improve Staff Welfare | KRA 3/ Obj. 3 & 7/Pillar 1 & 6 | PR 6.6 Objective 4 | Objective 3 |

B: Linking Corporate Objectives to Key Result Areas (KRA) Continued

| No. | KEY RESULT AREAS (KRA) | MTDP III KRAs, DSP and VISION 2050 | NPPV Ref. | SSDP |
|------------|--|------------------------------------|-----------------------------|--------------------------------|
| 6 | EFFECTIVE AND USER-FRIENDLY MANAGEMENT INFORMATION SYSTEM | | | |
| 1/6 | OBJECTIVES | | | |
| 6.1 | Establish an ICT section in the organizational restructure | KRA 2 | PR 6.2, 6.6 Objective 4 | Objective 3 Deliverable 2 |
| 7 | ENHANCED PUBLIC RELATIONS AND MARKETTING FOR IMPROVED VISIBILITY | | | |
| 3/7 | OBJECTIVES | | | |
| 7.1 | To aggressively market, promote and carry out awareness to enhance NVS's visibility and make it known to the wider community | KRA 5 & 6/Obj. 2 & 7/Pillar 3, 7 | PR 6.1 & 6.2 Objective 4 | Objectives 3-5 Strategy 2-4 |
| 7.2 | To take the lead in arranging and holding the National Gazetted NVS Days | KRA 5 & 6/Obj. 2 & 7/Pillar 3, 7 | PR 6.1 & 6.2 Objective 4 | Objectives 3-5 Strategy 2-4 |
| 7.3 | To establish an effective networking and partnerships with partners and stakeholders | KRA 5 & 6/Obj. 2 & 7/Pillar 3, 7 | PR 6.1 & 6.2 Objective 4 | Objectives 3-5 Strategy 2-4 |
| 8 | EFFECTIVE NETWORKING AND PARTNERSHIP | | | |
| 3/8 | OBJECTIVES | | | |
| 8.1 | To coordinate, establish and foster and /or strengthen pragmatic partnerships with strategic stakeholders and key development partners | KRA 5 & 6/Obj. 2 & 7/Pillar 3, 7 | PR 6.2- 6.4 Objective 5 | Objective 2 Strategy 6 |
| 8.2 | To improve partnership and Societal Responsibility with the Private Sector | KRA 5 & 6/Obj. 2 & 7/Pillar 3, 7 | PR 6.2- 6.4 Objective 5 | Objective 2 Strategy 6 |
| 8.3 | To negotiate with possible partners and stakeholders to seek funding in establishing the Partnership and Societal Responsibility (PSR) Program | KRA 5 & 6/Obj. 2 & 7/Pillar 3, 7 | PR 6.2- 6.4 Objective 5 | Objective 2 Strategy 6 |

C: Key Result Areas (KRA) and Strategies

| Corporate Objective 1.1 - To provide strong leadership and good governance | | | | | |
|---|--|------------|--|--------------|----------|
| KEY RESULT AREA | | STRATEGIES | | DIVISION | TIMELINE |
| 1 | Transparent, Accountable and Effective Leadership and Management | 1.1.1 | Conduct regular management meetings | EMT | Yearly |
| | | 1.1.2 | Conduct workshops on Public Service Management Act and General Orders | HR/ L&M | Year 1 |
| | | 1.1.3 | Training and Capacity Building for managers and staff | HR/EMT (L&M) | Yearly |
| Corporate Objective 1.2 - To be transparent, accountable, constructive and effective in decision-making for the growth of the Agency | | | | | |
| KEY RESULT AREA | | STRATEGIES | | DIVISION | TIMELINE |
| 1 | Transparent, Accountable and Effective Leadership and Management | 1.2.1 | Open dialogue, consultation and discussions with all managers on various issues affecting work & welfare of volunteers | EMT (L&M) | Yearly |
| Corporate Objective 1.3 – To oversee and ensure a Prudent Financial Management System and an effective administration | | | | | |
| KEY RESULT AREA | | STRATEGIES | | DIVISION | TIMELINE |
| 1 | Transparent Accountable and Effective Leadership and Management | 1.3.1 | To ensure prudent financial Management System and compliance to the Financial Management Act (FMA) and the Public Service-General Orders (PS-GO) | EMT (L&M) | Yearly |
| Corporate Objective 1.4 – To ensure a well-coordinated reporting system exists amongst all management level and a timely presentation of reports to the NVS Council, Minister and NEC | | | | | |
| KEY RESULT AREA | | STRATEGIES | | DIVISION | TIMELINE |
| 1 | Transparent, Accountable and | 1.4.1 | Submit quarterly, half yearly and annual reports to the Minister and NVS Council | ED/EMT (L&M) | Yearly |

| | | | | | |
|---|---|-------------------|--|-----------------|-----------------|
| | Effective Leadership and Management | | | | |
| Corporate Objective 1.5 – To ensure that NVS is appropriately and effectively managed, resourced and promoted among its Development Partners and Stakeholders and its programs implemented in an efficient and cost effective manner | | | | | |
| KEY RESULT AREA | | STRATEGIES | | DIVISION | TIMELINE |
| 1 | Transparent Accountable and Effective Leadership and Management | 1.5.1 | Commence dialogue with sub-national level /partners on our policies and programs. | PD/EMT (L&M) | Yearly |
| | | 1.5.2 | Ensure that all programs are implemented on schedule | PD/EMT (L&M) | Yearly |
| | | 1.5.3 | Ensure that all programs are budgeted and executed | PD/EMT (L&M) | Yearly |
| Corporate Objective 1.6 - To improve in Reporting and Compliance Management | | | | | |
| KEY RESULT AREA | | STRATEGIES | | DIVISION | TIMELINE |
| 1 | Transparent, Accountable and Effective Leadership and Management | 1.6.1 | Set up respective committees | EMT (L&M) | Year 1 |
| | | 1.6.2 | Ensuring consistencies with meetings | EMT (L&M) | Yearly |
| | | 1.6.3 | Establishment of a clear reporting and compliance processes | EMT (L&M)/PPM | Year 1 |
| | | 1.6.4 | Ensure financial audits are conducted and on schedule | EMT (L&M)/F&A | Yearly |
| | | 1.6.5 | Ensure that NVS policies are correctly implemented at all levels by staff and volunteers | EMT (L&M)/PPM | Yearly |
| | | 1.6.6 | Ensure that NVS policies are aligned to existing legislations of the Government | EMT (L&M)/PPM | Yearly |
| Corporate Objective 1.7 - To improve Corporate Governance and Organizational reforms | | | | | |
| KEY RESULT AREA | | STRATEGIES | | DIVISION | TIMELINE |
| 1 | Transparent, Accountable and Effective Leadership and Management | 1.7.1 | Ensure that appropriate policies are developed to strengthened the existence and operations of the Agency | EMT (L&M)/PPM | Yearly |
| | | 1.7.2 | Implement the reform system through the PLLSMA | EMT (L&M)/PPM | Year 1 |
| Corporate Objective 1.8 - To establish and foster effective networking and partnership | | | | | |
| KEY RESULT AREA | | STRATEGIES | | DIVISION | TIMELINE |
| 1 | Transparent, | 1.8.1 | Commence dialogue with relevant high level government committees such as PLLSMA, NTC, SLOSH, CIMC, CLRC etc. | EMT (L&M) | Year 1 |
| | | 1.8.2 | Dialogue and maintain constructive relationship with external partners, | EMT (L&M)/PRM | Yearly |

| | | | | |
|--|-------|---|----------------------------|--------|
| Accountable and Effective Leadership and Management | | stakeholders and development donors for program and funding support | | |
| | 1.8.3 | Promote an effective partnership and sustainable Volunteer Service linking NVS to NYDA's Community Youth Groups | EMT (L&M)/PPM | Yearly |
| | 1.8.4 | Facilitate NYDA's representation on the NVS Council | ED - EMT (L&M) | Year 1 |
| | 1.8.5 | Commence dialogue with Defence on the Civic Force Establishment | EMT (L&M)/PPM | Year 1 |
| | 1.8.6 | Cost effective and efficient Management of the Public Investment Projects (PIP) | ED - EMT (L&M)/F&A Manager | Yearly |



Corporate Objective 2.1 - To provide professional and organizational leadership in evidence-based and informed policy development and coordination

| KEY RESULT AREA | | STRATEGIES | DIVISION | TIMELINE |
|--|--------|---|-----------------|----------|
| 2 Policy-Based Planning and Budgeting | 2.1.1 | Commence dialogue for the establishment of the Inter-Agency Coordinating Committee (IAGCC) | L&M/PPM/Council | Year 1 |
| | 2.1.2 | Establish and operationalize the Inter-Agency Coordinating Committee | L&M/PPM/Council | Year 1 |
| | 2.1.3 | Commence dialogue on the establishment of the Inter-Agency Group (IAG) | L&M/PPM/Council | Year 1 |
| | 2.1.4 | Establish and operationalize the IAG | L&M/PPM/Council | Year 1 |
| | 2.1.5 | Establish and operationalize the IAG Secretariat | L&M/PPM/Council | Year 1 |
| | 2.1.6 | Develop, finalize and submit for approval of the Corporate Plan | L&M/PPM/SMT | Year 1 |
| | 2.1.7 | Utilize the Corporate Plan as resource document for the organizational restructure | L&M/HR | Year 1 |
| | 2.1.8 | Operationalize the Sub-Sector Development Plan (SSDP) Indicative M&E Implementation Plan | PPM | Year 1 |
| | 2.1.9 | Finalize Revised Volunteer Policy and Procedure Guideline (VPPG) | PPM/Programs | Year 1 |
| | 2.1.10 | Commence first draft reviews/editions of the internal policies and procedure (guidelines) | PPM | Yearly |
| | 2.1.11 | Identify internal policy gaps and develop relevant policies and procedures manuals/guidelines | PPM | Yearly |



Corporate Objective 2.2 - To ensure there is improved planning and reporting process consistencies and their alignment to the overall national planning frameworks and processes

| KEY RESULT AREA | | STRATEGIES | DIVISION | TIMELINE |
|-----------------|-------|--|----------|----------|
| | 2.2.1 | Establish and operationalize the processes for planning, monitoring and evaluation (M&E) and reporting | PPM | Year 1 |



| | | | | | |
|--|-------------------------------------|-------------------|---|------------------|-----------------|
| 2 | Policy-Based Planning and Budgeting | 2.2.2 | Develop the frameworks for planning, monitoring, evaluation and reporting | PPM | Year 1 |
| | | 2.2.3 | Ensure that the planning, M&E and reporting processes and frameworks are consistent in their alignment to the national frameworks and processes | PPM | Yearly |
| Corporate Objective 2.3 - To establish an effective Policy Research Agenda and Information and Data Management | | | | | |
| KEY RESULT AREA | | STRATEGIES | | DIVISION | TIMELINE |
| 2 | Policy-Based Planning and Budgeting | 2.3.1 | Identify, evaluate and critically analyze highly complex and politically sensitive issues and concerns affecting policy outcomes to deliver evidenced-based decision-making and develop logical, practical and well balanced policy resolutions | PPM | Yearly |
| | | 2.3.2 | Research and provide information briefs on NVS's role in policies and plans of stakeholders and partners (DfCDR, NYDA etc.) | PPM | Yearly |
| | | 2.3.3 | Provide strategic and expert advice to the Agency Head and Divisional Directors regarding current , evolving or emerging policy issues in order to facilitate informed executive decision-making | PPM/L&M/EMT | Yearly |
| | | 2.3.4 | Research and provide information on Civic Engagement roles and responsibilities of NVS | PPM | Yearly |
| | | 2.3.5 | Establish a data base of 22 provinces and 89 districts development plans for linkages and alignment of the NVS Volunteer's service delivery/project plans | PPM/Programs | Year 1 & 5 |
| Corporate Objective 2.4 - To establish and implement an improved monitoring, evaluation and reporting systems (frameworks) and processes | | | | | |
| KEY RESULT AREA | | STRATEGIES | | DIVISIONS | TIMELINE |
| 2 | Policy-Based Planning and Budgeting | 2.4.1 | Ensure there is an effective monitoring and evaluation implementation frameworks in all policies, programs and projects | PPM/Programs | Yearly |
| | | 2.4.2 | Ensure that all of NVS's policies, plans, programs and projects are effectively monitored and evaluated in a timely manner | PPM/Programs | Yearly |
| Corporate Objective 2.5 - To coordinate, establish and foster policy dialogue and pragmatic partnerships with strategic stakeholders and key development partners | | | | | |
| KEY RESULT AREA | | STRATEGIES | | DIVISIONS | TIMELINE |
| 2 | Policy-Based Planning | 2.5.1 | Engage young people in nation building and National Youth Volunteer Service | PPM/L&M | Year 1 |

| | | | | |
|----------------------|-------|--|----------------------|--------|
| and Budgeting | 2.5.2 | Promote an effective partnership and sustainable volunteer service linking NVS to community youth groups | PPM/L&G/ Programs | Year 1 |
| | 2.5.3 | Ensure PNG Defence Force and Ex-Service men/women complement NVS's efforts in volunteerism and vice-versa in nation-building | PPM/L&G/ Programs | Year 1 |
| | 2.5.4 | Collaborate with DfCDR to roll out the ICDP by volunteer recruitment for the management of the DCDC on a two (2) year contract basis | PPM/L&G/ Programs | Year 1 |
| | 2.5.5 | Sharing of information on volunteer reporting of activity on the implementation at the DCDC | PPM/L&G/ Programs | Year 1 |

Corporate Objective 3.1 - To ensure an effective and improved service delivery through the effective, efficient and implemented volunteer recruitment and placement program

| KEY RESULT AREA | | STRATEGIES | DIVISIONS | TIMELINE | |
|-----------------|-----------------------------------|------------|---|--------------------------------|--------|
| 3 | Effective Service Delivery | 3.1.1 | Advertise call for Expression of Interest for Host Organization (HO) and Volunteers | Vol. Mgt. (Vol. Engagement-VE) | Year 1 |
| | | 3.1.2 | Conduct Site Assessments (SA) | Vol. Mgt. (Vol. Engagement-VE) | Year 1 |
| | | 3.1.3 | Recruit and place Volunteers | Vol. Mgt. (Vol. Engagement-VE) | Year 1 |

Corporate Objective 3.2 – To promote, support and give significance to the Volunteers participation and contribution to community development

| KEY RESULT AREA | | STRATEGIES | DIVISION | TIMELINE | |
|-----------------|-----------------------------------|------------|---|---------------|--------|
| 3 | Effective Service Delivery | 3.2.1 | Repatriate Volunteers families to placement sites | Vol. Mgt | Year 1 |
| | | 3.2.2 | Disburse volunteer monthly allowances | Vol. Mgt/ F&A | Yearly |
| | | 3.2.3 | Effect Insurance cover for all Volunteers | Vol. Mgt/ F&A | Year 1 |
| | | 3.2.4 | Identify Volunteers who qualify for isolation allowances and disburse together with the monthly living allowances | Vol. Mgt/ F&A | Yearly |
| | | 3.2.5 | Facilitate Volunteers contribution to superfund | Vol. Mgt/ F&A | Yearly |
| | | 3.2.6 | Collect and analyze volunteer reports | Vol. Mgt | Yearly |

Corporate Objective 3.3 – Establish, maintain and manage an effective and accessible Volunteer Database

| KEY RESULT AREA | | STRATEGIES | DIVISION | TIMELINE |
|-----------------|--|------------|----------|----------|
|-----------------|--|------------|----------|----------|

| | | | | | |
|---|----------------------------|-------|--|--------------------------------|--------|
| 3 | Effective Service Delivery | 3.3.1 | Collect and register Volunteer and Partner Organizations (PO) Expression of Interest (EOI) | Vol. Mgt. (Vol. Engagement-VE) | Yearly |
| | | 3.3.2 | Enter data into the system and carry out maintenance | Vol. Mgt. (Vol. Engagement-VE) | Yearly |
| | | 3.3.3 | File the documents for record purposes | Vol. Mgt. (Vol. Engagement-VE) | Yearly |



Corporate Objective 3.4 - To develop and enhance Volunteer skills (Volunteer Training-Local and National)

| KEY RESULT AREA | | STRATEGIES | | DIVISION | TIMELINE |
|-----------------|----------------------------|------------|--|----------|--------------|
| 3 | Effective Service Delivery | 3.4.1 | Conduct Volunteer Trainings (PSO, MSC, EOS) for local recurrent Volunteers | VCDT | Year 1, 2, 3 |
| | | 3.4.2 | Identify and conduct in-depth training-financial literacy, proposal writing, project management etc. | VCDT | Year 2 |
| | | 3.4.3 | Conduct Cross-Cultural orientation for international volunteers | VCDT | Year 1 |
| | | 3.4.4 | Conduct Training (PSO, MSC, EOS) for Partner Organizations | VCDT | Year 1, 2, 3 |
| | | 3.4.5 | Develop and implement training manuals/guidelines | VCDT | Year 1 |



Corporate Objective 3.5 – To establish and manage an effective, result-based and sustainable Volunteer projects

| KEY RESULT AREA | | STRATEGIES | | DIVISION | TIMELINE |
|-----------------|----------------------------|------------|---|----------|----------|
| 3 | Effective Service Delivery | 3.5.1 | Project Initiation/Identification (Partner Organization Expression of Interest) | VPM | Year 1 |
| | | 3.5.2 | Project Planning | VPM | Year 1 |
| | | 3.5.3 | Project Implementation/Execution | VPM | Year 1 |
| | | 3.5.4 | Project Monitoring and Controlling | VPM | Yearly |
| | | 3.5.5 | Project Reporting | VPM | Yearly |
| | | 3.5.6 | Project Evaluation and Closure | VPM | Year 3 |



Corporate Objective 3.6 – To empower communities through implementing an effective Community Development Life-skills Training Program and Participation (CD)

| KEY RESULT AREA | | STRATEGIES | | DIVISION | TIMELINE |
|-----------------|-------------------|------------|--|----------|----------|
| 3 | Effective Service | 3.6.1 | Identify Community Based Training Needs (Life-skills training) | VCDT | Year 1 |
| | | 3.6.2 | Conduct monitoring visits to conduct training needs analysis | VCDT | Year 1 |



| | | | | | |
|--|---|-------------------|--|---------------------|-----------------|
| | Delivery | 3.6.3 | Plan and conduct Community Development Training | VCDT | Yearly |
| | | 3.6.4 | Conduct community awareness with external partner organizations | VCDT | Yearly |
| | | 3.6.5 | Develop training Guide | VCDT | Year 1 |
| Corporate Objective 3.7 – To establish and foster an effective network and partnership | | | | | |
| KEY RESULT AREA | | STRATEGIES | | DIVISION | TIMELINE |
| 3 | Effective Service Delivery | 3.7.1 | Establish Partnerships with stakeholders | PSR | Year 1 |
| | | 3.7.2 | Advertise Volunteer positions | PSR | Year 1 |
| | | 3.7.3 | Recruit and manage volunteers | PSR | Year 1-3 |
| | | 3.7.4 | Conduct trainings for the Volunteers | PSR | Year 1-3 |
| Corporate Objective 4.1 - To promote Prudent Financial Management System | | | | | |
| KEY RESULT AREA | | STRATEGIES | | DIVISION | TIMELINE |
| 4 | Prudent Financial management and an Effective Administration | 4.1.1 | Monitoring annual allocation budgets | CS - (F&A) | Yearly |
| | | 4.1.2 | Analyze and ensure program activities are funded and implemented on a timely basis | CS - (F&A) | Yearly |
| | | 4.1.3 | Roll-out the IFMS | CS - (F&A) | Year 1 |
| | | 4.1.4 | Implement PFMA and other relevant processes and procedures | CS - (F&A) | Yearly |
| | | 4.1.5 | Promote transparency and accountability in managing the finances of the Agency | CS - (F&A)/ L&M | Yearly |
| | | 4.1.6 | Carry out auditing and reporting accordingly | CS - (F&A)/ L&M | Yearly |
| Corporate Objective 4.2 - To ensure an effective Budget planning & Formulation is in place | | | | | |
| KEY RESULT AREA | | STRATEGIES | | DIVISION | TIMELINE |
| 4 | Prudent Financial management and an Effective Administration | 4.2.1 | Execute strategic planning on out-sourcing funding for projects and activities | CS - (F&A)/ L&M | Yearly |
| | | 4.2.2 | Promote transparency and accountability with external donor funding/Joint Partnership Programs (JPP) | CS - (F&A)/ L&M/PSR | Yearly |
| Corporate Objective 4.3 - To provide efficient and effective support to allow all other divisions to deliver strategic goals responding and adapting to the changing internal and external challenges | | | | | |
| KEY RESULT AREA | | STRATEGIES | | DIVISION | TIMELINE |

| | | | | | |
|---|--|-------|--|-------------|--------|
| 4 | Prudent Financial management and an Effective Administration | 4.3.1 | Insure all staff and volunteers | CS – HR/F&A | Year 1 |
| | | 4.3.2 | Issue renewed Identification cards every year | CS – HR/F&A | Yearly |
| | | 4.3.3 | Monitoring of fleet mileages on a consistent daily basis | CS – F&A | Yearly |

Corporate Objective 4.4 - To promote an effective administration and an effective Fleet Management System

| KEY RESULT AREA | | STRATEGIES | | DIVISION | TIMELINE |
|-----------------|--|------------|--|--------------|------------------|
| 4 | Prudent Financial management and an Effective Administration | 4.4.1 | Finalize and implement the Fixed Asset Policy and Procedure Guideline for an effective Asset Management System | CS – F&A | Year1/ Yearly |
| | | 4.4.2 | Finalize, implement and enforce full compliance to the Finance and Administration Policy and Procedure Manual | CS – F&A/PPM | Year 1 Yearly |
| | | 4.4.3 | Monitor all NVS Assets and conduct monthly vehicle mechanical service | CS – F&A | Yearly |
| | | 4.4.4 | Coordinate and maintain an effective administration | CS – F&A | Yearly |

Corporate Objective 5.1 - To improve Human Resource Management processes and procedures

| KEY RESULT AREA | | STRATEGIES | | DIVISION | TIMELINE |
|-----------------|--|------------|--|-------------|----------|
| 5 | Effective and Improved Human Resource Management | 5.1.1 | Roll out the ALESCO system | CS - HR | Year 1 |
| | | 5.1.2 | Recruitment processes and procedures to be strictly complied to when implemented | CS – HR | Year 1-5 |
| | | 5.1.3 | Strict Compliance to Labor Laws and the Public Service General Orders (PS-GO) | CS – HR/L&M | Yearly |
| | | 5.1.4 | Conduct Public Service Induction for new staff | CS – HR/L&M | Year 1 |
| | | 5.1.5 | Develop and maintain staff personal and confidential filing system | CS – HR | Yearly |

Corporate Objective 5.2 - To develop and implement an effective and efficient Staff Training and Development Program

| KEY RESULT AREA | | STRATEGIES | | DIVISION | TIMELINE |
|-----------------|--|------------|--|-----------------|----------|
| 5 | Effective and Improved Human Resource Management | 5.2.1. | Conduct two (2) six-monthly Staff Performance Appraisals in a year on a timely basis | CS – HR/L&M | Yearly |
| | | 5.2.2 | | | |
| | | 5.2.3 | Develop and implement a Staff Development and Training Policy/Guideline and Plan | CS – HR/L&M/PPM | Year 1 |



| Corporate Objective 5.3 – To improve Staff Welfare | | | | | |
|--|--|-------------------|---|-----------------|-----------------|
| KEY RESULT AREA | | STRATEGIES | | DIVISION | TIMELINE |
| 5 | Effective and Improved Human Resource Management | 5.3.1 | Pay insurance (medical and life) for the staff | CS – F&A/HR | Year 1 |
| | | 5.3.2 | Develop and implement a Staff Housing Policy for the staff housing scheme | CS – F&A/HR | Year 1 |
| | | 5.3.3 | Develop and have in place a Staff Retirement Plan | CS – F&A/HR | Year 1 |
| Corporate Objective 6.1 - Establish an ICT section in the organizational restructure | | | | | |
| KEY RESULT AREA | | STRATEGIES | | DIVISION | TIMELINE |
| 6 | Effective and User-Friendly Management Information System | 6.1.1 | To engage appropriate and skilled personnel are employed to manage the Management Information System | CS - ICT | Year 1 |
| | | 6.1.2 | Ensure that computer software are acquired for information management and dissemination | CS – ICT | Year 1 |
| | | 6.1.3 | Develop internal ICT Policy and /or guidelines | CS – ICT | Year 1 |
| | | 6.1.4 | Upgrade and maintenance | CS – ICT | Yearly |
| | | 6.1.5 | Improve and upgrade the Management Information System (MIS) | CS – ICT | Yearly |
| | | 6.1.6 | Internal training and support | CS – ICT | Yearly |
| | | 6.1.7 | Provide internal support for NVS staff on the new hardware and software features for ICT infrastructure | CS - ICT | Yearly |
| | | 6.1.8 | Ensure regular update and collaboration in monitoring the website and social media/face book | CS – ICT | Yearly |
| | | 6.1.9 | Provide internal IT support for the staff and the volunteers of the Agency | CS - ICT | Yearly |
| Corporate Objective 7.1 –To aggressively market, promote and carry out awareness to enhance NVS’s visibility and make it known to the wider community | | | | | |
| KEY RESULT AREA | | STRATEGIES | | DIVISION | TIMELINE |
| 7 | Enhanced Public Relations and Marketing For Improved Visibility | 7.1.1 | Publish and disseminate awareness information and educational materials | PRM | Yearly |
| | | 7.1.2 | Purchase and distribute NVS merchandise products | PRM | Yearly |
| | | 7.1.3 | Produce NVS 30 th Anniversary Documentary Video | PRM | Year 1 |
| | | 7.1.4 | Develop and maintain a stringent and continuous flow of information | PRM | Yearly |

| Corporate Objective 7.2 – To take the lead in arranging and holding the National Gazetted NVS Days | | | | | |
|--|--|-------------------|---|-----------------|------------------|
| KEY RESULT AREA | | STRATEGIES | | DIVISION | TIMELINE |
| 7 | Enhanced Public Relations and Marketing For Improved Visibility | 7.2.1 | Program, celebrate and carry out awareness during the National and the International Volunteers Day | PRM | Yearly |
| | | 7.2.2 | Participate and carry out awareness in other national events | PRM | Yearly |
| | | 7.2.3 | Take lead in the preparations, programing and launching of all NVS documents and use the opportunity to do awareness, promotion and marketing (NPPV launch, Corporate Plan Launch, PIP funded projects launch etc.) | PRM | Yearly |
| Corporate Objective 8.1 – To establish, strengthen and maintain an effective networking and partnerships with partners and stakeholders | | | | | |
| KEY RESULT AREA | | STRATEGIES | | DIVISION | TIMELINE |
| 8 | Effective Networking and Partnerships | 8.1.1 | Establish and maintain an effective partnership with interested stakeholders for the support of the establishment of the Partnership and Societal responsibility (PSR) Program | L&M/PRM/VMD/PSR | Year 1 Yearly |
| | | 8.1.2 | Ensure an active and an efficient working relationship with the Civil Society Organizations (CSOs) | PRM | Yearly |
| | | 8.1.3 | Develop a CSO Directory | PRM | Year 1 |
| | | 8.1.4 | Develop and foster Media Partnerships | PRM | Yearly |
| | | 8.1.5 | To improve Partnership and Societal Responsibility with the Private Sector | PRM/PSR/L&M | Yearly |
| Corporate Objective 8.2 - To coordinate, establish and foster policy dialogue and pragmatic partnerships with strategic stakeholders and key development partners | | | | | |
| KEY RESULT AREA | | STRATEGIES | | DIVISION | TIMELINE |
| 8 | Effective Networking and Partnerships | 8.2.1 | Engage young people in nation building and the National Youth Volunteer Service | PPM/L&M | Yearly |
| | | 8.2.2 | Promote an effective partnership and sustainable Volunteer Service linking NVS to community youth groups | PPM/L&M | Yearly |
| | | 8.2.3 | Ensure NYDA’s representation on the NVS Council | L&M | Year 1 |
| | | 8.2.4 | Ensure PNGDF Reserve Force Ex-Service men and women complement NVS’s efforts in volunteerism and vice-versa in nation building | PPM/L&M | Yearly |

| | | | | | | |
|---|---------------------------------------|-------------------|---|-------------|------------------|-----------------|
| | | 8.2.5 | Collaborate with DfCDR on the roll-out of the ICDP through Volunteer recruitment for the management for the DCDC on a two (2) year contract basis | PPM/L&M | Year 1-3 | |
| | | 8.2.6 | Share information on Volunteers' reporting of the activity on the implementation of the DCDC | PPM/L&M/VMD | Year 1-3 | |
| Corporate Objective 8.3 – To dialogue and maintain a constructive relationship with external partners, stakeholders and development donors for program and funding support | | | | | | |
| KEY RESULT AREA | | STRATEGIES | | | DIVISIONS | TIMELINE |
| 8 | Effective Networking and Partnerships | 8.3.1 | To negotiate with possible partners and stakeholders to seek funding in establishing the Partnership and Societal Responsibility (PSR) Program | L&M/PRM/PSR | Yearly | |
| | | 8.3.2 | Proposal Writing and Appeal Drive for the Partnership and Societal Responsibility (PSR) program | L&M/PRM/PSR | Yearly | |

“Volunteerism is the voice of the people put into action. These actions shape and mold the present into a future of which we can all be proud”

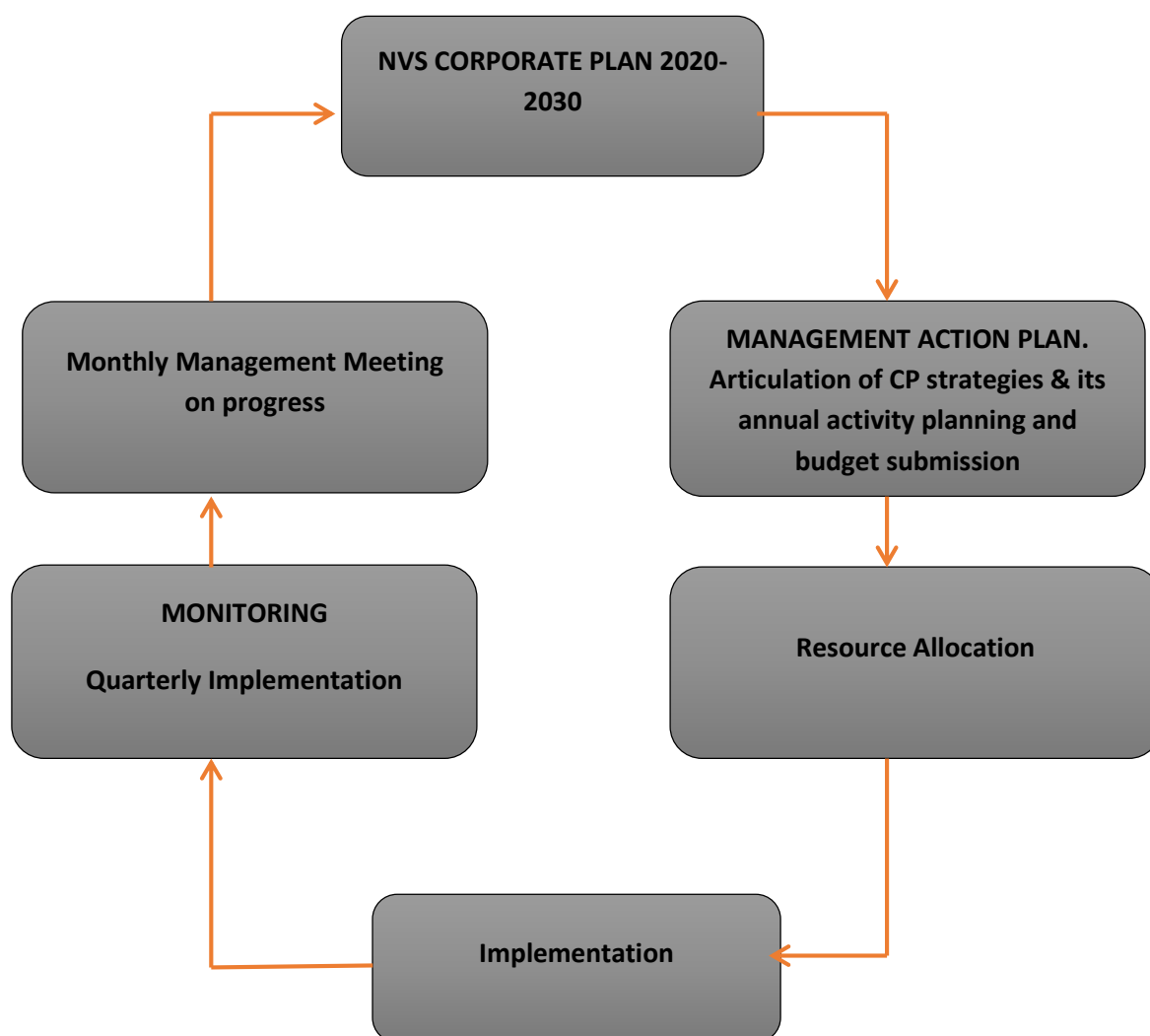
- *Helen Dyer*



A collage of pictures showing the engagement of 600 youths of Esa'ala District in the development of the Miyadeba Airstrip, Miyadeba, Esa'ala District, MBP, 2020



Part V: Strategic Management, Planning, M&E and Reporting Frameworks



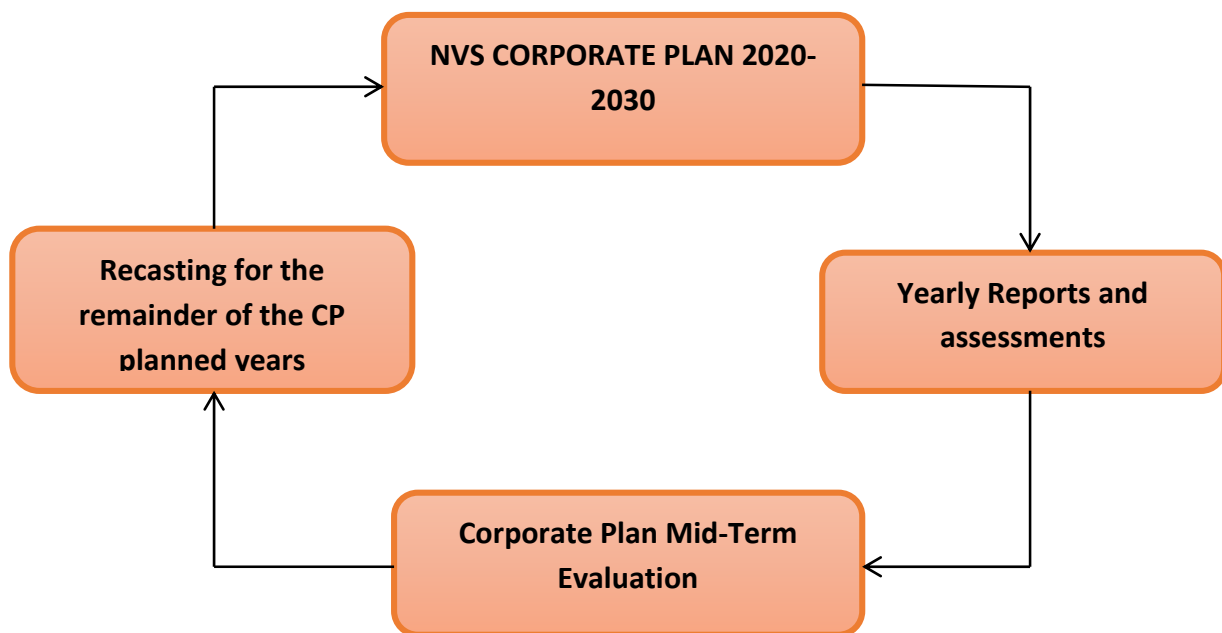
Each of the processes involved in the management of the Corporate Plan is identified in the above framework. The timeframe of the Corporate Plan is five (5) years- 2020-2025, and it is envisaged that it would articulate the Sub-Sector Development Plan of the Agency, as well as taking into account the current Government's policy directives. In the

present case and in particular, we have the MTDP III, Development Strategic Plan and Vision 2050.

Portions of the Corporate Plan Strategies that are earmarked for implementation for the operational year are identified by the Management Action Plan (MAP). The Annual Operational Plan (AOP) then develops appropriate activities for each of the strategies. The basis and justification for an annual operational budget are the prioritized activities for each of the strategies contained in the MAP. An estimated budget figures are then made for each of the activities which are then assigned to individual officers of the different divisions to manage in implementing and reporting.

For the purposes of providing reports on each of the activities and helping progress the implementation of the Organization's Corporate Plan, the Executive Management Team (EMT) must insist and hold to account the Divisional Line Managers to have monthly management meetings and quarterly budget reviews. During the course of these monthly management meetings and quarterly budget reviews, implementation barriers or issues are not only identified but addressed on quarterly basis in order to move forward the implementation of the Corporate Plan.

B: STRATEGIC MANAGEMENT (REPORTING AND EVALUATION) FRAMEWORKS



The production of a yearly report on the implementation of the corporate plan is a legislative requirement and must be complied with. The report would be used to make certain that the preparation of the next MAP takes into account issues that have affected the implementation of the preceding MAP. As a statutory requirement, a report on the performance of the Agency will have to be prepared and submitted to the Agency Council, the Minister responsible for the Agency and the Parliament. The yearly report will also be used by the Council to maintain an active ongoing assessment on the Head of Agency - Executive Director's performance.

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



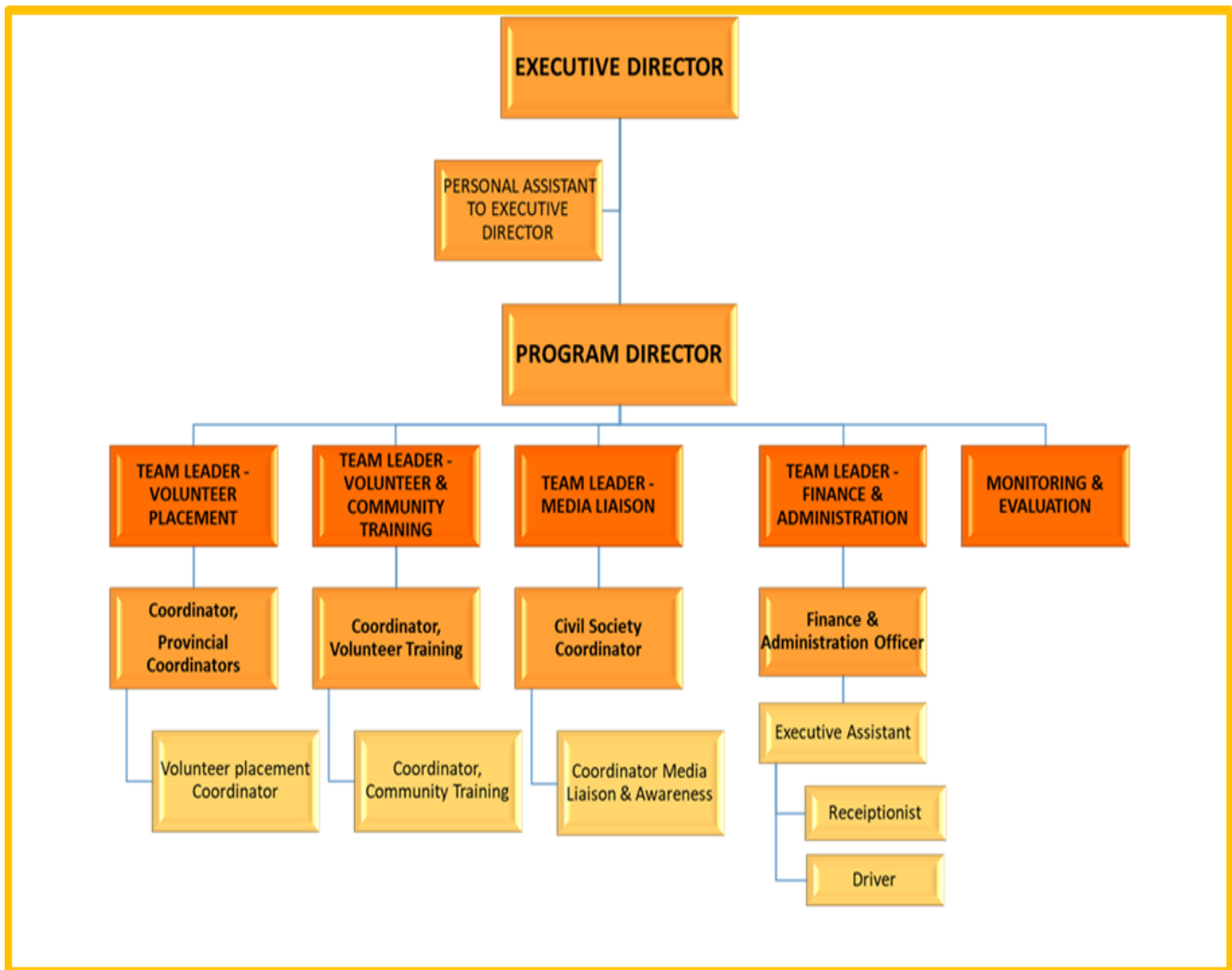
Coconut plantation on Esa'ala Island, Milne Bay Province



Part VI: Appendices

Annex 1: Current Functional Structure (Corporate Structure) of the National Volunteer Service

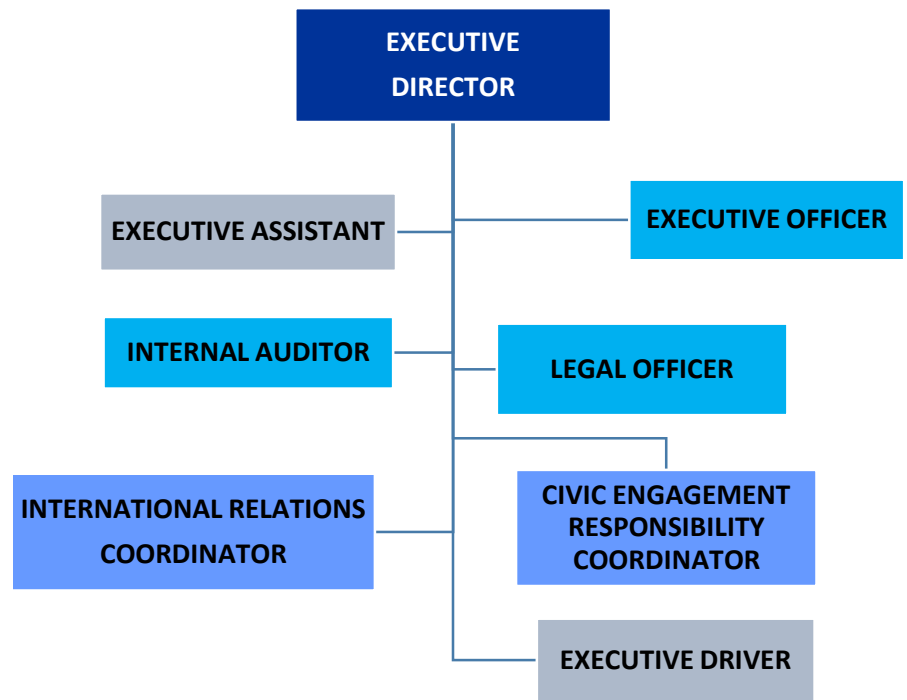
NVS CORPORATE STRUCTURE



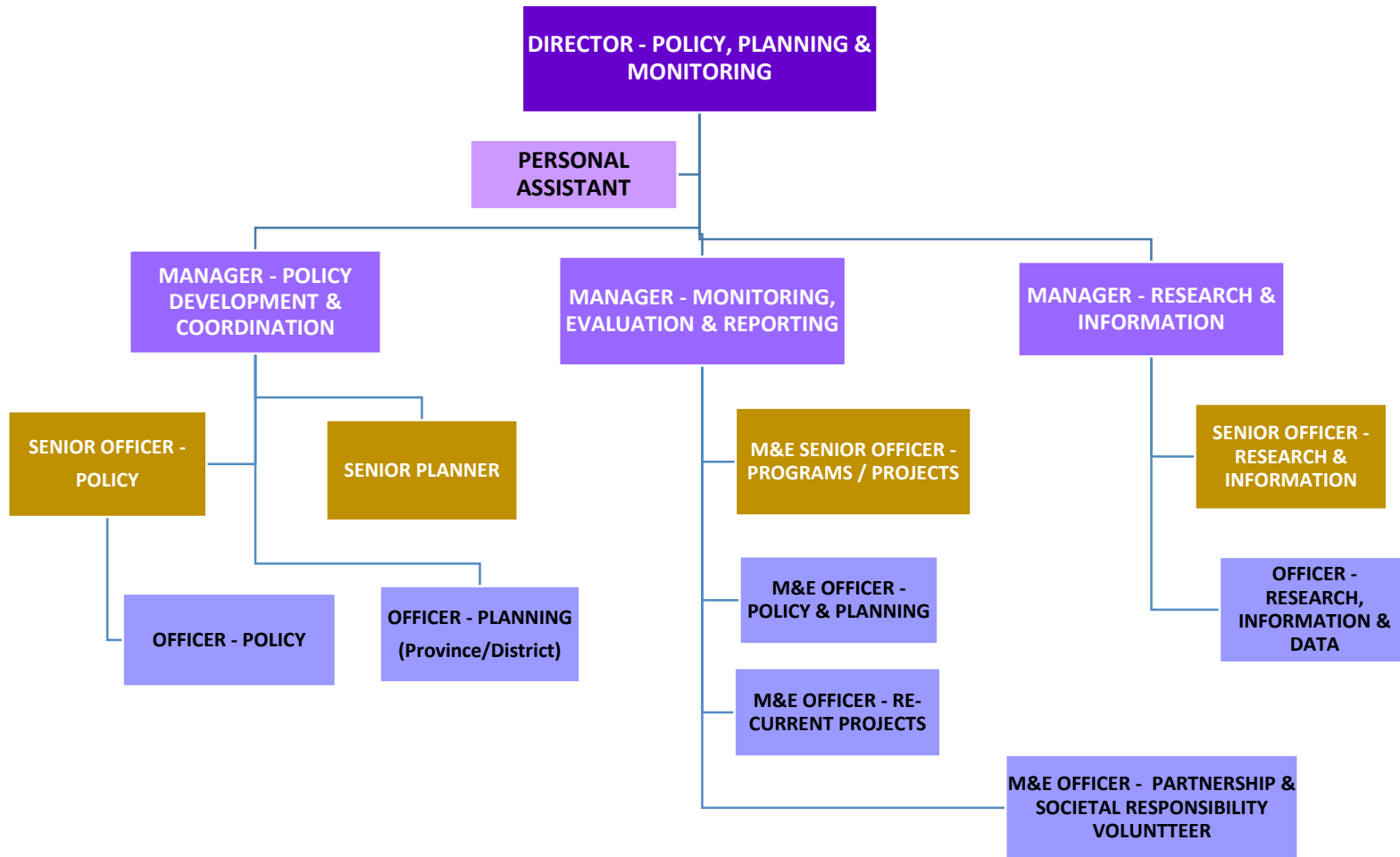


Annex 2: Proposed Organizational Structure (Corporate Restructure) of the National Volunteer Service

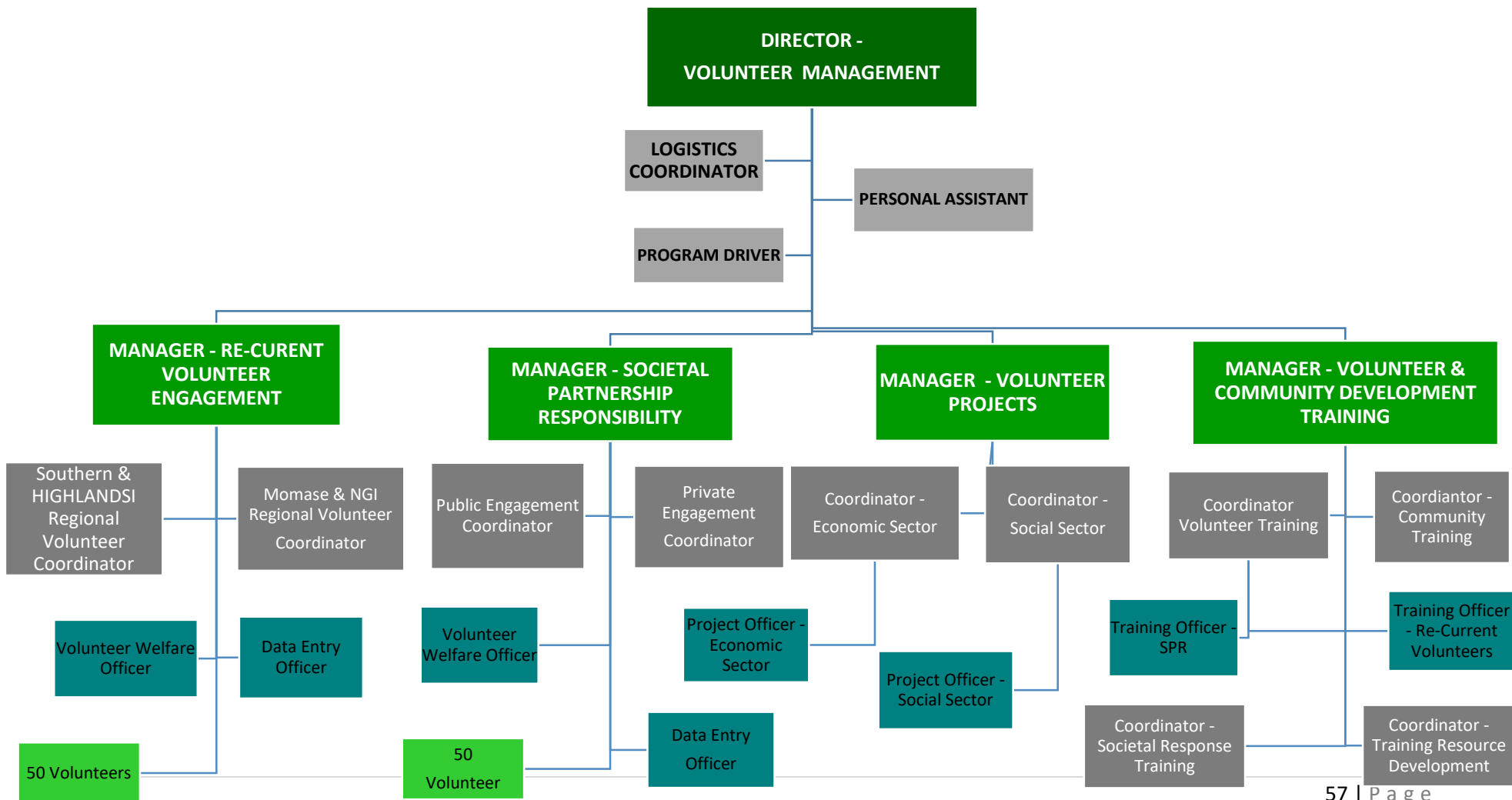
OFFICE OF THE EXECUTIVE DIRECTOR



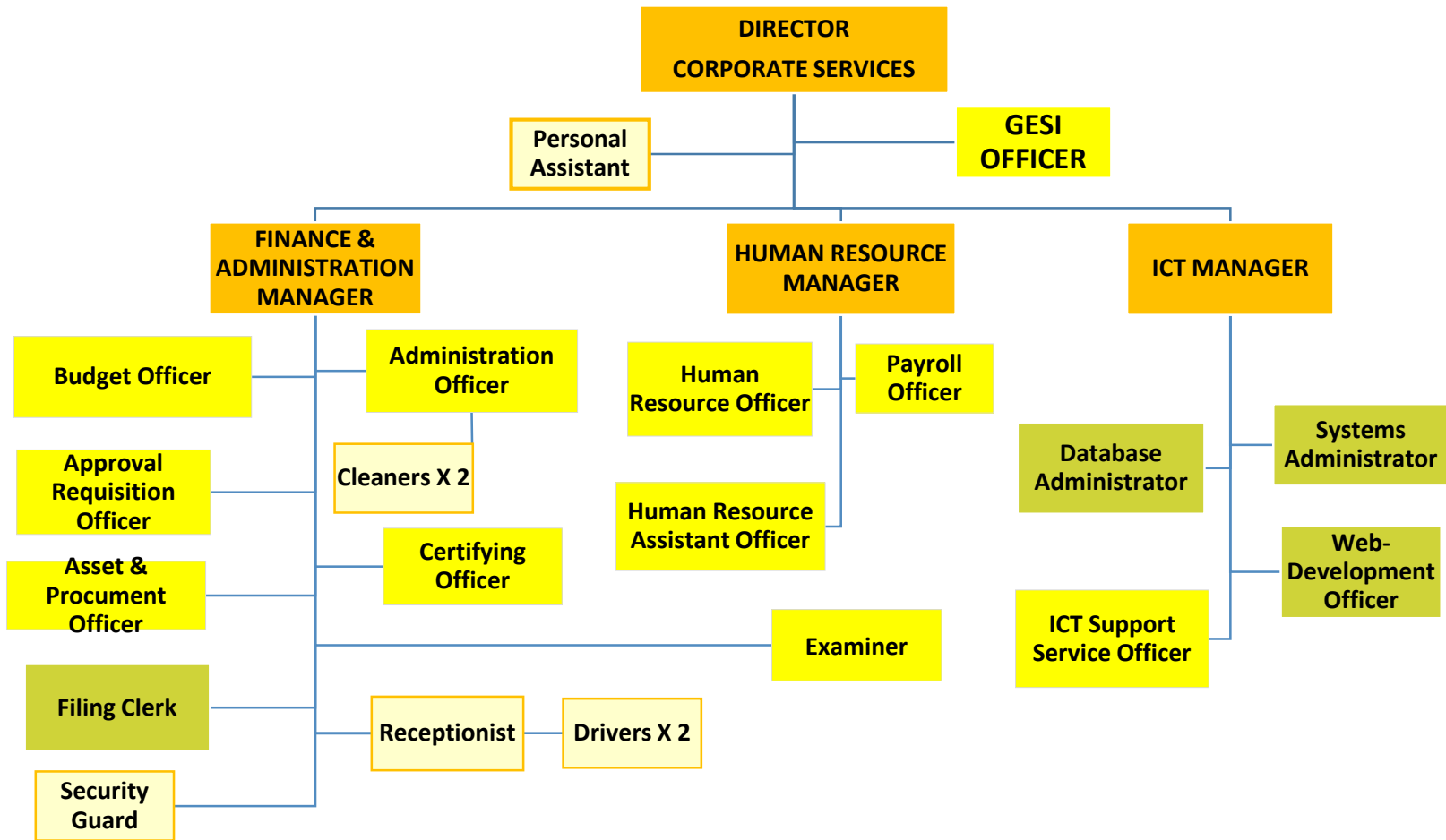
OFFICE OF THE DIRECTOR – POLICY, PLANNING AND MONITORING



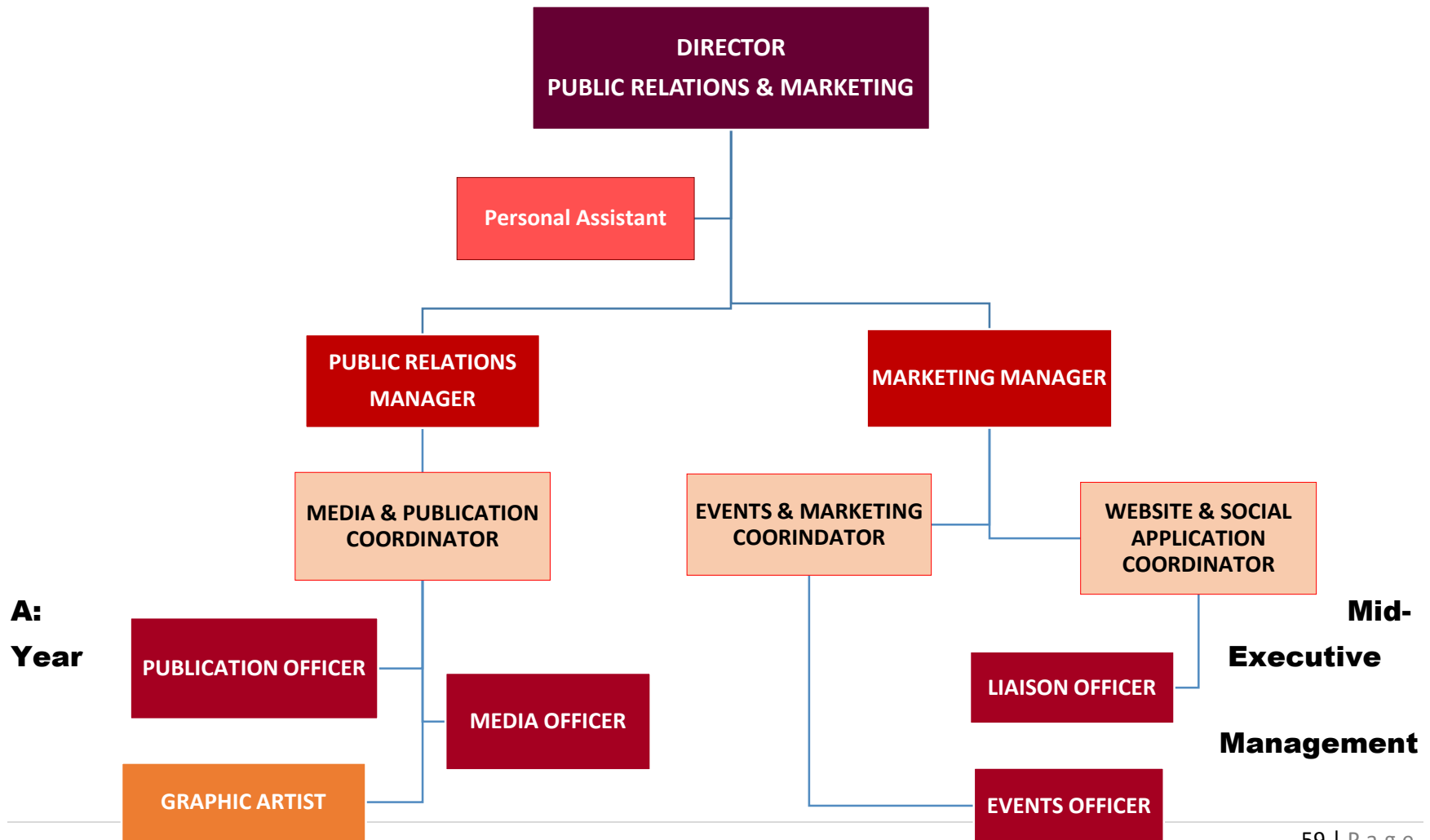
OFFICE OF THE DIRECTOR – VOLUNTEER MANAGEMENT



OFFICE OF THE DIRECTOR – CORPORATE SERVICES



OFFICE OF THE DIRECTOR – PUBLIC RELATIONS AND MARKETING DIVISION





Team (EMT) Reporting Template

CORPORATE PLAN

Mid-Year Reporting Template

Summary Report for each Division

- Division:** (Enter the name of the Division-e.g. Volunteer Management Division)
- Corporate Objective:** (Enter the Corporate Plan Objectives of the Key Result Areas)
- Key Result Areas:** (Enter the Key Result Area the Division is responsible for – VEP: Effective Service Delivery)
- Activities as per MAP** Implementation (physical) and Budget Expenditure (financial) Report abstracts from 1st and 2nd quarter budget review.

Summary of half-yearly implementation Issues/concerns

Planning officers will sit in as observers in the 1/4ly budget review meetings of all the divisions and sections to take note of the progress in the implementation of the KRA's. The planning officers will provide a mid--year report to the Executive Management Team on the implementation (Executive Director & Directors) of the KRAs as articulated in the Management Action Plan (MAP) for appropriate noting and decisions where necessary.



B: Annual Reporting Template

CORPORATE PLAN

Annual Reporting Template

- Division:** (enter the name of your division)
- Corporate Objectives:** (enter the Objectives of the CP you are implementing)
- Key Result Areas (KRA)** (enter the KRA that you are reporting on)
- Strategies:** (list the strategies that you have worked on in the year)
- Annual Activities:** Progress and Achievements

Report against KPI/Strategies:

Summary Report with Recommendations:

The Manager of the Division is expected to complete this template and provide this report to the Divisional Director for the compilation of the Annual Report to the Executive Director, the Council and the Minister responsible for NVS.



C: Corporate Plan Mid -Term Review Template

CORPORATE PLAN

Mid-Term Review Template

Division: (enter the name of the Division)

Corporate Objectives: (Enter the Corporate Plan Objectives that the Division is responsible for)

Key Result Areas: (Enter the KRAs the Division is responsible for)
(Note: Corporate Objectives and KRA must correlate)

Summary of Reports and Recommendations from yearly reports:

Report on actions taken on Recommendations:

Critical Management Decisions and the way forward

Summary:

As NVS Council, DPM & PSC continue to synchronize the appointments of the Head of Agency with the parliamentary terms where the Agency head will be appointed by incoming governments with contract terms of 4 years, the KRAs & the KPIs of Head of Agency will be articulated into the Agency's Corporate Plan. The Mid-Term Review of the Corporate Plan is a must to ensure that the Agency Head level of performance as measured by the results of the KRA achievements will determine whether the government maintains his or her contract for the full term.



Part VII: Acronyms and Abbreviations

| | |
|-------|--|
| ABFP | Annual Budget Framework Paper |
| AMR | Annual Management Report |
| AOP | Annual Operational Plan |
| AVI | Australia Volunteers International |
| CCI | Copra, Coffee Industries |
| CD | Community Development |
| CEDP | Community Education and Development Program |
| CEFI | Center for Excellence in Financial Literacy |
| CHW | Community Health Workers |
| CIC | Coffee Industries Corporation |
| CIDP | Community Integrated Development Policy |
| CLAP | Community Liaison and Awareness Program |
| CPL | City Pharmacy Limited- PNG |
| CS | Corporate Services |
| CSO | Civil Society Organizations |
| DAL | Department of Agriculture and Livestock |
| DfCDR | Department for Community Development and Religion |
| DCDC | District Community Development Center |
| DIRD | Department for Implementation & Rural Development |
| DJAG | Department of Justice and Attorney General |
| DPM | Department of Personal Management |
| DPLGA | Department for Provincial & Local Level Government Affairs |



Part VII: Acronyms and Abbreviations Continued

| | |
|------|---|
| DSIP | District Service Improvement Program |
| DSP | Development Strategic Plan |
| ED | Executive Director |
| EMT | Executive Management Team |
| EOI | Expression of Interest |
| EOS | End of Service |
| EST | Economic Stimulus Package |
| F&A | Finance and Administration |
| FER | Functional Expenditure Reviews |
| FPDA | Fresh Produce Development Authority |
| HDI | Human Development Index |
| HO | Host Organization |
| HOA | Head of Agency |
| HRM | Human Resource Management |
| IAG | Inter-Agency Group |
| IACC | Inter-Agency Coordinating Committee |
| ICDP | Integrated Community Development Policy |
| IFMS | International Financial Management System |
| JICA | Japan International Corporation Agency |
| JPP | Joint Partnership Program |
| KIK | Kokonas Industri Koporeisen |
| KPI | Key Performance Indicators |



Part VII: Acronyms and Abbreviations Continued

| | |
|----------|--|
| KRA | Key Result Area |
| LLG | Local Level Government |
| L&M | Leadership and Management |
| MAP | Management Action Plan |
| MSC | Mid-Service Conference |
| MTDP III | Medium Term Development Plan III |
| NARI | National Agriculture Research Institute |
| NDoE | National Department of Education |
| NDoH | National Department of Health |
| NGO | Non-Government Organizations |
| NMEF | National Monitoring and Evaluation Frameworks |
| NoFCWS | National Office of Family & Child Welfare Services |
| NSDF | National Service Delivery Framework |
| NPF | National Planning Framework |
| NVS- PNG | National Volunteer Service of Papua New Guinea |
| NPPV | National Policy on Professional Volunteerism |
| OED | Office of the Executive Director |
| PIP | Public Investment Program |
| PMS | Performance Management System |
| PLLSMA | Provincial & Local Level Services Monitoring Authority |
| PO | Partner Organizations |
| PPM | Policy, Planning and Monitoring |



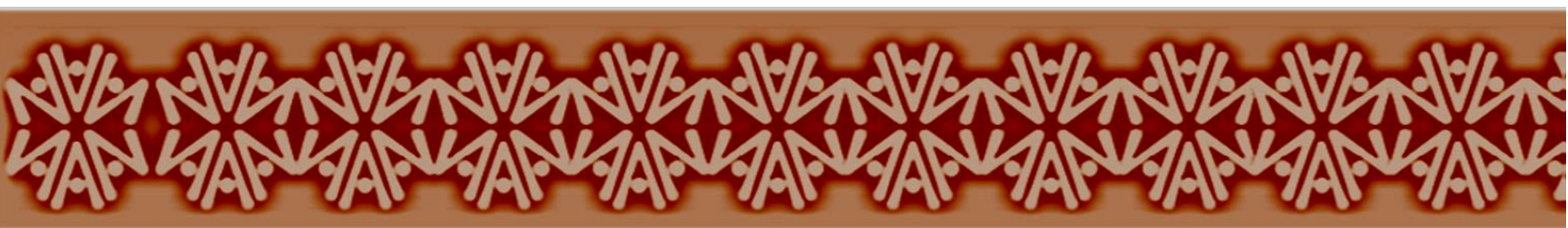
Part VII: Acronyms and Abbreviations Continued

| | |
|-------------|---|
| PRM | Public Relations and Marketing |
| PSC | Public Service Commission |
| PSO | Pre-Service Orientation |
| PSR | Partnership and Societal Responsibility |
| PSGO | Public Service General Orders |
| SA | Site Assessment |
| SDG | Sustainable Development Goals |
| SMT | Senior Management Team |
| SOS | Staff on Strength |
| SPA | Staff Performance Appraisals |
| SSDP | Sub-Sector Development Plan |
| STaRS | the National Strategy for Responsible Sustainable Development |
| SWOT | Strengths, Weakness, Opportunities and Threats |
| TEP-PNG Ltd | Total Exploration & Production – PNG Limited |
| VCDT | Volunteer and Community Development Training |
| VE | Volunteer Engagement |
| VM | Volunteer Management |
| VPM | Volunteer Project Management |
| VPP | Volunteer Placement Program |
| VPPG | Volunteer Policy and Procedure Guideline |
| YWAM | Youth with a Mission |



Part VIII: References

1. Development Strategic Plan 2010 2030
2. DPM Corporate Plan 2018-2022
3. DfCDR Corporate Plan 2017-2021
4. Medium Term Development Plan I, II and III
5. National Policy on Professional Volunteerism 2020 – 2025
6. National Strategy for Responsible Sustainable Development (STaRS)
7. NVS Sub-Sector Development Plan 2019 – 2022
8. NYDA Corporate Plan 2020 – 2025
9. Papua New Guinea Vision 2050
10. Public Service Management Act 2014



Notes

A large, empty white rectangular area intended for taking notes, occupying the majority of the page's vertical space.

