DEPARTMENT OF INFORMATION & COMMUNICATIONS TECHNOLOGY

CORPORATE **PLAN**
2024 - 2027

This vision is one where all citizens are empowered and can interact and collaborate with the Government

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FORWARD BY THE MINISTER

I extend my heartfelt gratitude to all those who have contributed to the development of this Corporate Plan. It is through your dedication, expertise, and collaboration that we have been able to craft a comprehensive strategy for Papua New Guinea's digital transformation journey. The insights and efforts of stakeholders from various sectors have been invaluable in shaping our approach and ensuring that our goals are aligned with the aspirations of our nation.

As we embark on this transformative journey, it is essential to reflect on the past and present initiatives that have shaped our digital landscape. Since the 2018 APEC meeting's "The Chairs Era Kone Statement" on "Harnessing Inclusive Opportunities, Embracing the Digital Future to launching of 2018 ICT sector road map and the approval of the Digital Transformation Policy 2020 through NEC Decision No. 252/2020 and National Cyber Security Policy 2021 through NEC Decision No. 384/2021 and eventual enact enactment of the Digital Government Act 2022, we have witnessed significant milestones in our efforts to leverage technology for the betterment of our society.

From the strategic roadmap outlined in the Digital Government Plan 2023-2027 to the formulation and implementation of the Medium-Term Development Plan IV we have laid a solid foundation for progress.

Our journey thus far has been marked by collaborative efforts, innovative solutions, and a steadfast commitment to digital innovation. We have seen the emergence of citizen-centric digital services, the establishment of robust regulatory frameworks, and the cultivation of a skilled workforce capable of driving our digital agenda forward. These achievements serve as testament to the dedication and resilience of our stakeholders and reaffirm our collective resolve to embrace the opportunities presented by the digital age.

The current digital landscape presents both unprecedented opportunities and challenges. Rapid advancements in technology offer the potential to revolutionize the way we govern, engage with citizens, and deliver essential services. However, these opportunities are accompanied by complex challenges, including digital inequality, cybersecurity threats, and the need for regulatory adaptation.

As a government, our responsibility is not only to adapt to these changes but also to lead the charge towards innovation, efficiency, and enhanced service delivery. This Corporate Plan reflects our unwavering commitment to these ideals and presents a comprehensive strategy designed to address the multifaceted challenges of the digital age. By leveraging technology, fostering collaboration, and prioritizing citizen-centric solutions, and cyber security, we aim to create a more inclusive, resilient, and prosperous future for all Papua New Guineans.

Looking ahead, we are committed to defining our strategic goals and objectives in alignment with the expectations of our citizens, the aspirations of our businesses, and the requirements of our government and its entities. Our focus will be on enhancing citizen engagement, fostering innovation, expanding connectivity, safeguarding data, and streamlining government processes.

This Corporate Plan is a testament to our unwavering commitment to Papua New Guinea's digital future. Together, with determination, innovation, and partnership, we will navigate these uncharted waters and emerge as a stronger, more connected, and better-equipped government ready to serve our citizens.

Our strategic initiatives are not merely projects but the foundations of a digitally empowered Papua New Guinea. Whether we are enhancing our e-Government Portal, driving hosting and network infrastructure connectivity, protecting critical infrastructure, data, and systems, formulating robust digital policies, or cultivating a skilled workforce, each initiative contributes to our overarching vision of a modern and efficient government ecosystem.

Hon. Timothy Masiu, MP
Minister for Information and Communications Technology

STATEMENT BY THE SECRETARY

I am honored to present the Corporate Plan for the period 2024-2027, a transformative roadmap that symbolizes our collective dedication to shaping a digitally empowered future for Papua New Guinea. This plan is informed by the recent approved policies, legislations, and Plans, drawing insights from extensive collaboration, expertise, and commitment from stakeholders across various sectors. I extend my sincere gratitude to all those who have contributed to its development.

As we set out on this transformative journey, it's crucial to take stock of past and current initiatives that have influenced our digital landscape. The integration of the Digital Government Act 2022, the Digital Government Plan 2023-2027, and the Medium-Term Development Plan IV has equipped us with a strategic framework to reassess our strategies. This Corporate Plan encapsulates our shared vision of embracing innovation, nurturing collaboration and partnerships, and championing inclusivity. It lays the foundation for a new era of governance that connects with citizens and represents progress.

In the vibrant landscape of Papua New Guinea, where diversity is celebrated and challenges are met with resilience, we acknowledge the pressing need to evolve and adapt to meet the evolving needs of our citizens. As we embark on our journey of digital transformation, we do so with a deep appreciation for the rich tapestry of cultures, traditions, and aspirations that define our nation.

Our primary focus is on revolutionizing citizen services, streamlining whole-of-government coordination as mandated through the Digital Government Act 2022, fortifying our cybersecurity posture, ensuring stringent compliance with standards, and fortifying essential digital infrastructure. In our pursuit of excellence, we have established structured organizational frameworks overseen by dedicated leaders who are committed to driving meaningful change.

Our vision for Papua New Guinea is one where every citizen is empowered to engage with the government seamlessly, regardless of their background or location. To achieve this, our mission is clear: we must transform government processes through digital innovation, fostering inclusivity and accessibility for all. Our overarching goals include promoting collaboration, encouraging interaction and participation, nurturing innovation and lifelong learning, and establishing citizen-centric services and knowledge-based industries.

To realize our vision and goals, we are committed to equipping government personnel with the tools, methodologies, best practices, and policy guidance needed to deliver effective and accessible digital services. Through a comprehensive and inclusive approach spanning various sectors of the economy, we will ensure the widespread adoption of appropriate and cost-effective digital technologies for the benefit of all Papua New Guineans.

To ensure that our efforts are yielding tangible results, we have implemented a robust Monitoring and Evaluation framework. This framework allows us to track our progress using clear and measurable indicators, empowering us to make data-driven decisions and course corrections as needed. Moreover, we recognize that collaboration and partnerships with government agencies, industry stakeholders, international partners, and grassroots communities are indispensable in achieving our collective aspirations.

Our commitment to adaptability, resilience, and digital empowerment remains steadfast. With a clear vision, a unified mission, and ambitious yet achievable goals guiding our endeavors, we march forward into a future where innovation flourishes, information is safeguarded, and accessibility is prioritized for all Papua New Guineans.

STEVEN MATAINAHO
Secretary

A. MINISTERIAL RESPONSIBILITY

The Minister for Information and Communications Technology holds significant responsibilities for key government agencies and functions within the digital landscape of Papua New Guinea (PNG). These responsibilities are defined and guided by several crucial Acts of Parliament, including Parliamentary term responsibilities where, when a Government is formed, the Executive Arm gives Portfolio Minister's Determination of Responsibilities & Titles which are Gazetted.

The Minister for Information and Communications Technology as it is, has functional responsibilities for three important government agencies as stated in the Ministerial titles and responsibilities (National Gazette No. G690—31st August, 2022) cover:

1. Department of Information and Communications Technology (DICT);
2. National Broadcasting Corporation (NBC); and
3. National Information and Communication Technology Authority (NICTA).

and the following legislation:

- Broadcasting Corporation Act (Ch. 149);
- National Information and Communication Technology Act 2009;
- Digital Government Act 2022;
- Printers and Newspapers Act (Ch. 151);
- Telecommunications Industry Act 2002; and
- Television (Prohibition and Control) Act 1986.

Minister still carrying colonial legislation:

- Broadcasting Corporation Act (Ch. 149), and Printers and Newspapers Act (Ch. 151) are pre-1975 legislation and DICT has written to CLRC and cited these colonial legislations.

B. MANDATE

The Department of Information and Communications Technology traces its origins to the early establishment as the Department of Information and Extension Services (DIES). During the colonial administration period, especially in the critical period leading up to Independence and beyond, DIES played an indispensable role. It was instrumental in creating awareness about government programs spanning diverse realms of social, economic, and political importance. Additionally, it served as a valuable feedback mechanism, gauging the sentiments and responses of the populace concerning progress and development.

In 1982, a pivotal transformation occurred when the Department of Information and Extension Services (DIES) was phased out and replaced by the Office of Information (OOI). This transition was further marked by a subsequent downgrade to the National Information Service (NIS).
During this phase, a modest media unit was established within the Prime Minister's Department and National Executive Council, tasked with disseminating limited government information for public awareness.

The year 1992 marked a significant turning point as the government recognized the enduring significance of information dissemination and the need for expert communication policy advice. This realization led to the re-establishment of the Department of Information and Communications. However, despite its pivotal role, it retained Office status until 2004 when it was rightfully reinstated as a full-fledged Department, a recognition substantiated by NEC Decision No. 292/2003.

Preceding the 2007 General Elections, the Department undertook a dual role, encompassing accountabilities for both State Enterprises and Communication and Information. However, post the 2007 General Elections, the Department's functions were streamlined once more, with a renewed focus solely on Information and Communication Services. This transformation was formalized through Ministerial Determination Gazettal No. 145/2007. The Department's primary function became providing timely policy advice to the Minister on communication and information matters and coordinating awareness and dissemination of government development information.

In August 2020, the through NEC Decision No.252/2020 approved the Digital Transformation Policy 2020. Also, in the same decision, the government implemented a significant change by approving the renaming of the department, transforming it into the Department of Information and Communications Technology (DICT). This transformation was a pivotal step that broadened the functions of the Department. With the recently passed Digital Government Act 2022, the revised focus is now aimed at the elevation of the Department towards advancing PNG into a digital economy, showcasing our steadfast commitment to adaptability, innovation, and leadership in the digital era.

C. VISION

To harness the potential of ICT to make PNG become a smart networked and knowledgeable society by bringing government closer to the people through effective governance, improved service delivery and socio-economic growth. It is envisaged that ICT will:
- Promote collaboration, interaction and participation;
- Promote innovation and learning
- Provide an open and transparent government; and
- Provide citizen-centered services, and knowledge-based industries.

This vision is one where all citizens are empowered and can interact and collaborate with the Government.

D. MISSION

Our mission is to transform how government learns, builds, delivers, and measures digital services in the 21st century. To do this, we provide people in the government with the tools, methods, practices, and policy guidance they need to deliver effective and accessible digital services. Moreover, to ensure the use of appropriate and affordable digital technologies through a transformative and inclusive approach across sectors of the economy for benefit of all.

E. CORE VALUES

We are committed to improving people's experience of government services. This means putting people first, improving civil servants' digital skills both within government and outside government to deliver these services.

These core values serve as the foundation upon which our organization operates, guiding our actions, decisions, and interactions as we work towards our vision and mission.

Customer Focused

Technology is designed and developed to address specific challenges and or issues towards improving efficiency in customer service delivery. Therefore, we will work with all the other agencies to help them to create services that are simple, clear, efficient and easy to use. We will build a national infrastructure to facilitate Digital Government and other relevant activities that provide ICT facilitated services for the benefit of the citizens.

Professionalism & Excellence

We are committed to display professionalism in the conduct of our business to earn the trust of Government, Businesses and the Citizens of the country through continuous training and development.

We are committed to achieving the highest standards in all our endeavors, delivering exceptional services, and driving impactful outcomes.

Listening & Inclusivity

Everything we do is informed by what our customers need. We will apply multiple methods for measuring, listening and understanding our products and services we offer.
We are dedicated to creating an environment that values diversity, ensuring that our solutions and services benefit all citizens and stakeholders.

Employees

We are committed to maintaining a knowledge and skilled based workforce through continuous training and development.

Teamwork & Collaboration

We are committed to work as a team at all levels of our operations to ensure the effective and efficient delivery of digital services to Government, Business and the Citizens of the country.

We are also committed to making collaboration easy. Open collaboration across government is critical to a secure digital future. It is our business interest to enable collaboration and make it easier. We believe in the power of partnerships, working hand in hand with government agencies, businesses, international development partners, and communities to achieve common goals.

Figure 1: Hon. Timothy Masiu, MP Minister for Information and Communications Technology (front in Blue) with Public Body heads and DTOs at 2023 Digital Government Delivery Workshop at APEC Haus, Promoting Team Work and Collaboration to achieve digital transformation in the country

Innovation and Change

Our commitment to innovation, entrepreneurship, and change will underpin our efforts in the digital transformation of our economy. We embrace creativity and forward-thinking, continuously exploring new technologies and approaches to drive positive change.

Honesty & Integrity

We are committed to uphold integrity and honesty at all times in order to earn the trust of our clients and stakeholders. We uphold the highest ethical standards, ensuring transparency, honesty, and accountability in all our interactions and decisions.

Transparency

We are committed to conduct our business in an open and transparent manner to promote public confidence and accountability in the delivery of our services.

Resilience

We adapt and persevere in the face of challenges, ensuring the continuity and reliability of our digital initiatives even in dynamic circumstances.

Digital Standards

We are committed to ensuring that all government systems including websites, applications, services deployed and used by government agencies, among others, are standards driven and are open and interoperable both for crucial data exchange and integrity and for accessibility so that all users can read and interact with these systems.

F. OUR ENVIRONMENT – PNG's DIGITAL LANDSCAPE

Amidst a technological revolution, Papua New Guinea (PNG) is witnessing the profound impact of digital innovation, reshaping societal norms. In this rapidly evolving digital era, citizens now expect government services to prioritize efficiency, simplicity, user-centricity, and accessibility. The COVID-19 pandemic has accelerated this transformation, prompting a reevaluation and innovation of public services.

Recognizing the urgent need for digital transformation across government agencies, the Department acknowledges the necessity for a fundamental shift in approach, beyond mere adaptation. This entails integrating data harmonization with digital services to ensure a comprehensive user experience. Understanding the collaborative nature of digital transformation, the Department emphasizes coordinated efforts and strategic partnerships to identify opportunities, plan collectively, and effectively manage risks.

The ever-changing landscape of technological advancements necessitates swift and effective responses. The pandemic has underscored the interconnectedness of citizens and businesses, highlighting the demand for reliable, user-friendly digital interactions with government agencies. Trust and security are paramount principles, driving the Department to foster a seamless, cooperative digital government experience aligned with best practices from the private sector.

At the forefront of digital transformation in PNG's government services, the Department prioritizes effective coordination to streamline service delivery across the entire government. Recognizing a skills gap, the Department extends its mission to actively nurturing partnerships with private sector organizations, aiming to propel the nation into a prosperous, digitally enabled future. Leadership in the digital space is envisioned to provide citizens access to digital government services, fostering both social and economic growth.

Responding to this transformative era, PNG has embraced initiatives such as the 2018 APEC meeting's "The Chairs Era Kone Statement" on "Harnessing Inclusive Opportunities, Embracing the Digital Future", and subsequent roadmap and policies such as the 2018 ICT sector road map, Digital Transformation Policy 2020 and the National Cyber Security Policy 2021. These policies serve as visionary roadmaps encompassing digital infrastructure, government services, skills development, innovation, cybersecurity, and financial inclusion.

Accompanying this vision is the Digital Government (DG) Act 2022, which introduces a comprehensive Digital Government Plan 2023-2027 and GovPNG Technology Stack. These are now integrated into the Strategic Priority Areas (SPAs) and Direct Intervention Programs of the Medium-term Development Plan IV 2023-2027. Additionally, the DG Act advocates for the development and endorsement of standards and guidelines respecting PNG's rich cultural diversity, further strengthening policy frameworks.

Operationally, digital governance initiatives are gaining momentum, demonstrating a commitment to modernization. The shift towards electronic systems for data management, along with real-time updates and tracking of government processes, aims to enhance efficiency, security, and transparency. These initiatives are tailored to address PNG's diverse geographical and infrastructural challenges, ensuring inclusivity and accessibility in the digital transformation journey. Embracing online platforms for transparency aligns with PNG's democratic values, fostering citizen engagement in the evolving landscape of digital governance.

G. STRATEGIC ALIGNMENT

Vision 2050 serves as PNG's visionary roadmap, aspiring to shape a smart, healthy, and wise society. In this grand vision, ICT emerges not only as an enabler but also a pivotal tool propelling the nation toward its full potential. This aligns seamlessly with our rapidly evolving digital landscape, recognizing the profound impact of ICT on our economy.

Several strategic frameworks, such as the National Strategy for Responsible Sustainable Principles (STARS), the Development Strategic Plan (2010-2030), and the Medium-Term Development Plan IV contribute to realizing this digital dream. The PNG Digital Transformation Policy 2020, stemming from the APEC 2018 "The Chairs Era Kone Statement", the ICT Sector Roadmap 2018, and the Cyber Security Policy 2021, along with the Electronic Transactions Act (ETA2022) and Digital Government Act 2022, form the operational framework for deploying digital technologies. These initiatives accelerate economic growth, enhance social service delivery, and align with Vision 2050, surpassing commitments under UN Sustainable Development Goals.

As we venture into the Department Corporate Plan 2024-2027, we carry forward insights from the previous plan (Corporate Plan 2020-2024). The new plan incorporates fresh perspectives and initiatives, building on the solid foundation laid by the old plan.

The new plan will be pivotal in addressing ICT sector challenges and their impact on the economy. It lays the groundwork for our evolution, outlining strategies for core areas:

- Restructure, reorganization, and elevation of the Department,
- Policy and Legislative Reforms to strengthen the Digital Sector and inform the realignment of the regulatory regime,
- Delivery and Coordination of Digital Government Programs and Projects through GovPNG Technology Stack approach,
- Cyber Resilience and Defense Improvement to fortify PNG's cybersecurity posture, ensuring secure cyberspace that fosters innovation and prosperity while safeguarding national sovereignty.
- Creating Strategic Partnership with Development Partners and supporting Central Agencies to deliver on critical Services,
- Regional and International Collaborations,
- Working with public bodies to deliver on critical services,
- Strengthening Monitoring and Evaluation frameworks and mechanisms to measure the impact of Digital Government, Digital Economy, and Digital Society,
- Strengthening of the ICT Sector through a National ICT Sector Development Program Plan,
- Provide a clear framework for effectively managing, sharing, and protecting data in Papua New Guinea,
- Address the multifaceted challenges facing the media sector in PNG and to harness its potential as a driver of social, cultural, and economic development, and
- Dissemination and coordination of government development information.

Figure 2. illustrates strategic alignment and interlinkages between visionary plans, showcasing our commitment to digital transformation while adapting to the dynamic landscape. This alignment guides our efforts, ensuring harmony with the national vision amid the opportunities and challenges of the digital age.
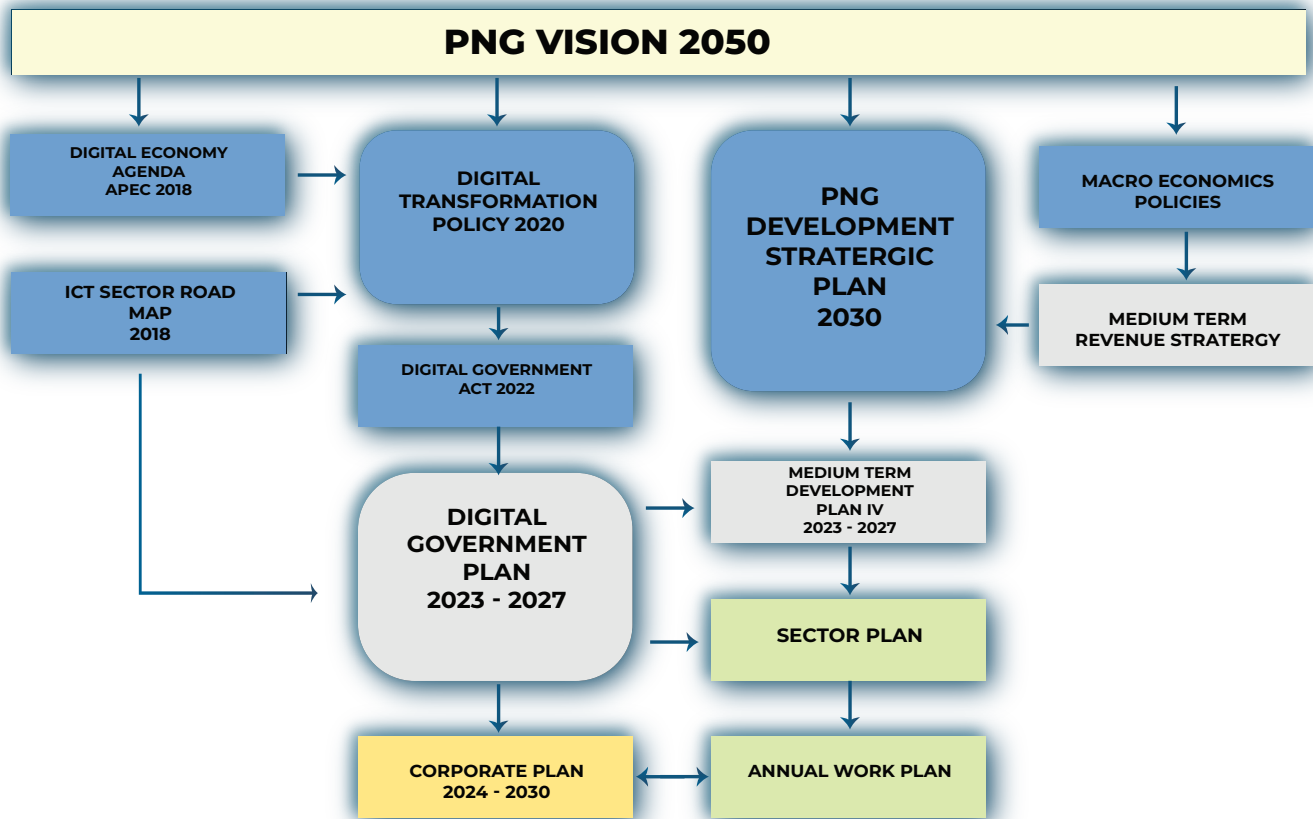
Figure 2: Corporate Plan Strategic Alignment to Vision 2050 and National Policies, & plans including the MTDP IV 2023-2027

Medium Term Development Plan IV 2023-2027 Alignment

The Corporate Plan 2024-2027 has been developed in alignment with the overarching goals, the MTDP IV Strategic Priority Areas (SPAs), and Direct Intervention Programs (DIPs) to contribute to the national development goals.
The overarching goal outlined in the MTDP IV is to:

· grow Papua New Guinea's GDP to K200 billion by 2030,
· create one million new jobs, and
· enhance the quality of life for the citizens.

Under the MTDP IV, the government emphasizes key policy intents, including downstream processing of natural resources, promotion of Micro, Small and Medium Enterprises (MSMEs), creating an environment for Foreign Direct Investment, investing in quality education and technology, and introducing innovative policies for youth empowerment. Department's key focus areas under MTDP IV encompass;

· National Policy & Structural Reforms,
· Growing the Economy, and
· Addressing Strategic Priority Areas and Key Direct Intervention Programs.

The Department's strategic initiatives include the implementation of a dedicated satellite, Kumul One Satellite (SPA 2), to propel the nation into the digital space, fostering economic and social security, Digitalization of Government systems and ensuring media accountability (SPA 8), and undertaking legislative reforms. The focus on Digitalization (SPA 8) aligns with the goal of creating 40,000 jobs and enabling infrastructure development (SPA2), including the rollout of a Government Private Network (GovNetwork), Digital Government, and internet connectivity.

Strategic Priority Areas and Key Investments within the DIPs include Connect PNG Infrastructure (DIP 2.4), emphasizing National Telecommunication and ICT Connectivity.
The Department's role in this area involves;

- Providing satellite and ICT infrastructure to connect the 'last mile,' delivering countr-wide digital services, internet connectivity, and digital information management systems,
- National Security, specifically Cyber Security (DIP 6.3), and
- Digital Government, National Statistics, and Public Service Governance (DIP 8.1).

The department is committed to modernizing and integrating all government systems to improve efficiency, accountability, and effectiveness through initiatives like Digitalisation of Government systems and coordinating and implementing through the GoPNG Technology Stack. This approach aims to rationalize investment, enhance the government's interface with citizens and businesses, and foster internal government collaboration.

In terms of Implementation Governance Structure, the Department operates under the Infrastructure Sector Coordination through the High-Level ICT Coordination Committee with National Planning. The logical framework encompasses programs and outcomes impacting MTDP IV target indicators, while adherence to National Determination Standards ensures compliance with quality standards in the delivery of goods and services.
The Department plays a vital role in aligning its projects and investment programs (PIPs) with the strategic priorities of the MTDP IV, significantly contributing to Papua New Guinea's national development plans, objectives and Vision 2050.

H. CORPORATE PLAN

The Corporate Plan, intricately designed and deeply embedded within the overarching Corporate Plan, is a strategic response to the dynamic nature of Papua New Guinea's ICT landscape. At its core, the plan is crafted to ensure the long-term sustainability of the organization through a carefully orchestrated.

The transformative journey is significantly driven by the Digital Government Act of 2022, which has empowered the Department of Information and Communications Technology (DICT) with additional responsibilities and enhanced capabilities to meet the evolving demands of the digital age. In alignment with these advancements, the department is poised for a comprehensive transformation, including immediate restructuring, reorganization, and elevation scheduled for 2024. This strategic shift aims to more accurately reflect the department's evolving functions and responsibilities as it leads Papua New Guinea's digital transformation journey.

Looking forward, the department envisions to expand its functions, tailoring its functions to suit the evolving needs of the sector. Beyond 2025, the agency aims to evolve into a central agency level capable of sustaining itself through public private partnership with state owned entities. This strategic move underscores a steadfast commitment to remaining at the forefront of digital evolution and harnessing the benefits of technological progress for the nation.

The comprehensive approach involves the integration and expansions of three (3) key wings oversighted by Deputy Secretaries and three (3) key Divisions oversighted by directors. This entire evolution of the Department is influenced and triggered by a comprehensive set of policies, strategies, plans, and legislation approved by the NEC:

- ICT Sector Roadmap 2018 (NEC Decision No. 289/2018)
- Digital Transformation Policy 2020 (NEC Decision No. 252/2020)
- National Cyber Security Policy 2021 (NEC Decision No. 348/2021)
- Digital Government Act 2022 (Gazettal Notice. 41/2022)
- Digital Government Plan 2023-2027 (NEC Decision No. 40/2023)
- Government Cloud Policy 2023 (NEC Decision No. 163/2023)
- Medium-Term Development Plan IV 2023-2027

The Department will continue to be shaped by the following additional policies and legislation in draft and subject to NEC:

- National Data Governance & Protection Policy 2024
- National Media Development Policy 2024
- Broadband Plan 2024
- Universal Access & Services Policy 2024
- Right to Information Policy 2024
- Digital Transformation Legislation
- Freedom of Information Legislation
- Media Legislation

Looking ahead and beyond 2025, the Department is poised to transform into a consolidated and self-sustainable model. This evolution will be guided by a robust legal framework, ensuring stability and longevity. The consolidation process will involve the phased integration and expansion of offices within the department, creating an entity designed for long-term viability and effectiveness.

The model proposed for the anticipated consolidated and self-sustainable model aligns with the ITU's principles, categorizing the model as a horizontal regulator. Given the overarching influence of digital transformation across diverse sectors, this horizontal regulatory framework is deemed more fitting for the Digital Transformation than sector-specific regulations. Table 1 below illustrates this alignment, showcasing how critical components like Cyber Security, Critical Digital Infrastructure, e-Safety, Data Protection, Digital Government, and Digital Skills are horizontally regulated while Table 2. illustrates the regulatory model NICTA fits in depicting the difference.

Table 1. PNG Digital Transformation Regulatory framework

Digital Transformation - Consolidated self-Sustainable Model as a Horizontal Regulator	Cyber Security & Safety					
	Critical Digital Infrastructure					
	e-Safety					
	Data Governance, Data Protection & Privacy					
	Digital Government & Services					
	Digital Skills					
Sector Specific, Vertical Regulators	ICT Sector (NICTA)	Electricity (National Energy Authority)	Financial Sector (BPNG)	Water (Water PNG)	Agriculture	Other Sector

Table 2. ICT Sector Regulator - NICTA as Vertical Sector Regulator (sector specifics))

NICTA is maintained as vertical Regulator in the Communication and Broadcasting Space
Licencing frameworks for networks, services and applications
Regulation of Market • Interconnection of Nerworks • Infrastructure Sharing • Price Regulation • Dispute Resolution • Licensing and Authorization • Merger and Acquisition

Under both the Department and the consolidated self-sustainable model, the strategy is to forge strategic partnerships with private and public sectors to deliver digital government services. This collaborative approach involves key services such as Government Private Network (GPN), Government Cloud, Integrated National Information Technology (INIT) - Secure Data Exchange platform, e-Government Portal, and Building Blocks such as the Internet Payment Gateway (IPG), Digital ID and Wallet, Digital Signature, Registry, among others.

Monetization of these services is envisioned as a crucial aspect of the transition plan, with identified key services earmarked for revenue generation. Each of these services adopting a monetization strategy tailored to its specific functionalities and user base. This comprehensive approach positions the consolidated self-sustainable model for financial sustainability while driving innovation and efficiency in digital service delivery.

This strategic initiative seeks to strike the right balance, adapting to PNG's evolving ICT landscape, ensuring financial resilience, and positioning the organization for the effective delivery of essential services in the digital era.

I. CORPORATE STRATEGY

The Corporate Strategy Map outlined in figure 4 serves as a clear guide to the organization's strategic direction, outlining four key pillars:

- Cyber Security & Governance,
- Digital Technologies & Infrastructure,
- Digitalization & Digitization, and
- People and Culture.

Each pillar plays a vital role in shaping the vision for a digitally empowered future, emphasizing the seamless integration of technology with governance. This underscores our commitment to aligning with national policies and achieving key Result Areas (KRAs) and deliverables.

VISION	To harness the potential of ICT to make PNG become a smart networked and knowledgeable society by bringing government closer to the people through effective governance improved service delivery and socio-economic growth. It is envisaged the use of ICT will; Promote collabration, and particulation, Promote Innovation and learning. Provide an open and transparent government; and provide citizen-centred services, and knowledge-based industries.				
MISSION	Our mission is to transform how government learns, builds, delivers, and measures digital services in the 21st Century. To do this, we provide people in the government with the tools, methods, practices, and policy guidance they need to deliver effective and accessible digital services. Moreover, to ensure the use of appropriate and affordable digital technologies through a transformative and inclusive approach across sectors of the economy for benefit of all.				
STRATEGIC MANDATE	ICT SECTOR ROADMAP 2018	DIGITAL TRANSFORMATION POLICY 2018	DIGITAL GOVERNMENT ACT 2022	DIGITAL GOVERNMENT PLAN 2023-2027	MTDP 4 MONITORING & EVALUATION FRAMEWORK
STRATEGIC THEMES	Digital Transformation of ICT sector	Implementation of a whole-of-govern-ment digital transformation	Implementation of Digital Government Act 2022	Operationalized and implementation of the Digital Government Plan	Institutionalised Monitoring, Evaluation, Learning (MEL) and Continious Improvements

STRATEGIC OBJECTIVES AND STRATEGY MAP	STRATEGIC FOCUS	KEY RESULT AREAS	MEASURE	BASELINE/ TARGET	ACCOUNTABILITY
Stakeholders / Infrastructure & Stewardship / Internal / Learning (Establish robust uplifted digital government policies & standards. Establish regulatory environment to enable safe & effective use of digital government services. Ensure Data Protection and Cybersecurity. Establish foundational digital platform seetup (GovStack) to ensure services are cashless, paperless, presence less, frictionless, personalized, concentbased, once only citizen centric. Ensure vibrant micro shared services ecosystem to enable and compliment digital government service delivery. Implement change management and polictical will to support coordinated cross-agency effeort. Coordinate priority and impactful digitalization of government services. Promote digital literacy to ensure population use & accessability. Develop and nurture a smart & competent workforce to deliver Digital Government services. Ensure prudent financial & resource management in Digital Government Implementation & administration. Efficient and effective Project Procurement, Management & Partnership for DIgital Government & Digital Transformation.)	GOVERNANCE AND CYBER SECURITY (Government & Citizen Satisfaction)	NO.1: Strategic Leadership, Coordination, Direction and Advisory Excellence in ICT and Digital Transformation	Policy Advisory to NEC & Minister. Information paper to NEC & Minister on ICT sector. MoAs & MoUs	Positive feedback and rating by PM & NEC Report. **Current:** **Target:**	Executive Services Dep. Secretaries
		NO.2: ICT Sector and Digital Government Policy & Strategy, Standards, Accreditation, Monitoring and Evaluation.	Policy, Standards & accreditation. Quality M&E Reports.	Positive feedback and rating by PM & NEC Report. **Current:** **Target:**	Executive Services Digital Government & Regulatory Wing
		NO.3: Cybersecurity, Cyber Resilience and Cyber Safety Management.	% of case reported % of improvements in case management	Rating & score: 1,2,3,4,-10 (Poor-----Excellent) **Current:** **Target:**	Cyber Security & Cyber Safety
	DIGITAL TECHNOLOGY AND INFRASTRUCTURE (Quality Digital Government Services Delivered)	NO.4: Compliance Oversight and Assurance and Legal Enforcement and Proceedings Management	% of COC issued % of Compliance ratings % success rate in leagal proceedings.	Rating & score: 1,2,3,4,-10 (Poor-----Excellent) **Current:** **Target:**	Digital Government Compliance & Enforcement
		NO.5: GovPNG Technology Stack Coodination & Support (Advice, Contestability, and Assurance)	% successful deployment and functional rate	Rating & score: 1,2,3,4,-10 (Poor-----Excellent) **Current:** **Target:**	Digital Government Services Wing
	DIGITALIZATION AND DIGITIZATION (Optimization / Process effiency)	NO.6: Data Management, Protections, Privacy and Regulation for the whole of Government as well as business with government	% successful deployment and functional rate	Rating & score: 1,2,3,4,-10 (Poor-----Excellent) **Current:** **Target:**	Digital Government Services Wing Cyber Security & Cyber Safety
		NO.7: Media Landscaping Shaping &	% improvement in Digital Literacy on	Rating & score: 1,2,3,4,-10 (Poor-----Excellent)	Government Media

Embedded within our corporate strategy is the GovPNG Technology Stack, comprising six layers: Cyber Security & Governance, Hosting platforms, Communications Infrastructure, Building Blocks, Digital Services, and e-Government online portals.

This framework facilitates coordination, collaboration, and the adoption of shared digital services across government agencies, aligning with our strategic pillars. The GovPNG Technology Stack in figure 4 embodies our vision for seamlessly coordinating the deployment of technology and integrating with governance.

GovPNG TECHNOLOGY STACK

'a national framework to guide the use of technology
therefore enabling a digital government for Papua New Guinea'

Better Experience | WoG Approach | Smart Deployment | Pacific First

Implementing Agency

G2C, G2B & G2G Portals
Gov Intel Dashboard
Open Data Portal
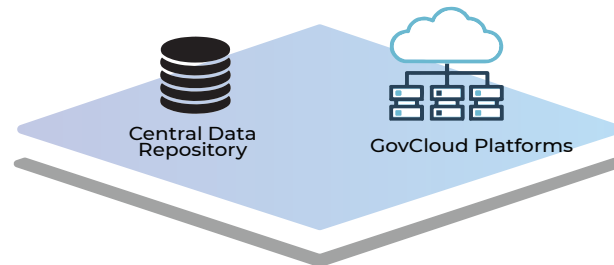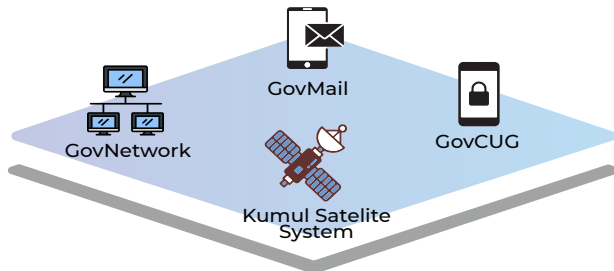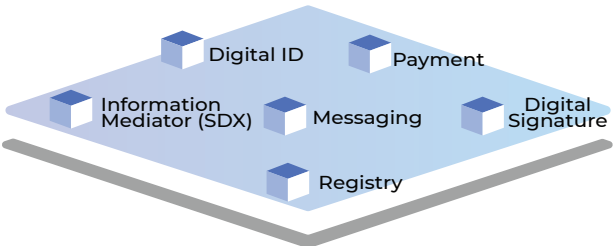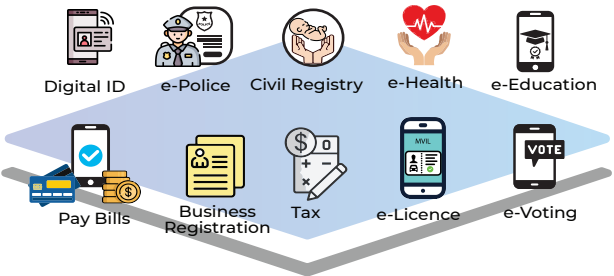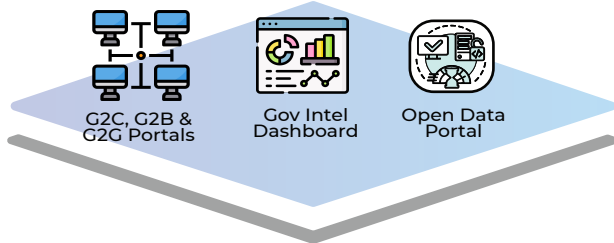
6 **e-Government Online Portals**

Single window online platforms that provide one point of access to selected G2C, G2B and G2G

datec | PNG ICT CLUSTER | CUSTOMS

Digital ID
e-Police
Civil Registry
e-Health
e-Education
Pay Bills
Business Registration
Tax
e-Licence
e-Voting
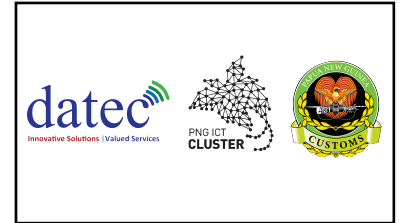
5 **Digital Services**

Digital services provided by various government bodies to citizens and businesses.

datec | PNG ICT CLUSTER

Digital ID
Payment
Information Mediator (SDX)
Messaging
Digital Signature
Registry

4 **Building Blocks**

Modular services that each performs a specific function enabling scalability, easy maintenance, and fast deloyment to support digital services and e-Government Online Portal functions.

KUMUL TECHNOLOGY DEVELOPMENT CORPORATION

GovMail
GovNetwork
GovCUG
Kumul Satelite System

3 **Communication Infrastructure**

Shared Communication Systems and Services primarily for Government-2-Government Services.

Telikom | png data co | NBC Papua New Guinea

Central Data Repository
GovCloud Platforms

2 **Hosting Plarforms**

Cloud-based government data and applications hosting platforms.

png data co

TYPO3
GovStack
Government Digital Standards

1 **Cybersecurity & Governance**

Standards , regulations, and procedures that govern the use of technology within the government. This includes protecting government systems, networks and data from cyber threats.

DEPARTMENT OF INFORMATION & COMMUNICATIONS TECHNOLOGY | NICTA

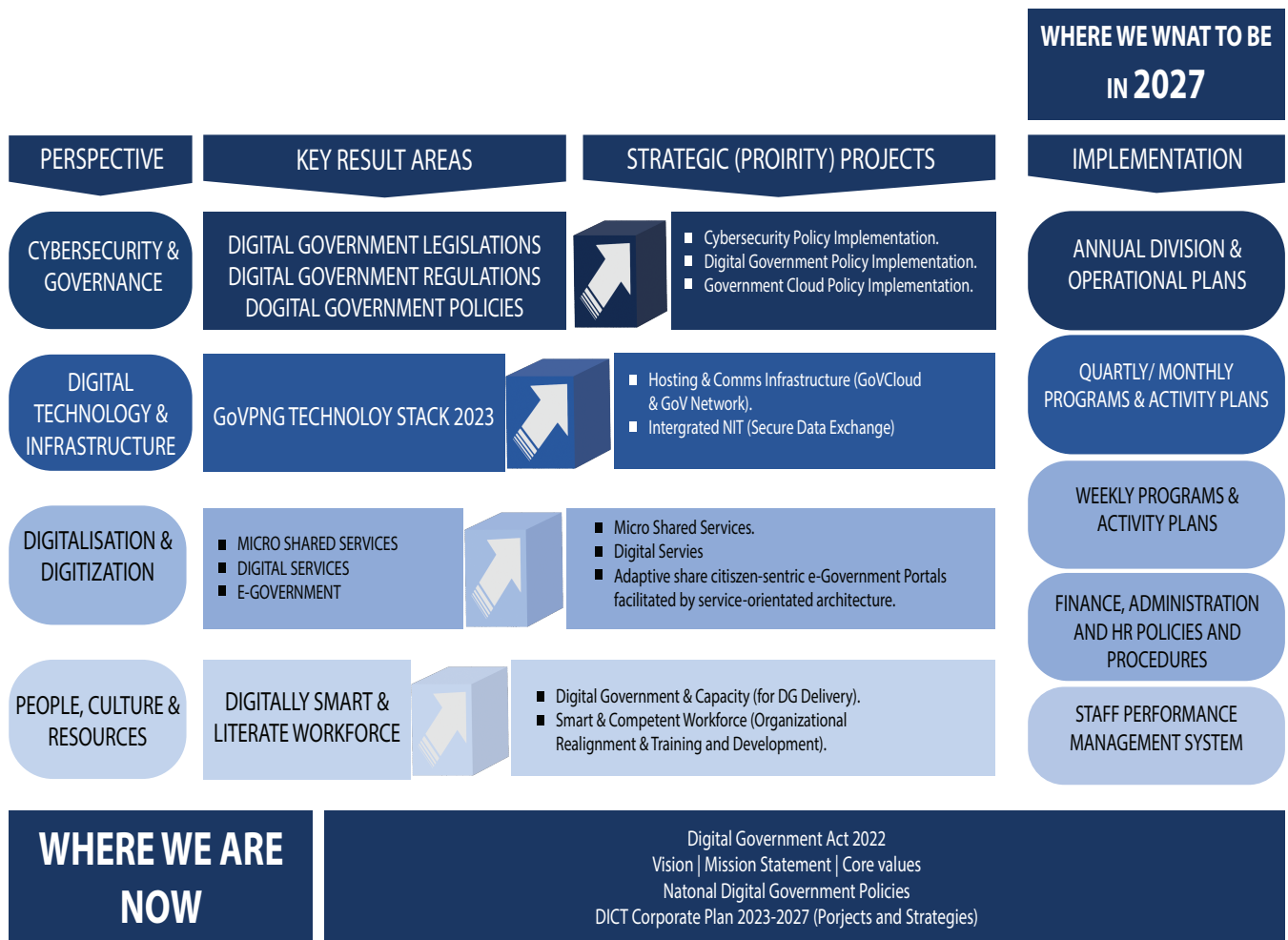In line with the DG Plan 2023 – 2027, our strategy focuses on purposeful, intelligent innovation. This involves a meticulous evaluation of whole-of-Government ICT projects to eliminate duplication and leverage existing shared services. By adhering to this approach, we ensure a standardized, cohesive, and secure digital infrastructure, discouraging duplication and fostering efficiency in our pursuit of a digitally empowered future.

Embarking on sustainable growth, our Corporate Growth Strategy in figure 5 unfolds across strategic perspectives, delineating the overarching vision for our organization. This strategy encompasses key performance indicators (KPIs) and strategic priorities/projects that guide our journey toward excellence

PERSPECTIVE	KEY RESULT AREAS	STRATEGIC (PROIRITY) PROJECTS	IMPLEMENTATION
CYBERSECURITY & GOVERNANCE	DIGITAL GOVERNMENT LEGISLATIONS DIGITAL GOVERNMENT REGULATIONS DOGITAL GOVERNMENT POLICIES	■ Cybersecurity Policy Implementation. ■ Digital Government Policy Implementation. ■ Government Cloud Policy Implementation.	ANNUAL DIVISION & OPERATIONAL PLANS
DIGITAL TECHNOLOGY & INFRASTRUCTURE	GoVPNG TECHNOLOY STACK 2023	■ Hosting & Comms Infrastructure (GoVCloud & GoV Network). ■ Intergrated NIT (Secure Data Exchange)	QUARTLY/ MONTHLY PROGRAMS & ACTIVITY PLANS
DIGITALISATION & DIGITIZATION	■ MICRO SHARED SERVICES ■ DIGITAL SERVICES ■ E-GOVERNMENT	■ Micro Shared Services. ■ Digital Servies ■ Adaptive share citiszen-sentric e-Government Portals facilitated by service-orientated architecture.	WEEKLY PROGRAMS & ACTIVITY PLANS
PEOPLE, CULTURE & RESOURCES	DIGITALLY SMART & LITERATE WORKFORCE	■ Digital Government & Capacity (for DG Delivery). ■ Smart & Competent Workforce (Organizational Realignment & Training and Development).	FINANCE, ADMINISTRATION AND HR POLICIES AND PROCEDURES
			STAFF PERFORMANCE MANAGEMENT SYSTEM

WHERE WE WNAT TO BE IN 2027

WHERE WE ARE NOW

Digital Government Act 2022
Vision | Mission Statement | Core values
Natonal Digital Government Policies
DICT Corporate Plan 2023-2027 (Porjects and Strategies)

Within these strategic perspectives, our focus aligns with organizational goals and reflects our commitment to innovation, efficiency, and impact. Pivotal KRAs serve as critical benchmarks for measuring progress and success, ensuring a comprehensive evaluation of our efforts and outcomes.

Strategic priorities and projects are meticulously selected to drive targeted initiatives that contribute to our overarching vision. Our implementation approach is methodical and adaptive, involving collaboration across teams and fostering a culture of continuous improvement. As we navigate this growth trajectory, we remain agile and responsive, steadfast in our commitment to achieving sustainable success.

We are committed to transforming Papua New Guinea into an innovation-driven economy through the strategic use of ICT. This transformation will be supported by establishing a national innovation ecosystem, focusing on incubation and commercialization.

Key initiatives like SevisPortal and SevisPass, alongside the strategic partnership between Kumul Consolidated Holdings and the Kumul Technology Development Corporation, will be instrumental in driving sustainable economic growth and advancing our national digital agenda.

The diagram below illustrates the proposed Digital Transformation Innovation Ecosystem.

Proposed Digital Transformation Innovation Ecosystem
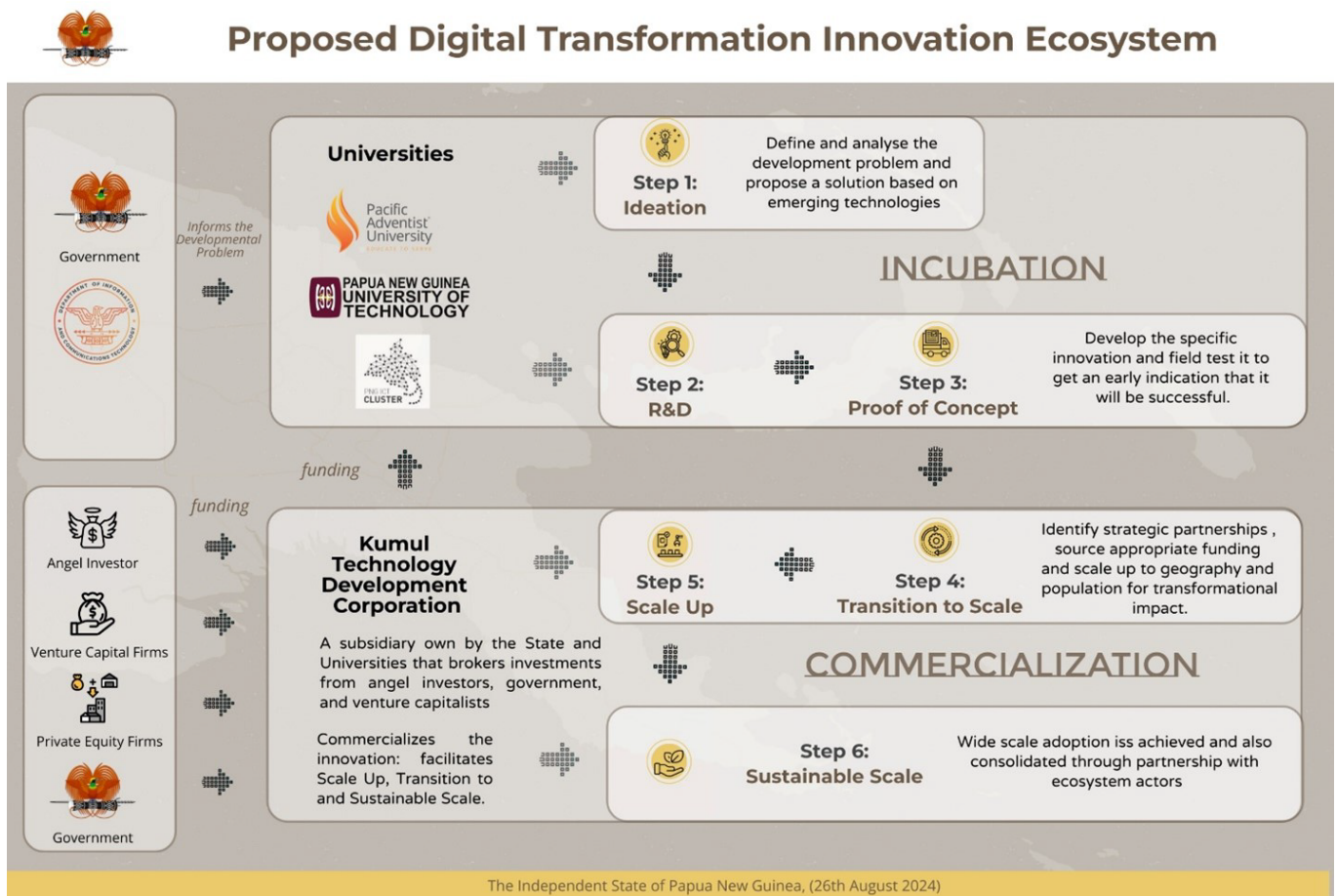
J. EXPANDED AND EVALUATED STRUCTURE

Our organization's structure has been meticulously designed to ensure the effective execution of PNG's digital transformation goals, as outlined in the DG Act 2022, the DG Plan 2023-2027, and the MTDP IV. Transitioning from a previous structure with two wings overseen by Deputy Secretaries and one division overseen by a director apart from the Office of the Secretary (Executive Services), we have evolved into a new structure featuring three wings overseen by Deputy Secretaries and three divisions overseen by directors. These changes underscore our commitment to enhancing efficiency and effectiveness in driving PNG's digital transformation forward.

The 3 wings include:

- Digital Government Coordination and Delivery
- Digital Government Operations
- Digital Government Policy & Regulations

Meanwhile, the 3 divisions overseen by directors include:

- Cyber Security & Safety
- National Data Governance & Protection
- Information Coordination & Dissemination

DESIGNATION/ CLASSFICATION	GR.	No.
Secretary	EX 5	1
Deputy Secretary	20	3
Director	20	3
Principal	18	2
Executive Manager	18	17
ESTABLISHMENT TOTAL:		**26**
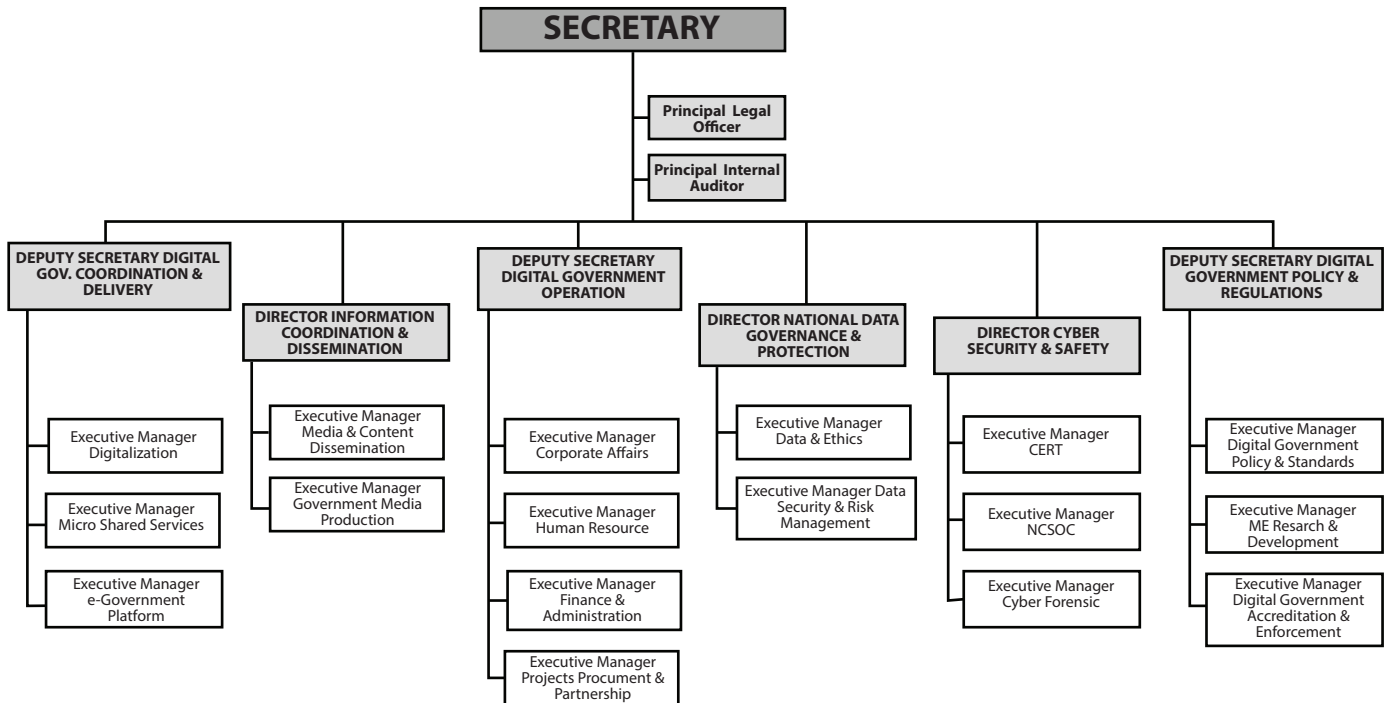
K. KEY CORPORATE OBJECTIVES, KRAs and KPIs

OFFICE OF THE SECRETARY (EXECUTIVE SERVICES)

The Executive Services Division serves as the cornerstone for the Department's effective operation, ensuring that ICT policies and initiatives contribute meaningfully to national development and the government's digital agenda. The division's leadership, strategic guidance, and advisory roles are critical in propelling Papua New Guinea forward in its digital transformation journey.

The Executive Services comprises of:
- Office of the Secretary and Support Staff
- Principal Legal Counsel
- Principal Internal Auditor
- GESI Implementation

Key Corporate Objective:

a) Provide overall Strategic & Advisory Services in ICT Legislations and Policy Direction to the Office of the portfolio minister.

b) Offer comprehensive secretarial support to the Ministerial Committee on ICT, delivering technical expertise and advisory services to enhance decision-making and coordination. Facilitate the committee's efforts in aligning ICT initiatives with government priorities and promoting effective governance in the digital domain.

c) Provide strategic leadership oversight to the Department, ensuring alignment with National Government policies, adherence to industry standards, and legal compliance. Foster collaboration and corporation with stakeholders, contribute to policy formulation, and drive efficient execution of ICT initiatives to achieve overall success for the Department.

d) Provide leadership to facilitate collaboration on Internet/Digital Governance. Foster collaboration with government agencies, especially NICTA, on Internet Governance, ICT policy, and regulations, including GESI implementation ensuring a cohesive approach to digital governance and the effective development of the ICT sector.

e) Offer insightful advice to the Minister regarding the operations of state entities and agencies under the ministerial responsibilities, ensuring alignment with strategic objectives.

KEY RESULT AREA:	ICT Sector and Digital Government Policy & Strategy, Standards, Accreditation and Research, Monitoring & Evaluation
GOAL:	Formulate and implement a comprehensive ICT Sector and Digital Government Policy, Strategic Framework, Standards, and Accreditation processes, fostering a thriving ICT sector and secure and efficient digital government environment while upholding principles of data protection and adherence to accreditation standards through effective research, monitoring and evaluation.

Corporate Objective	Initiatives / Actions/ Projects	Key Performance Indicator (Measures)	Targets / Priorities	Lead/ Responsibility
Provide overall Strategic and	Deliver compre-hensive	Successful imple-mentation rate	Ensure timely policy advice is provided to the	Executive Services

Corporate Objective	Initiatives / Actions/ Projects	Key Performance Indicator (Measures)	Targets / Priorities	Lead/ Responsibility
Advisory Services in ICT Legislations and Policy Direction to the Office of the portfolio minister.	Deliver comprehensive strategic and advisory services in ICT legislations and policy direction to the Office of the portfolio minister.	of policies advised to the Ministry in relation to ICT and Digital Transformation	Minister on the digital transformation across the whole of government and Digital Sector.	Advisory Services in ICT Legislations and Policy Direction to the Office of the portfolio minister.
		Impact on the ICT Sector and Digital Government based on the advice provided to the Minister annually.	Ensure effective and impactful policy advice is provided to the portfolio minister annually.	
		Number of specialized advice reports provided to the government on ICT-related issues.	Ensure timely advice is provided to the government through reports and policy papers.	
	Provide policy advisory services to the Ministry in relation to ICT and Digital Transformation in the Public and Private Sector.	Number of specialized advice reports provided to the government on ICT-related issues.	Ensure that all initiatives are aligned with national development plans and the overarching goals of digital transformation	
Provide Secretarial Support to the Ministerial Committee on ICT.	Facilitate the committee's efforts in aligning ICT initiatives with government priorities and promoting effective coordination and governance in the digital domain.	Frequency and quality of updates provided to the Minister and Committee on the latest ICT developments and trends.	Ensure monthly updates on ICT developments, innovations, and trends.	
	Provide effective leadership in the provision of Advisory Services on ICT and Digital Transformation in the country.	Average time taken to issue a Certificate of Compliance (CoC) from application submission.	Average time taken to issue a Certificate of Compliance (CoC) from application submission.	
		Number (%) of decisions and initiatives of the Minister and the Ministerial ICT Committee influenced by expert technical advice.	Ensure timely advice on ICT developments, innovations, and trends to the portfolio minister.	
		Number (%) of government decisions	Ensure timely and effective advice is	

Corporate Objective	Initiatives / Actions/ Projects	Key Performance Indicator (Measures)	Targets / Priorities	Lead/ Responsibility
		influenced or guided by the advisory services provided.	provided to support the work of Ministeri-al Committee on ICT.	
Provide Strategic Leadership Oversight to the Department.	Foster collabora-tion with stake-holders, contrib-ute to policy formulation, and drive efficient execution of ICT initiatives to achieve overall success for the Department	Number (%) of policies, programs, and projects com-pleted.	Ensure implementa-tion of timely digital government initia-tives including policies, programs, and projects.	
	Elevation of the Department to a Central coordinat-ing agency level to better coordi-nate Digital Transformation.	Department is elevated to a central coordinat-ing level to better coordinate the digital sector.	Ensure the depart-ment is placed at the central coordi-nating level to better coordinate the digital sector.	
	Level of integra-tion achieved in digital transfor-mation efforts across govern-ment agencies.	Number of public bodies coordinat-ing with the department on GovPNG Technolo-gy Stack and building blocks to achieve full integra-tion and interoper-ability.	Ensure public bodies are coordi-nating with the department on GovPNG Technolo-gy Stack and building blocks to achieve full integra-tion and interoper-ability.	
	Formulate and execute strategic ICT policies to drive the Depart-ment's mission and for adoption by the National Government.	Timely execution and adoption rate of formulated strategic ICT policies by the National Govern-ment.	Ensure that policies developed are implemented accordingly across the whole of government and ICT Sector.	
	Implementation of each Division's (Wing's) Annual Work Plans.	Successful imple-mentation of Departmental activities in line with the course set under the guidance of the Secretary.	Ensure that the wings' or divisions' activities or work-plans aligned to achieve the vision and mission of the department.	
		Number of activi-ties assigned to the wings and divisions.	Number of activities assigned to the wings and divisions.	

Corporate Objective	Initiatives / Actions/ Projects	Key Performance Indicator (Measures)	Targets / Priorities	Lead/ Responsibility
		and divisions.	and divisions are accomplished within time and budget.	
		Improvement in service delivery outcomes measured through user satisfaction surveys.	Enhance service delivery outcomes through strategic leadership and advisory functions.	
	Improve the Degree of compliance with legal frameworks governing ICT activities.	Compliance rate of the department with existing legislations	Ensure that the Department is compliant with legal frameworks that govern itself.	
	Develop quarterly events calendar and staff movement schedule to ensure accountability.	Number of events in a quarter attended or hosted by the Departments	Develop quarterly meetings calendar and ensure it is followed.	
	Undertake review of current policies and strategies on ICT and Digital Transformation in the country.	Determine the frequency and outcomes of reviews conducted on current strategies for ICT and Digital Transformation.	Ensure timely review of ICT Sector and digital transformation initiatives and implement necessary adjustments for enhanced effectiveness.	
	Organizational Review and sustainability.	By 2024, DICT should be transitioned to the new structure with the department been elevated and a corporate plan launched	Ensure transitional and restructure is achieved within the set timeframe and department elevated together with the launch of corporate plan	

DIGITAL GOVERNMENT POLICY & REGULATION WING

The Digital Government Policy & Regulation Wing is committed to creating a robust uplifted and effective ICT Sector through policy interventions and digital government policies, standards and regulatory environment to enable safe and effective use of ICT and ensuring the secure and effective utilization of digital government services, emphasizing data protection, Leave No One Behind (LNOB) principles, Connectivity, and human rights. The Wing actively contributes to the development, implementation, and continuous improvement of a secure, efficient, and aligned digital government ecosystem.

The Digital Government Policy and Regulation Wing comprises of:

- Digital Government Policy & Standards
- Monitoring, Evaluation, Research & Development
- Digital Government Accreditation & Enforcement

Key Corporate Objective:

a) Introduce reforms through policy intervention in the digital sector to shape the ICT sector policy and regulatory landscape.

b) Develop comprehensive ICT sector policies and enabling legislations, including digital government policies, to keep pace with evolving technological advancements.

c) Establish digital government standards and guidelines to safeguard PNG's digital infrastructure, sensitive data, and critical information systems against cyber threats and attacks.

d) Implement robust monitoring and evaluation frameworks for ICT sector policies, including digital government policies, programs, and projects, ensuring continuous improvement and alignment with strategic goals.

e) Conduct research on emerging technologies and policy issues to inform policy decisions and support the evolution of PNG's digital landscape in line with Vision 2050

KEY RESULT AREA: ICT Sector and Digital Government Policy & Strategy, Standards, Accreditation and Research, Monitoring & Evaluation.

GOAL: Formulate and implement a comprehensive ICT Sector and Digital Government Policy, Strategic Framework, Standards, and Accreditation processes, fostering a thriving ICT sector and secure and efficient digital government environment while upholding principles of data protection and adherence to accreditation standards through effective research, monitoring and evaluation.

Corporate Objective	Initiatives / Actions/ Projects	Key Performance Indicator (Measures)	Targets / Priorities	Lead/ Responsibility
Introduce reforms through policy intervention in the digital sector	Conduct a comprehensive review of the existing ICT sector regulatory framework, identifying	Measure the extent to which the regulatory framework is adapted to accommodate digital	Ensure that the regulatory framework undergoes substantial	Digital Government Policy and Regulatory Wing

Corporate Objective	Initiatives / Actions/ Projects	Key Performance Indicator (Measures)	Targets / Priorities	Lead/ Responsibility
to shape the ICT sector policy and regulatory landscape.	areas for improvement and adaptation to the digital landscape.	advancements and emerging technologies.	adaptation to address the challenges and opportunities presented by the digital sector.	
Develop comprehensive ICT sector policies and enabling legislations, including digital government policies, to keep pace with evolving technological advancements.	Organize forums to engage stakeholders, including government agencies, industry players, and the public, to gather insights and perspectives for shaping the regulatory framework.	Assess stakeholder satisfaction through feedback mechanisms, indicating the effectiveness and inclusivity of the regulatory evolution process.	Strive for high stakeholder satisfaction by addressing concerns, incorporating feedback, and fostering a collaborative regulatory environment..	
	Formulate policies that address the regulatory requirements for emerging technologies, including artificial intelligence, blockchain, and the Internet of Things.	Track the implementation of policies specifically designed to regulate the use of emerging technologies in the digital sector.	Introduce policies that provide a regulatory framework for the responsible and secure adoption of emerging technologies.	
Establish digital government standards and guidelines to safeguard PNG's digital infrastructure, sensitive data, and critical information systems against cyber threats and attacks.	Develop comprehensive standards and guidelines for digital government practices, ensuring security, data protection, and consistent ICT practices in the public service.	Assess the compliance level of public bodies with Digital Government Enforcement policies and standards.	Aim to ensure a significant majority of public bodies comply with Digital Government Enforcement policies and standards.	Digital Government Policy and Regulatory Wing (Digital Government Standards and Accreditation)
	Formulate policies that set minimum digital standards to safeguard PNG's digital infrastructure, sensitive data, and critical information systems against cyber threats and attacks.	Track the number of digital standards gazetted published for implementation, indicating the establishment of minimum standards for ICT use in public services.	Ensure the establishment of minimum standards for ICT use in public services through the publication of digital standards gazettes.	

Corporate Objective	Initiatives / Actions/ Projects	Key Performance Indicator (Measures)	Targets / Priorities	Lead/ Responsibility
Promote the development of innovative digital solutions to enhance citizen engagement, optimize service delivery, and improve efficiency across government agencies.	Initiate, project lead, coordinate and implement innovative digital solutions supporting: • Digital Discovery, • Micro Shared Services, • Digital and Innovation Hub • Government Cloud	Implemented Project Plans and Project Milestones for: • Digital Discovery • Micro Shared Services • Digital and Innovation Hub • Government Cloud	80%-100% implementation of Project Deliverables in: • Digital Discovery • Micro Shared Services • Digital and Innovation Hub • Government Cloud	Digital Government Services Wing
	Initiate, Coordinate, and Supervise Digitalization and Change Management initiatives, programs, projects, and strategies across the whole of Government.	Develop and implement a Digitalization and Change Management Program to support and promote Digital Government Transformation initiatives, communication, and implementation plan.	80%-100% implementation of the Change Management Initiatives, communicated across the whole of Government.	
Coordinate and oversight the efficient implementation and delivery of digital projects outlined in the Digital Government Plan.	Implementation of the government and transformation project management framework and project management business processes for effective project management and reporting across the department.	Timely implementation of all project procurement, resourcing, coordination of digital government projects, services, and initiatives. • Digital Discovery • Micro Shared Services • Digital and Innovation Hub • Government Cloud	80%-100% implementation of Projects outlined in the Digital Government Plan adhering to timelines, budgets and high-quality standards.	

Corporate Objective	Initiatives / Actions/ Projects	Key Performance Indicator (Measures)	Targets / Priorities	Lead/ Responsibility
	Initiate a systematic review, formulation, and drafting process for Digital Government Plans, Programs, and Strategic Initiatives, ensuring alignment with national, ICT sector, ICT industry, and global standards.	Measure the consistency of Digital Government Plans, Programs, and Strategic Initiatives with national, ICT sector, ICT industry, and global standards.	Strive for a high level of alignment with national, sectoral, industry, and global standards in Digital Government Plans and Initiatives.	
Implement robust monitoring and evaluation frameworks for ICT sector policies, including digital government policies, programs, and projects, ensuring continuous improvement and alignment with strategic goals.	Implement a robust monitoring and evaluation framework for ICT sector policies, digital government policies, programs, and projects to ensure continuous improvement and alignment with strategic goals in Digital Government, Digital Economy, and Digital Society.	Measure the effectiveness of the Department's Monitoring and Evaluation function by assessing the number of ICT Sector Policies and digital government projects, programs, and annual activities effectively assessed and enhanced.	Prioritize the assessment, enhancement, and the effectiveness of ICT sector and digital government projects, programs, and annual activities through the Department's Monitoring and Evaluation Function.	Digital Government Policy and Regulation Wing (ME, Research and Development)
	Initiate, coordinate, supervise, and manage the Department's Monitoring and Evaluation Function, aligning it with the established Key Result Areas (KRAs) and Key Performance Indicators (KPIs) under Corporate and Department Annual Plans.	Regularly monitor and evaluate ICT Sector policies, including digital government policies, programs, and project implementation, ensuring continuous improvement and alignment with national strategic plans and Vision 2050.	Track the number of successfully implemented programs, initiatives, and activity plans promoting emerging technologies and innovations in Digital Government, indicating successful adoption.	
	Initiate, coordinate, supervise, and manage Digital Government reviews, research initiatives, and development initiatives, ensuring alignment with GoPNG Strategies, Plans, and	Assess the alignment of research and development initiatives with GoPNG Strategies, Plans, and Digital Government Legislations and Regulatory	Emphasize the alignment of research and development initiatives with GoPNG Strategies, Plans, and the Digital Government	

Corporate Objective	Initiatives / Actions/ Projects	Key Performance Indicator (Measures)	Targets / Priorities	Lead/ Responsibility
	ICT Sector and Digital Government Legislations and Regulatory Framework.	Framework, indicating the effectiveness of these initiatives.	Legislations and Regulatory Framework to ensure consistency and compliance.	
	Initiate, coordinate, supervise, and manage strategies, programs, and initiatives supporting the whole-of-government implementation and adoption of Digital Government Policies, Standards, enabling legislations, and regulations.			

DIGITAL GOVERNMENT COORDINATION & DELIVERY WING

The Digital Government Services Wing plays a crucial role in steering and coordinating the GovPNG Technology Stack and the building blocks of the stack through strategic advice, contestability, and assurance. This involves key objectives focused on driving change management, fostering a dynamic micro-shared services ecosystem, and establishing the foundational digital platform, interoperability and Infrastructure. By seamlessly integrating these objectives, the Wing ensures a coordinated and effective approach to advancing the GovPNG Technology Stack, ultimately enhancing digital government services for the benefit of citizens and stakeholders.

The Digital Government Services Wing comprises of:
 · Digitalization
 · Micro Shared Services
 · E-Government Platform (e-Gov Portal)

Key Corporate Objective:

a) Spearhead the nation's digital transformation efforts through coordination and by providing leadership and operational advisory services, emphasizing innovative digital solutions for citizen engagement and streamlined service delivery.

b) Promote the development of innovative digital solutions to enhance citizen engagement, optimize service delivery, and improve efficiency across government agencies.

c) Coordinate and oversight the efficient implementation and delivery of digital projects outlined in the Digital Government Plan, employing the GovPNG Technology Stack methodology as the standards against deployment of digital technologies across public bodies. Ensure strict adherence to timelines, budgets, and quality standards while coordinating across the building blocks of the stack layers.

d) Coordinate efforts to promote and facilitate external development assistance, fostering collaboration with international partners to enhance digital transformation initiatives in Papua New Guinea.

KEY RESULT AREA:	GovPNG Technology Stack Coordination & Support (Advise, Contestability, and Assurance)
GOAL:	Facilitate effective coordination, support, and governance of the GovPNG Technology Stack, ensuring strategic advice, contestability, and assurance to drive impactful change management, nurture a dynamic micro-shared services ecosystem, and establish the foundational platform.

Corporate Objective	Initiatives / Actions/ Projects	Key Performance Indicator (Measures)	Targets / Priorities	Lead/ Responsibility
Spearhead the nation's digital transformation efforts through coordination and by providing leadership and operational advisory services, emphasizing innovative digital solutions for citizen engagement and streamlined service delivery.	Providing leadership and advisory services and Project Lead focusing on Whole-of-Government Digitalization, Development, and Implementation of eGovernment Platform and Micro Share Services	A complete and documented roadmap and digital change management initiatives to support and coordinate cross-agency efforts to prioritize impactful digitalization of government services	Quarterly review of Roadmap and Change management initiatives.	Digital Government Services Wing
		Establishment of a Digital Platform (GovStack) to ensure delivery of all digital government services	Quarterly report on the progress of GovStack development, initiatives, and implementation.	
		Establishment of a micro shared services ecosystem to enable and complement digital government service delivery	Quarterly report on the progress of micro shared services development and implementation	
	Coordinate, provide liaison, administrative support and Secretariat role to the all and relevant Digital Government Secretariat and Digital Government Working Committees.	Establish and implement a governance structure with defined terms of references for all Digital Government secretariat and working committees	Number of meetings and resolutions passed to promote a coordinated approach to implement a whole of government digital government and transformation agenda.	Executive Services (Office of the Secretary) and Digital Government Services Wing

Corporate Objective	Initiatives / Actions/ Projects	Key Performance Indicator (Measures)	Targets / Priorities	Lead/ Responsibility
Promote the development of innovative digital solutions to enhance citizen engagement, optimize service delivery, and improve efficiency across government agencies.	Initiate, project lead, coordinate and implement innovative digital solutions supporting: • Digital Discovery, • Micro Shared Services, • Digital and Innovation Hub and • Government Cloud	Implemented Project Plans and Project Milestones for: • Digital Discovery • Micro Shared Services • Digital and Innovation Hub • Government Cloud	80%-100% implementation of Project Deliverables in: • Digital Discovery • Micro Shared Services • Digital and Innovation Hub • Government Cloud	Digital Government Services Wing
	Initiate, Coordinate, and Supervise Digitalization and Change Management initiatives, programs, projects, and strategies across the whole of Government.	Develop and implement a Digitalization and Change Management Program to support and promote Digital Government Transformation initiatives, communication, and implementation plan.	80%-100% implementation of the Change Management Initiatives, communicated across the whole of Government.	
Coordinate and oversight the efficient implementation and delivery of digital projects outlined in the Digital Government Plan.	Implementation of the government and transformation project management framework and project management business processes for effective project management and reporting across the department.	Timely implementation of all project procurement, resourcing, coordination of digital government projects, services, and initiatives. • Digital Discovery • Micro Shared Services • Digital and Innovation Hub • Government Cloud	80%-100% implementation of Projects outlined in the Digital Government Plan adhering to timelines, budgets and high-quality standards	

Corporate Objective	Initiatives / Actions/ Projects	Key Performance Indicator (Measures)	Targets / Priorities	Lead/ Responsibility
	Initiate, Coordinate, and Supervise Digital Government initiatives, programs, projects, and strategies at the Provincial, National, and Sub-National level and functions and Institutions of Government.	Quarterly reports of coordination and support rendered to National and Sub-national GoPNG agencies and institutions in the implementation of Digital Government Services and infrastructure.	80%-100% support and coordination of all National and Sub-national GoPNG agencies and institutions.	
Coordinate efforts to promote and facilitate external development assistance, fostering collaboration with international partners to enhance digital transformation initiatives in Papua New Guinea.	Initiate, coordinate and Project lead in external development assistance to enhance ICT services in PNG, facilitating collaboration with international partners.	Quarterly reports of coordination and support rendered to External Development Assistance to support Digital Innovation and Solutions identified for specified projects in: • eGovernment Portal • Micro Shared Services • Digital Hub and Innovations • Government Cloud • Secure Data Exchange (SDX)	A number of external development assistance from international development partners secured to support, enhance and implement ICT services in PNG.	

DIGITAL GOVERNMENT OPERATIONS WING

The Digital Government Operations Wing oversees crucial aspects of Corporate, Personnel, Administration, Partnerships, and Finance & Procurement within the Department. The Wing plays a pivotal role in ensuring the efficient functioning of corporate, personnel, administration, financial, partnerships, funding and procurement aspects, crucial for the successful implementation of digital government initiatives. The focus on literacy, workforce competence, financial management, and strategic partnerships underscores the comprehensive approach to advancing PNG's digital transformation journey.

The Digital Government Operations Wing comprises of:
- Corporate Affairs (PR & Communications)
- Human Resources
- Finance and Administration
- Projects Procurement and Partnership

Key Corporate Objective:

a) Developing a smart and resilient workforce by Equipping staff with the necessary skills and knowledge to effectively navigate the digital landscape and leverage technology to deliver services more efficiently.

b) Fostering a culture of continuous learning by encouraging employees to embrace new technologies, experiment with digital tools, and share best practices to help create a workforce that is adaptable and open to change.

c) Prioritize diversity and inclusion in the workforce by embracing a diverse range of perspectives and backgrounds can lead to more innovative solutions and better representation of the population being served.

d) Prudent Budget by Prudently managing finance and operations, budget allocation and resource capacity within the Department to enhance overall performance.

e) Drive Collaboration, Sector Funding & Resourcing and Partnerships by actively driving collaboration, project procurement, resourcing, coordination of sector funding, and strategic partnerships for digital government, services, and transformation.

f) Coordinate departments information dissemination through coordinated awareness campaigns and manage the dissemination of departments development information to citizens, particularly those in rural areas, fostering transparency and citizen engagement.

KEY RESULT AREA:	Corporate + Personnel + Administration + Finance & Procurement + Strategic Partnership + Sector Funding
GOAL:	Strive to enhance operational efficiency by implementing robust financial, budgetary and resource management practices, retaining personnel and refining administration processes, and facilitating seamless information dissemination.

Corporate Objective	Initiatives / Actions/ Projects	Key Performance Indicator (Measures)	Targets / Priorities	Lead/ Responsibility
Develop and implement corporate and organizational capability and capacity development strategies for Digital Government Transformation.	Initiate and implement organizational realignment and restructuring to support the implementation of the Digital Government Transformation	Approved Organizational structure to support and implement corporate objectives, growth strategies and digital transformation	100% approval rating on the organizational structure	Digital Government Operations Wing
	Establish corporate functions, standards and best practices in organizational functions, innovations and performance management	Approval of a number of organizational business processes, policies processes and procedures	80%-100% Digitalization of the department business processes	
Equipping staff with the necessary skills and knowledge to effectively navigate the digital landscape and leverage technology to deliver services more efficiently..	Investing in the skills and capabilities of department staff, ensuring their ability to better adapt to the changing digital landscape and deliver efficient and citizen-centric services.	A Department five (5) Year Training Plan developed and implemented annually for all staff training and upskilling.	Complete and approved Training Plan annually	
		Implementation of the Annual Training Plan through a Training Calendar	Minimum of 20 staff participating in training and development programs.	
	Implementation of a Staff Secondment program with development partners for better training and knowledge of specialized skills and work experience exposure.	Approval and implementation of the Learning and Development Policy.	Min of 5 staff participated in Secondment arrangement with development partners	
		Approval and implementation of the Learning and Development Policy.		

Corporate Objective	Initiatives / Actions/ Projects	Key Performance Indicator (Measures)	Targets / Priorities	Lead/ Responsibility
Ensuring continuity and expertise within the workforce.	Investing in long-term retention strategies such as the Public Service Institutional Housing and Homeownership Scheme	Approval and implementation of the Deparment Institutional Housing and Homeownership Policy	Min of five (5) Institutional Houses and five (5) successful home ownership schemes annually for staff accommodation and staff housing assistance (home ownership scheme)	
	Investing in long-term retention strategies such as the health and welfare	Approval and implementation of the Department Health and Medical Scheme Policy	100% of staff benefiting from Health and Medical scheme benefit.	
Embracing a diverse range of perspectives and backgrounds can lead to more innovative solutions and work performance	Implementing a diverse, accessibility, and inclusive approach to work culture, working environment, adapting innovation and creativity to promotes equal participation across job roles and responsibility to implement digital government change and transformation.	Improved number of business processes in all functions across all business units, adapting to innovation and technology to improve productivity, efficiency, and performance.	80% improvement in business processes, procedures, and standard of performance.	All Wings / Divisions
		Established a number of Business Processes and Standard Operating Procedures for each Functions of the Department	Ensuring continuity and expertise within the workforce.	
Prudently manage finance, budget allocation and resource capacity within the Department to enhance overall performance.	Implementing Budgetary and Resources Management in accordance with Public Finance Management Act and relevant Public Financial and Resources Management Instruments	On-time access to financial and budgetary allocations and approvals to implement Departmental Budget Priorities and Project Allocations	100% improve efficiency in financial and budgetary disbursement and access to budget appropriation	Digital Government Operations Wing

Corporate Objective	Initiatives / Actions/ Projects	Key Performance Indicator (Measures)	Targets / Priorities	Lead/ Responsibility
Actively drive collaboration, project procurement, resourcing, coordination of sector funding, and strategic partnerships..	Develop and institutionalize a digital government project management framework and project management business processes for effective project management and reporting across the department.	Development of a Digital Government Project Management Manual with prescribed and accessible forms aligned to relevant public procurement,	Timely and seamless project management business processes for procurement, resourcing, coordination and monitoring and evaluation.	
	Establish and implement Best Practices in Project Management and other enabling Instruments required for Digital Government and Transformation Projects,	Achieve ISO or relevant Project Management Accreditation and certifications for Digital Government and Transformation Projects.	Achieving accreditation and best business practice for project management in digital government and transformation	
To identify opportunities for partners to directly engage in the focused key areas by strengthening development and uniting expertise from international stakeholders and private-public partnership and the civil society to improve digital governance at the national, sub-national, provincial, and local level government.	Manage Strategic Partnership to support Digital Transformation	A well function Sector Coordination mechanism in place supported by key strategic partnership arrangements including ICT Sector Financing, disbursement, auditing, and reporting on the implementation of the Digital Transformation agenda of Government	Ensure that Strategic Partnership arrangements are in place to guide and support the implementation of the Digital Transformation agenda of Government	

Corporate Objective	Initiatives / Actions/ Projects	Key Performance Indicator (Measures)	Targets / Priorities	Lead/ Responsibility
	Develop a funding framework through the development of a long-term ICT Sector Development Program	An effective ICT sector that is well coordinated and functioning effectively and deliver the whole of government Digital Government	Ensure a Sector Funding Framework is established supported by a long-term National ICT Sector Development Program Plan (NICTSDPP)	
	Establish working relationship, foster collaboration and seek partnership with project donors, development partners	Initiate and establish enabling instruments that fosters collaboration, established partnership, service level agreements to initiate, develop and project manage digital government and transformation projects	Minimum of 3 instruments signed and mutually agreed with specified terms of references to initiate, develop or project manage digital government and transformation projects	
Provide Secretariat support to the Pacific ICT Secretariat on the Lagatoi Declaration	Assist in administrative, logistical, and organizational aspects of the Lagatoi Declaration implementation and coordination.	Effective management of correspondence, meetings, and documentation related to the Lagatoi Declaration	Facilitate smooth execution of Lagatoi Declaration activities.	Digital Government Operations Wing (Strategic Partnership Division)
Coordinate awareness campaigns and manage the dissemination of government information to citizens, particularly those in rural areas, fostering transparency, accountability, and citizen engagement	Initiate, Coordinate, Supervise, and manage all Events and Public Relations initiatives, programs, projects and Activity Plans.	Establish and plan annual calendar of major Department sponsored events, conferences, workshops meeting expected outcomes, dates, and venue	100% Timely and seamless execution of major departmental events.	Digital Government Operations Wing
	Initiate, Coordinate, Supervise, and manage all social media and Information initiatives, processes, programs, projects and Activity Plans.	Establish and plan annual calendar of major Department sponsored events, conferences, workshops meeting expected outcomes, dates, and venue	100% Timely and seamless execution of major departmental events	
	Initiate, Coordinate, Supervise, and	Establish all social media and	00% Timely, and accurate	

Corporate Objective	Initiatives / Actions/ Projects	Key Performance Indicator (Measures)	Targets / Priorities	Lead/ Responsibility
	manage all social media and Information initiatives, processes, programs, projects and Activity Plans	publication platforms and ensure compliance with the Digital Government Act and relevant regulations of government information	dissemination of all public and government information, communications, and publications on the department's social media platforms	
		Drive awareness of all the ICT sector and digital government policies, strategies, and legislations	100% Timely, and accurate dissemination of awareness information on the policies, strategies, and legislations	
	Initiate, Coordinate, Supervise, and manage all Department ICT initiatives, processes, IT systems, projects, and Activity Plans	Established business processes for all internal ICT functions to support digital transformation of the department in compliance to the Digital Government Act and relevant legislations	Ensure that the department is 100% compliant with the Digital Government Act	
		Manage and update the Department's website with updated information about new policies, ICT sector M&E updates, Dashboards, etc.	Ensure that the DICT's websites 100% compliant and are updated regularly to ensure the contents are relevant, current, and accessible for persons with disabilities	

CYBER SECURITY & SAFETY OFFICE

The Cyber Security and Safety Office is tasked with overseeing cybersecurity measures for the entire government and the nation as a whole. It strategically oversights critical units dealing with cyber-related activities, including the National Cyber Security Centre (NCSOC), Computer Emergency and Response Team (CERT) & PNG Computer Incident Response Team (CIRT) responsible for Cyber Security, and Cyber Forensic units. These units are established to collectively addressing cyber threats, investigations, and the apprehension and prosecution of cybercrime perpetrators.

Operating at the forefront of safeguarding Papua New Guinea's digital infrastructure, the Cyber Security & Safety office assumes a pivotal role in governing, identifying, protecting, detecting, responding to, and recovering from cyber threats. It serves as the central hub for national cybersecurity initiatives, ensuring a proactive and holistic approach to addressing cyber risks. Through its endeavors, the office endeavors to enhance PNG's overall cybersecurity resilience.

- The Cyber Security and Safety office comprises of:
- National Cyber Security Operations Centre (NCSOC)
- PNG Computer Emergency Response Team (CERT)
- Cyber Forensic

Key Corporate Objective:

a) Provide Leadership and strategic governance and oversight to the office and overall Strategic and Advisory Services Cyber Security and safety to the Office of the Secretary.

b) Implement measures to protect critical infrastructure, systems and data from cyber threats and attacks, ensuring the security and integrity of essential government systems and information.

c) Successfully transition the Cyber Security and Safety Office into a fully operational entity equipped to address cybersecurity challenges comprehensively through legal.

d) Improve capabilities for the early detection of cyber threats, enabling proactive responses to potential security breaches.

e) Develop and implement effective response strategies to mitigate cyber incidents, facilitating swift and efficient recovery processes following security breaches..

f) Continuously identify and assess cyber threats, vulnerabilities, and risks, allowing for proactive measures to mitigate potential security risks.

KEY RESULT AREA:	Cybersecurity, Cyber Resilience and Cyber Safety Management
GOAL:	To enhance cyber resilience and safety through effective governance, risk identification, protection measures, safety protocols, swift response to emerging cyber threats, and recovering from cyber threats, contributing to a secure digital landscape.

Corporate Objective	Initiatives / Actions/ Projects	Key Performance Indicator (Measures)	Targets / Priorities	Lead/ Responsibility
Leadership and strategic governance and oversight to the office and overall Strategic and Advisory Services on Cyber Security and safety to the Office of the Secretary	security governance framework.	improvement in cyber security governance maturity (globally and regionally).	increase in governance maturity every year	Safety – National Cuber Coordination Centre (N3C)
	Develop and implement strategic policies strategies for cyber security.	Number of strategic policies implemented.	Implement three strategic policies within the next fiscal year.	
	Provide advisory services on cyber security to the Office of the Secretary.	Timely Strategic and Advisory Services on cyber security and safety provided to the Secretary.	Stakeholder satisfaction with advisory services.	
	Develop and implement transitional strategy for Cyber Security and safety including legislation, and plans	N3C fully operational as an independent entity and providing service to the citizens	Prepare N3C to transit into an independent entity	
Identify and assess cyber threats, vulnerabilities, and risks.	Conduct regular cyber threat assessments.	Frequency of threat assessments.	Conduct threat assessments quarterly.	
	Implement threat intelligence programs	Number of threat intelligence programs initiated.	Initiate two threat intelligence programs.	
	Establish collaboration with external threat intelligence sources.	Level of collaboration with external sources.	Establish collaboration with at least three external sources.	
Implement measures to safeguard critical infrastructure and data.	Implement security measures for safeguarding critical infrastructure	Percentage improvement in critical infrastructure security.	Increase in the improvement in critical infrastructure security.	
	Develop and enforce data protection policies.	Rate of Compliance with data protection policies in percentages.	Increase in compliance with data protection policies.	
	Conduct regular cyber security audits.	Number of successful cyber security audits conducted.	Conduct cyber security audits biannually	
Enhance capabilities for the early detection of cyber threats.	Implement advanced intrusion detection systems.	Effectiveness of intrusion detection systems.	Constant improvement of the effectiveness in intrusion detection technologies	

Corporate Objective	Initiatives / Actions/ Projects	Key Performance Indicator (Measures)	Targets / Priorities	Lead/ Responsibility
	Conduct training programs for security personnel.	Number of personnel trained.	Train and sustain qualified cyber security personnel	
	Regularly update and test detection tools	Frequency of tool updates and testing.	Update and test tools monthly.	
Develop effective response strate-gies to mitigate cyber incidents.	Establish an incident response plan.	Timeliness and effectiveness of incident response.	Respond to incidents within 24 hours.	
	Conduct simulat-ed cyber incident drills.	Frequency of simulated drills.	Conduct simulat-ed drills quarterly.	
	Collaborate with external incident response teams.	Level of collabora-tion with external teams.	Collaborate with at least two exter-nal response teams.	
Facilitate the recovery process after a cyber incident.	Develop a com-prehensive recovery plan.	Time taken for complete recovery.	Achieve complete recovery within 72 hours.	
	Provide training on recovery procedures.	Number of personnel trained in recovery proce-dures.	Train 75% of relevant personnel in recovery proce-dures.	
	Establish partner-ships for mutual assistance.	Number of successful mutual assistance part-nerships.	Establish partner-ships with three organizations for mutual assistance.	

DATA GOVERNANCE & DATA PROTECTION OFFICE

The Data Governance and Data Protection Office serves as the central unit responsible for overseeing data management, privacy, and security across the whole of government and the nation. Under the directorship of this office, three critical functions are carried out to ensure the integrity and responsible use of data.

Firstly, the office oversees Data Protection, Compliance & Advocacy, focusing on implementing measures to safeguard data privacy & integrity throughout its lifecycle and advocating for compliance with data protection regulations and standards. Secondly, the division manages Data Enforcement & Investigation, ensuring alignment with established data standards across government agencies and conducting investigations into potential breaches or non-compliance issues.

Additionally, the Data Governance and Data Protection Division undertakes Data Protection Education and Outreach efforts, providing training opportunities for data protection officers and educating the public on the importance of personal data protection, particularly in online environments. Through these initiatives, the division aims to cultivate a well-regulated and fortified data ecosystem that supports informed decision-making while safeguarding the privacy rights of individuals.

The Data Governance and Data Protection Division comprises of:
- Data & Ethics
- Data Security & Risk management

Key Corporate Objective:

a)   Offer strategic leadership and governance oversight to the Data Governance and Data Protection Office, providing advisory services on data governance and protection to the Office of the Secretary.

b)   Facilitate the successful transition of the Data Governance and Data Protection Office into an independent entity, ensuring a seamless process from preparation to full operational capability.

c)   Foster collaboration with stakeholders, both locally and globally, to collectively address data-related challenges, advocate for resources, and provide strategic guidance for effective data management, sharing, privacy, and security.

d)   Formulate and implement comprehensive data protection policies, standards, and guidelines, emphasizing coordination, compliance, and cultural considerations to foster a secure and privacy-conscious environment.

KEY RESULT AREA:	Data Management, Data Protection, Data Privacy and Data Regulation for the whole of Government as well as businesses who does business with government.
GOAL:	To ensure robust data management by coordinating and regulating data aspects, fostering a secure and privacy-conscious environment, and enabling data-driven decision-making processes in Papua New Guinea.

Corporate Objective	Initiatives / Actions/ Projects	Key Performance Indicator (Measures)	Targets / Priorities	Lead/ Responsibility
Facilitate the successfull transition of the Government Data Governance & Data Protection office into an independent entity, Ensuring a seamless process from preparation to full operational capability.	Develop a transitional strategy, allocate necessary resources, and ensure a smooth transition process for the new office.	Successful establishment of the entity.\n\nCompletion of all transitional activities, including the development of infrastructure, staffing, and operational processes.	Successful-establishment of the Data Governance and Data Protection entity and providing service to citizens.	
Formulate and implement comprehensive data protection policies, standards, and guidelines, emphasizing coordination, compliance, and cultural considerations to foster a secure and privacy-conscious environment.	Engage stakeholders in policy formulation, conduct thorough research, and ensure broad consultation for comprehensive policies on data protection.	Timeliness and quality of data protection policies. Policies drafted within a specified timeframe and evaluated for comprehensiveness and effectiveness.	Timeliness and quality of data protection policies and guidelines..	
Formulate and implement the comprehensive data protection policies, standards, and guidelines, emphasizing coordination, compliance, and cultural considerations to foster a secure and privacy-conscious environment.	Establish a centralized coordination mechanism, conduct regular audits, and provide guidance for adherence to data governance standards.	Compliance rate with established data governance and data protection standards.\n\nRegular audits conducted, and compliance rate assessed against predetermined standards.	Compliance rate with established data protection and data governance standards.	
	Facilitate workshops, forums, and collaborative initiatives to address common data protection challenges and foster cooperation.	Compliance rate with established data governance and data protection standards. Regular audits conducted, and compliance rate assessed against predetermined standards.	Compliance rate with established data protection and data governance standards.	
	Implement monitoring systems, conduct training on data protection policies, and enforce penalties for non-compliance.	Compliance rate with data protection policies and regulations. Regular assessments of entities' compliance with policies, including the number and severity of violations.	Compliance rate with data protection policies and regulations.	

Corporate Objective	Initiatives / Actions/ Projects	Key Performance Indicator (Measures)	Targets / Priorities	Lead/ Responsibility
	Launch public awareness campaigns, conduct training programs, and distribute educational materials to improve data literacy.	Achievement of specific awareness targets. Surveys, assessments, or feedback mechanisms indicating increased awareness among target audiences.	Achievement of specific awareness targets.	
	Formulate guidelines that explicitly address cultural and ethical dimensions, ensuring their incorporation into data protection practices.	Integration of cultural and ethical considerations. Inclusion of specific guidelines addressing cultural and ethical aspects within the data protection framework.	Integration of cultural and ethical considerations in data protection frameworks.	
Foster collaboration with stakeholders, both locally and globally, to collectively address data-related challenges, advocate for resources, and provide strategic guidance for effective data management, sharing, privacy, and security. Establish working relationship, foster collaboration and seek partnership with organizations, regional groups, donors, and development partners	Develop compelling proposals, engage with relevant authorities, and actively participate in budgetary discussions to secure adequate funding.	Successful securing of funding for data protection projects. Amount of secured funding, successful proposals, and participation in budgetary discussions.	Successful securing of funding for data protection projects.	
	Identify global or regional partners on data Protection and data privacy Create collaboration and partnership with organizations, regional groups, donors, and development partners in this sphere and also possible twinning programs to gain more experience and expertise	Identify and implement different collaboration opportunities in the region for possible twinning and learning opportunities	Successful establishment of regional collaboration and twinning programs	

Corporate Objective	Initiatives / Actions/ Projects	Key Performance Indicator (Measures)	Targets / Priorities	Lead/ Responsibility
	Identify key global and regional partners, participate in international forums, and establish bilateral agreements for collaborative efforts.	Successful establishment of global and regional collaborations. Number of agreements or partnerships formed, participation in international forums, and successful collaborations with global entities.	Successful establishment of global and regional collaborations.	
	Establish and implement regional Best Practices on Data Protection and Data Privacy	Work to create harmonized policies, laws, and standards and regulations in the Asia-Pacific Region. Number of global standards PNG has contributed to	Level of involvement in creating new global or regional laws, policies, or standards	
	Establish working groups with key stakeholders, conduct regular consultations, and integrate their feedback into data protection measures.	Level of involvement and contribution from key stakeholders. Number of key stakeholders actively participating in working groups, consultations, and feedback sessions.	Level of involvement and contribution from key stakeholders.	
	Develop strategic plans, guidelines, and frameworks for effective data management, privacy, and security, ensuring their adoption across government entities.	Successful implementation of strategic guidance measures. Adoption of strategic plans, guidelines, and frameworks across government entities, indicating successful implementation and integration.	Successful implementation of strategic guidance measures.	

INFORMATION COORDINATION & DISSEMINATION OFFICE

The Information Coordination & Dissemination office, entrusted with overseeing Coordination & Dissemination of Government Media and Information, holds a pivotal position in shaping Papua New Guinea's dynamic media landscape amidst the challenges posed by the digital era. With a deep understanding of evolving media dynamics, the office plays a guiding role in disseminating crucial government development information to the public, ensuring accountability, collaboration, and ethical standards are upheld across traditional and digital media platforms.

Under its purview, Media Content Dissemination manages the dissemination of public media content, while the Social Media Management Desk (SMMD) focuses on combatting misinformation and disinformation prevalent on various social media platforms. Through vigilant monitoring, the SMMD identifies instances of false information and hate speech, working to mitigate public tensions by promptly addressing misinformation. Additionally, the Government Media Content unit oversees the coordination of media content across all government entities through the National Information Centre (NIC).

The Information Coordination & Dissemination office comprises of:
- Media & Content Dissemination
- Government Media Production

Key Corporate Objective:

a) Spearhead the nation's digital transformation efforts through coordination and by providing leadership and operational advisory services, emphasizing innovative digital solutions for citizen engagement and streamlined service delivery.

b) Promote the development of innovative digital solutions to enhance citizen engagement, optimize service delivery, and improve efficiency across government agencies.

c) Coordinate and oversight the efficient implementation and delivery of digital projects outlined in the Digital Government Plan, employing the GovPNG Technology Stack methodology as the standards against deployment of digital technologies across public bodies. Ensure strict adherence to timelines, budgets, and quality standards while coordinating across the building blocks of the stack layers.

d)
  Coordinate efforts to promote and facilitate external development assistance, fostering collaboration with international partners to enhance digital transformation initiatives in Papua New Guinea.

KEY RESULT AREA:	GovPNG Technology Stack Coordination & Support (Advise, Contestability, and Assurance)
GOAL:	Facilitate effective coordination, support, and governance of the GovPNG Technology Stack, ensuring strategic advice, contestability, and assurance to drive impactful change management, nurture a dynamic micro-shared services ecosystem, and establish the foundational platform.

Corporate Objective	Initiatives / Actions/ Projects	Key Performance Indicator (Measures)	Targets / Priorities	Lead/ Responsibility
Enhance Information Coordination & Dissemination Effectiveness	Develop and implement a transitional strategy for the Information Coordination & Dissemination Office	Transitional strategy developed and implemented	Ensure effective transition to enhance coordination and transparency	Dissemination Office
	Establish mechanisms to enhance transparency and address public concerns effectively.	Mechanisms for transparency and public engagement established	Address public concerns promptly and efficiently	
	Encourage a 20% increase in the adoption of improved coordination standards.	20% increase in coordination standards adoption	Improve coordination standards adoption	
Foster Cooperation and Develop Policies for Responsible Information Dissemination	Foster cooperation and exchange ideas among media organizations, government agencies, and civil society groups	Collaboration rating > 90% based on feedback and participation	Promote collaboration and idea exchange	
	Develop and implement policies and guidelines for responsible information dissemination	Policies and guidelines effectively implemented	Ensure effective policy implementation.	
	Raise awareness about responsible information sharing practices.	Increase in awareness levels about responsible information sharing.	Increase awareness about responsible information sharing.	
Raise Awareness, Distribute Educational Resources, and Advocate for Responsible Information Dissemination	Develop and distribute educational materials to media organizations and the public	Educational materials distributed to > 80% of media organizations and the public	Distribute educational resources effectively	
	Provide workshops and training sessions to enhance responsible information dissemination practices.	Increase in awareness levels about responsible information dissemination practices.	Increase awareness and adoption of responsible information dissemination practice	

Corporate Objective	Initiatives / Actions/ Projects	Key Performance Indicator (Measures)	Targets / Priorities	Lead/ Responsibility
	Advocate for the adoption of responsible information dissemination practices by media organizations and the public	Adoption of responsible information dissemination practices by media organizations and the public.		
Develop and Implement Guidelines for Responsible Media Behavior.	Advocate for the adoption of responsible media behavior practices	Timely resolutions of complaints within a predefined period.	Ensure timely resolution of complaints	
	Establish mechanisms for handling complaints related to media content and ethics.	Compliance rate with ethical standards maintained at > 95%.	Maintain high compliance with ethical standards	
	Monitor media organizations to ensure adherence to ethical principles and transparency	Improvement in public perception about compliance.	Improve public perception about compliance.	
Ensure Compliance with Ethical Standards and Transparency	Conduct regular assessments and audits to ensure compliance.	Timely resolution of non-compliance issues within 30 days	Ensure timely resolution of non-compliance issues	
	Advocate for accurate reporting, respect for privacy, and human rights	Compliance rate maintained at > 95%.	Maintain high compliance with ethical standards.	
	Building initiatives to promote responsible journalism.	Improvement in public perception about compliance.	Improve public perception about compliance.	

L. KEY CORPORATE PRIORITIES & INITIATIVES

These Seven (7) key priorities collectively form a strategic roadmap for the Department.

PRIORITIES AND INITIATIVES:

a) Implement the Digital Government Act 2022: Ensure the effective implementation of the Digital Government Act 2022, aligning its provisions with the broader national development plans and goals for comprehensive impact.

b) Execute Digital Government Plan and MTDP IV Priorities: Successfully execute the Digital Government Plan 2023-2027 and prioritize Specific Priority Actions (SPA) 2 (DIP 2.4), 6 (DIP 6.3), and 8 (DIP 8.1) from the Medium-Term Development Plan IV (MTDP IV), driving the nation's digital transformation agenda.

c) Develop Comprehensive Government Strategies: Develop and deliver comprehensive whole-of-government strategies, policies, and advisory services that align with and actively support the Government's digital and ICT agenda.

d) Coordinate Innovative Digital Solutions for Whole-of-Government: Coordinate the design and delivery of innovative whole-of-government digital solutions through the GovPNG Technology Stack approach. Enhance digital government services and applications, prioritizing efficiency and citizen-centricity.

e) Enhance Digital and ICT Capabilities with all Public Bodies: Coordinate a comprehensive program to enhance digital and ICT capabilities and skills across all government agencies within the Government of Papua New Guinea, ensuring a skilled and adept workforce.

f) Drive Collaboration and Partnerships: Actively drive collaboration, coordination, and partnerships with government agencies, industry partners, academia, and international organizations, fostering a conducive environment for accelerated digital transformation in the country.

g) Coordinate and Disseminate Government Development Information: Effectively coordinate and disseminate government development information through established digital government media platforms that is standardized and accessible to empower citizens.

M. KEY CORPORATE PRIORITIES & INITIATIVES

SUSTAINABLE AGENCY

OUR VISION

Digital transformation that makes government more effective, improves service delivery, and fosters inclusive social and economical development because of a smart, networked, and well informed society.

2027

e-Voting Deployed in General Election

Public Services gears towards intelligence driven digital services

Government Strives to be Intelligence Driven
- Data Driven System put in place
- Mature us of Artificial Intelligence for a Digital Government

2026

PNG 50th Independence Annivesary

e-Government Portals to have a high level of Integration and showcased during PNG's 50th Anniversay

Paperless Government

Public Service commences paperless initiative

Cyber Resilience MAtures

PNG to be cyber security leader in the pacific region with index rating region within top 30 globally

3. Goverbment Cloud
- Minimum of 50 agencies onboarded and utilizing the Gov Cloud
- Minimum of 20 agencies showing interest to join
- Partner with Private Sector
- Monetization of GovCloud

2025

Monetizing of Key Services
1. Monetization of Gov Cloud
2. Monetization of e-Gov Portal
3. Monetization of SDE platform
4. Monetization of GPN

1. e-Gov portal Established:
- Minimum of 4x agencies successfully onboarded and integrated on the portal
- Minimum of 10x agencies showing interest to be onboarded

2. Secure Data Exchanges (SDE) Platform established
- Minimum of 4x agencies successfully onboarded and Integrated and doing business
- Minimum of 10x agencies showinf interest to be onboarded
- Minimum of 3x private sector onboarded or showwing interest to join the platform

2024

2023

National Budget and Plan alignment:
- Digital Government Plan 2023-2027 Approved
- Medium Term Development Plan IV 2023-2027 Launched with specific focus on SPA 2, 6, & 8
- Public Service ICT Steering Committee Established
- 2022 PIP Budget capturing four important PIP projects

National Budget and Plan alignment:
- Government Private Cloud Established & Operationalized
- 22 Provincial Website launched
- Government Cloud Policy 2023 Approved MS 365 rollout
- Hosting of Pacific ICT Ministerial Dialogue
- Digital Government Workshop 2023 hosted successfully with more than 250 attendees
- Several Strategic MoUs signed between stakeholders for implementation

New developments within DICT:
- National Cyber Security established and fully operational
- Development & Operations (DevOps) Division established
- e-Safety Office established
- Second batch of Recruits joined
- DICT becomes the new member of the Asian Pacific Top-Level Domain (APTLD) Association
- 17 new interns joins DICT in December, 2023
- NEC Approved three (3) Digital Government Standards

N. CHALLENGES, RISKS & OPPORTUNITIES

Effectively implementing digital government initiatives involves tackling diverse challenges and risks while seizing the opportunities they offer. It's crucial to address these challenges and risks while making the most of the opportunities presented by digital government initiatives to ensure successful implementation and realize the benefits of digital transformation for both citizens and government.

Challenges:

These challenges include resource constraints, change management complexities, inadequate funding levels, and the frequency of funding disbursements, all of which hinder the effective implementation of digital transformation across government sectors.
Additionally, ensuring effective human resource management, including talent recruitment and retention, diversity promotion, performance alignment, and employee well-being, is crucial for achieving the goals outlined in the Corporate Plan. Moreover, building digital capacity among government employees, ensuring data privacy and security, promoting interoperability among digital systems, and guaranteeing inclusivity in digital service accessibility pose significant challenges.

Risks:

Several risks accompany the transition to digital government, including resistance from some government agencies or employees, cybersecurity threats such as data breaches and cyberattacks, and the risk of overly ambitious planning leading to delays. Effective management of human resource-related risks, cybersecurity measures, public awareness, vendor dependence, SME engagement, and timely responses from SMEs is essential to mitigate these risks.

Opportunities:

Despite these challenges and risks, digital government initiatives present various opportunities, including enhancing public services' quality and accessibility, improving citizen experiences through convenient and user-friendly interactions, fostering innovation and efficiency in government processes, enabling data-driven decision-making, promoting stakeholder collaboration, and enhancing cybersecurity measures to protect critical government data and infrastructure.

O. PERFORMANCE MANAGEMENT REPORTING

This Performance Management Reporting framework aligns with the objectives outlined in the Corporate Plan, providing a comprehensive overview of how the Department, along with its integrated ICT Sector and commitment to digital transformation, will gauge and report its performance against strategic priorities and purposes.

The success measures and targets articulated in the Corporate Plan serve as the foundation for assessing performance, with these criteria integrated into our annual performance statement. Internally, the Department will continuously monitor its performance, ensuring a dynamic approach to meeting established goals.

Reporting System

The reporting system adheres to legal obligations, requiring the Department to report on core programs implemented. These programs, elucidated in the Corporate Plan and cascaded through Annual Plans across divisions, delineate prioritized activities and strategies. This framework serves as the basis for the comprehensive Annual Report, detailing achievements and non-achievements, which will be presented to relevant authorities in Parliament by the portfolio minister. The Annual Report not only showcases plans and actual performance but also aligns them with expenditure appropriation for specific fiscal years.

In addition to parliamentary reporting, the Department adheres to the Public Finance Management Act, mandating the compilation of a Financial Report for submission to the Auditor General. This holistic reporting approach underscores the Department's commitment to transparency, accountability, and effective governance, integrating ICT sector and digital transformation considerations throughout the performance management process.

Monitoring and Evaluation

This plan will additionally oversee the Monitoring and Evaluation (M&E) function of the Digital Transformation and the ICT Sector. The integration of M&E within the broader framework ensures a systematic and comprehensive approach to assessing the effectiveness and impact of initiatives related to digital transformation and the ICT Sector. By incorporating M&E processes, the plan aims to enhance accountability, measure progress against set targets, and facilitate data-driven decision-making for continuous improvement in these critical areas.

This oversight underscores the commitment to robust evaluation practices, aligning with the overall goals of the organization and the specific objectives of digital transformation and ICT development within the sector.

Scorecard Dimension	Key Result Areas	Key Performance Indicators (Measures)
Stakeholders	Strategic Leadership, Coordination, Direction and Advisory Excellence in ICT and Digital Transformation	# of Policy Advisory to Minister and NEC
		# of Information Paper to NEC & ICT Minister on ICT Sector
		# of MoUs and MoAs
	ICT Sector and Digital Government Policy & Strategy, Standards, Accreditation and Monitoring & Evaluation	# of Policies, Standards & Accreditation.
		# of Quarterly Quality M&E Reports.
Infrastructure & Stewardship	Cybersecurity, Cyber Resilience and Cyber Safety Management	% of case reported
		% improvement in case management.
	Compliance Oversight and Assurance and Legal Enforcement and Proceedings Management	% COC issued
		% of Compliance ratings
		% success rate in legal proceedings.
Internal Process	GovPNG Technology Stack Coordination & Support (Advise, Contestability, And Assurance)	% successful deployment and functional rate
Learning & Growth	Media Landscape Shaping & Safeguarding	% improvement in Digital Literacy on Digital Government
	Corporate + Personnel + Administration + Finance & Procurement + Strategic Partnership + Sector Funding	% of staff performance.
		% successful Project Management & Finance.
		% of positive Department Operational Performance.

Figure 9: Snapshot of the score card showing the 7 dimensions Stakeholders, infrastructure, internal process, and learning/growth along with the KRAs, and Key indicators.

Priority	Monitoring Frequency	Assessment Frequency	Executive Services	DigGovServ Wing	DigGovPol Wing	DigGovOps Wing	GovMedia& Comm	DataGov & Protection	CyberSec. & Safety	Compl. & Enforce.
1. Must-Do	Monthly	Quarterly	40.0%	5.0%	10.0%	0.0%	0.0%	0.0%	0.0%	0.0%
1. Must-Do	Monthly	Quarterly	20.0%	5.0%	5.0%	5.0%	25.0%	5.0%	0.0%	0.0%
1. Must-Do	Monthly	Annually	10.0%	5.0%	5.0%	0.0%	0.0%	0.0%	0.0%	0.0%
1. Must-Do	Monthly	Annually	0.0%	0.0%	40.0%	0.0%	0.0%	0.0%	5.0%	0.0%
1. Must-Do	Quarterly	Annualy	0.0%	5.0%	30.0%	5.0%	0.0%	5.0%	5.0%	5.0%
1. Must-Do	Monthly	Annually	0.0%	5.0%	0.0%	0.0%	0.0%	10.0%	20.0%	0.0%
1. Must-Do	Monthly	Quarterly	0.0%	5.0%	0.0%	0.0%	0.0%	5.0%	40.0%	0.0%
1. Must-Do	Quarterly	Annually	0.0%	0.0%	0.0%	0.0%	0.0%	5.0%	0.0%	30.0%
1. Must-Do	Quarterly	Annually	0.0%	0.0%	0.0%	0.0%	0.0%	5.0%	0.0%	30.0%
1. Must-Do	Quarterly	Annually	0.0%	0.0%	0.0%	0.0%	0.0%	5.0%	0.0%	25.0%
1. Must-Do	Monthly	Quarterly	0.0%	40.0%	0.0%	0.0%	0.0%	50.0%	10.0%	0.0%
1. Must-Do	Monthly	Quarterly	0.0%	0.0%	0.0%	0.0%	65.0%	0.0%	5.0%	0.0%
1. Must-Do	Quarterly	Annually	5.0%	5.0%	5.0%	40.0%	5.0%	5.0%	5.0%	5.0%
1. Must-Do	Monthly	Quarterly	0.0%	20.0%	0.0%	30.0%	0.0%	0.0%	5.0%	0.0%
1. Must-Do	Quarterly	Annually	25.0%	5.0%	5.0%	20.0%	5.0%	5.0%	5.0%	5.0%
		Total	**100.0%**	**100.0%**	**100.0%**	**100.0%**	**100.0%**	**100.0%**	**100.0%**	**100.0%**
		KPI Count	**15**	**15**	**15**	**15**	**15**	**15**	**15**	**15**