

## TRANSPORT SECTOR OUTCOMES FRAMEWORK (July 2010<sup>1</sup>)

<i>Social Outcome</i>	<i>Communities accessing national roads and transport facilities have improved social and economic conditions</i>			<a href="#">Go to targets and indicators</a>
Transport Sector Goal	To ensure improved governance and performance in GoPNG's delivery of transport infrastructure services through effective use of resources			
	Governance	Capacity Building	Access (Infrastructure)	
<b>Component 1: Transport Sector agency public sector reform and governance</b>	<p>Transport sector agencies have a clear understanding of their roles and responsibilities and are working incrementally towards a sector wide approach.</p> <p>TSCMIC is overseeing the effective implementation of the National Transport Strategy and the Medium Term Transport Plan</p> <p>Transport sector agencies are delivering GoPNG (MTDS, Development Strategic Plan, and 2050 Vision) and sector wide policy (NTDP/NTS) outcomes through their corporate plans. Corporate plans are used as primary management documents to provide strategic guidance and promote change.</p> <p style="text-align: right;"><a href="#">Go to targets and indicators</a></p> <p>Transport sector agency policy development and strategic, corporate and budget planning is better aligned.</p> <p style="text-align: right;"><a href="#">Go to targets and indicators</a></p>	<p>Transport sector agencies have sustainable capacity to implement PNG policy using PNG systems and procedures</p> <p>Transport sector agencies have robust policies and implement systems and processes that support good governance, efficient management and timely financial reporting.</p> <p>TSCMIC provides robust and effective sector oversight and advocacy.</p> <p style="text-align: right;"><a href="#">Go to targets and indicators</a></p>		
<b>Component 2: Strengthen central agency capacity</b>	<p>Strengthened linkages and cross fertilisation between transport sector and central agencies so that programs are increasingly promoted and understood by central agencies.</p> <p>Transport sector agencies are submitting timely quarterly reports to DoT and/or central agencies.</p> <p>Donor and program harmonisation provides consistency of approach for central agencies</p> <p style="text-align: right;"><a href="#">Go to targets and indicators</a></p>	<p>Transport sector agencies better inform central agencies; hence central agencies are actively supporting the sector</p> <p>Central agencies comprehend the needs of the transport sector; the transport sector is being allocated a predictable and appropriate proportion of the GoPNG development budget</p> <p style="text-align: right;"><a href="#">Go to targets and indicators</a></p>		
<b>Component 3<sup>2</sup>:</b>				
<b>Component 4: Prioritised Transport Asset Maintenance</b>	<p>Agency asset maintenance workplans are: based on a whole of life approach to asset management and prioritisation frameworks; developed and implemented annually and delivering Development Strategic Plan, NTDP/NTS and MTDS/MTTP outcomes.</p> <p><i>Partnerships for Development</i> resources allocated and expended against agreed priorities and meeting annual targets.</p> <p style="text-align: right;"><a href="#">Go to targets and indicators</a></p>		<p>Prioritised asset maintenance is completed as scheduled in workplans, on time and according to agreed budgets.</p> <p>Access is maintained and reliable (<i>Partnerships for Development</i>):</p> <ul style="list-style-type: none"> <li>• 100% of the 16 NTDP Priority National Roads in 'good' condition by 2015</li> <li>• Port Moresby and Lae seaports have ship turnaround times of 2 days by 2015</li> <li>• 22 national airports certified to international standards by 2015</li> <li>• Missing links prioritised and feasibility studies commenced</li> </ul> <p style="text-align: right;"><a href="#">Go to targets and indicators</a></p>	
<b>Gender, HIV/AIDS, Disability and Environment Mainstreaming</b>	<p>Gender, HIV/AIDS, Environment (Climate Change) and Disability matters are integrated into sector and Transport sector agency strategies policies and plans.</p> <p style="text-align: right;"><a href="#">Go to targets and indicators</a></p>	<p>Female and male transport sector agency employees, contractors and infrastructure maintenance staff are practicing appropriate HIV AIDS and gender equity and equality behaviours (supported by transport sector agency systems and practices).</p> <p style="text-align: right;"><a href="#">Go to targets and indicators</a></p>	<ol style="list-style-type: none"> <li>1. <u>Access</u> to HIV testing, treatment, care and support is reliable for women, men, boys and girls.</li> <li>2. Agencies are complying with relevant environmental legislation and implementing environmental management plans for asset maintenance, with the intention of minimising negative environmental impacts.</li> </ol> <p style="text-align: right;"><a href="#">Go to targets and indicators</a></p>	

<sup>1</sup> This revised M&E Outcomes Framework reflects changes approved by AusAID 21 June 2010

<sup>2</sup> As approved by AusAID 21 June 2010 Component 3 Provincial Transport Services has been removed from the M&E Outcomes Framework  
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## Transport Sector M&E Framework – Outcomes, Indicators and Annual Targets 2010

### High level Socio Economic Outcome

<b>Outcome:</b> Communities accessing national roads and transport facilities have improved social and economic conditions;			
<b>Assumptions:</b> <ul style="list-style-type: none"> <li>• That improved access leads to increased household income; decreased travel time and a reduction in road accidents</li> <li>• That improved access represents a significant change in a socio economic environment where influences of change are often complex</li> </ul>			
<b>Performance Questions:</b> To what extent have household incomes improved since the completion of targeted short term and ongoing road maintenance works? To what extent has access to health and education facilities improved since the completion of targeted short term and ongoing road maintenance works? What has been the change in the occurrence of road accidents as a result of improved road infrastructure?			
<b>Performance Indicators:</b>			
% increase in household income			
	<b>2009</b>	<b>2010</b>	<b>2011</b>
<b>Target</b>	Subsequent to completion of Baseline study in 2008, impact studies planned in selected provinces, following completion of scheduled road maintenance works – to be implemented in 2010.	Quantitative impact studies completed in 10 provinces;  % increase in household income on average across all provinces	Qualitative impact studies completed in 3 provinces informing: Longitudinal studies to be repeated on a 4 year cycle – in alignment with ongoing road maintenance
<b>Achieved</b>	<i>Planning on schedule</i>		
% decrease in travel time to education and health facilities			
	<b>2009</b>	<b>2010</b>	<b>2011</b>
<b>Target</b>	Impact studies planned in selected provinces, following completion of road maintenance works – to be implemented in 2010	Quantitative impact studies completed in 10 provinces; informing:  % decrease in travel time	Qualitative impact studies completed in 3 provinces Longitudinal studies to be repeated on a 4 year cycle – in alignment with ongoing road maintenance
<b>Achieved</b>	<i>Planning on schedule</i>		
<b>Responsibility:</b> TSSP will undertake impact assessments against social indicators (including road safety) and their achievement. This process will follow on from the baseline study that was completed in August 2008.			
<b>Tools:</b> Socio Economic Impact Study to survey social and economic indicators and road safety considerations. Road safety statistics.			
<b>Format:</b> Results tabulated into the Annual Transport Sector Performance Report and specific impact case studies where relevant. An independent Socio Economic Impact Study report will be developed in 2010.			

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Component 1: Transport Sector (Line) Agency Public Sector Reform and Governance – Governance (1.1, 1.2 & 1.3)

<b>Governance Outcomes:</b>			
1.1. Transport sector agencies have a clear understanding of their roles and responsibilities and are working towards a sector wide approach.			
1.2. TSCMIC is overseeing the effective implementation of the National Transport Strategy and the Medium Term Transport Plan			
1.3. Transport sector agencies are delivering GoPNG (MTDS, Development Strategic Plan, and 2050 Vision) and sector wide policy (NTDP/NTS) outcomes through their corporate plans. Corporate plans are used as primary management documents to provide strategic guidance and promote change.			
<b>Assumptions</b>			
<ul style="list-style-type: none"> <li>• That agency roles and responsibilities are appropriate in the current and emerging GoPNG transport sector policy environment.</li> <li>• That TSCMIC assumes responsibility for implementation of the NTS and MTTP</li> <li>• That budget resources are available for implementation of the NTS and MTTP</li> </ul>			
<b>Performance Questions</b>			
1.1 Is TSSP advice and support contributing to improved clarity in roles and responsibilities within and between agencies? Is the TSCMIC providing overall strategic guidance and leadership?			
1.2 To what extent are the NTS and MTTP being effectively implemented by the transport sector agencies?			
1.3 To what extent are corporate plans being used as the primary management tool for the agencies? Are corporate plans increasingly reflective of the current and emerging strategic direction of GoPNG? How has TSSP contributed to improve corporate planning and reporting against the plans?			
<b>Performance Indicators:</b>			
1.1 Agencies report improved understanding of roles; sector wide meetings occurring (TSCMIC)			
	<b>2009</b>	<b>2010</b>	<b>2011</b>
<b>Target</b>	# TSCMIC Meetings convened and participation well supported	6 scheduled TSCMIC Meetings convened, participation well supported and minuted actions being implemented effectively	At least 6 TSCMIC Meetings convened, participation well supported and minuted actions being implemented effectively
<b>Achieved</b>	<i>8 meetings convened during 2009; attendance was well supported by all agencies; a comprehensive range of legal, budgetary and policy matters were addressed.</i>		
1.2 Effective implementation of NTS and MTTP			
	<b>2009</b>	<b>2010</b>	<b>2011</b>
<b>Target</b>	N/A	National Transport Strategy and Medium Term Transport Plans completed and including performance measures (M&E framework)	Implementation of NTS and MTTP commenced; Report prepared on first year of progress toward implementation
<b>Achieved</b>	N/A		
1.3 Effective corporate planning processes are in alignment with overarching policy frameworks and being applied			
	<b>2009</b>	<b>2010</b>	<b>2011</b>
<b>Target</b>	Corporate Plans reviewed and updated according to agreed schedules and being used to drive agency business; incorporate GoPNG policy considerations	Corporate Plans reviewed and updated according to agreed schedules and used to drive agency business; incorporate GoPNG policy considerations; Progress is monitored; Annual reports are prepared and submitted	Corporate Plans reviewed and updated according to agreed schedules and used to drive agency business; incorporate GoPNG policy considerations; Annual reports are prepared & submitted
<b>Achieved</b>	<i>Corporate plans across the agencies have improved in quality and currency through 2009;</i>		

***Responsibility:***

TSCMIC will have a responsibility for implementing the NTS and MTTP and monitoring and reporting on progress toward implementation.  
Transport sector agencies have responsibility to define roles and responsibilities as part of their corporate plans and ensure there is clarity internally and also through inter-agency meetings.  
TSSP has a responsibility to assist in defining roles and updating corporate plans and improved reporting (both financial and narrative) against the plans

***Process:***

TSSP advisors prepare monthly and six monthly reports and agencies will provide annual reports against corporate plans.  
Review of TSCMIC progress toward Strategic Framework  
Participatory reporting workshop - potentially including advisers, counterparts, agency leaders

***Tools:***

Will be secondary data derived from advisor reports and annual reports and TSCMIC meeting minutes.  
Evidence derived from semi structured interviews with agency heads and leadership teams  
'Audit' of corporate plan status to be undertaken in October 2010, building on that undertaken in October 2009.

***Format:***

Corporate Plan Annual Reports from Transport sector agencies  
Annual report on NTS and MTTP

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Component 1 Transport Sector (Line) Agency Public Sector Reform and Governance – Governance 1.4

<b>Governance Outcome:</b> 1.4 Transport sector agency policy development and strategic, corporate and budget planning is better aligned.			
<b>Assumptions:</b> <ul style="list-style-type: none"> <li>That GoPNG policy documents are congruent with transport sector policy documents as policies are reviewed and renewed</li> <li>That GoPNG national and transport sector policy documents set an agenda that is achievable and economically feasible</li> </ul>			
<b>Performance Questions:</b> Are corporate plans reflecting Transport sector agency policies? Are Transport sector agency policies being reviewed and developed and implemented to support corporate plan delivery and organisational effectiveness? Is there sufficient funding available to meet corporate plan objectives? Are funds being allocated with regard to NTDP/ NTS, MTDS/ MTTP and corporate plan objectives? What management systems are involved in resource allocation? Are these efficient and effective? Are bank reconciliations prepared along with appropriate financial statements? Are systems transparent and is compliance being achieved?			
<b>Performance Indicators:</b> 1.4.1. Development budgets are allocated in accordance with rigorously prepared asset maintenance workplans, based on sound prioritisation.			
	<b>2009</b>	<b>2010</b>	<b>2011</b>
<b>Target</b>	Budget allocated on a timely basis and spent in accordance with workplan	Budget allocated on a timely basis and spent in accordance with workplan and in alignment with sector policies	Budget allocated on a timely basis and spent in accordance with workplan and in alignment with sector policies
<b>Achieved</b>	<i>Workplan preparation and submission was late (March 2009) for DOW and CAA leading to significant underspending of TSSP funds by both agencies. Published figures for 2008 indicate that DOW underspent by 16.2% and DoT underspent by 22.5% against the development budget.</i>		
1.4.2. Extent to which asset maintenance workplans reflect strategic (2050 Vision, Development Strategic Plan, NTDP/ NTS and MTDS/ MTTP) and corporate plan objectives ( <i>particularly as corporate plans are reviewed and renewed</i> ) Extent to which financial allocations relate to national priorities.)			
	<b>2009</b>	<b>2010</b>	<b>2011</b>
<b>Target</b>	Asset maintenance workplans & budgets increasingly reflect NTDP, MTDS and corporate plan objectives	Asset maintenance workplans & budgets increasingly reflect Development Strategic Plan, NTDP/ NTS, MTDS/ MTTP and corporate plan objectives	
<b>Achieved</b>	<i>Overall, transport sector agencies are in the early stages of ensuring that asset maintenance workplans and budgets reflect NTDP, MTDS as well as corporate plan objectives.</i>		
<b>Responsibility:</b> Responsibility lies with relevant finance departments within Transport sector agencies and the Department of National Planning and Monitoring and the Department of Treasury to communicate and coordinate priorities; and to increasingly align workplans with corporate plan objectives and implement sound financial management procedures.			
<b>Process:</b> Demonstrated system of planning within Transport sector agencies and effective communication between Transport sector agencies and central agencies. Preparation of suitable corporate plans, aligned with NTDP/ NTS and MTDS/ MTTP, which are achievable and set an agenda that is also economically feasible; analysis of corporate plans			
<b>Tools:</b> Corporate Plans and the annual performance reviews on budget expenditure. Development Budget Process review.			
<b>Format:</b> Annual transport sector performance report			

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## Component 1: Transport Sector Agency Public Sector Reform and Governance – Capacity Building

<b>Capacity Building Outcomes:</b>			
1.1 Transport sector agencies have sustainable capacity to implement PNG policy using PNG systems and procedures			
1.2 Transport sector agencies have robust policies and implement systems and processes that support good governance, efficient management and timely financial reporting. ( <i>Agencies are better responding to audits.</i> )			
1.3 TSCMIC provides robust and effective sector oversight and advocacy.			
<b>Assumptions:</b>			
<ul style="list-style-type: none"> <li>TSSP Capacity Building assumptions – Documented in TSSP Capacity Building Program Logic</li> </ul>			
<b>Performance Questions:</b>			
1.1 Are organisations improving their practices? Are management decisions communicated? Do individuals/agencies have a clear understanding of their role? Are adequate HR plans in place to support staff training and development?			
1.2 To what extent do staff in respective finance departments understand the budget process? Are budgets prepared effectively to reduce the chances of large variances? Is money being spent as appropriated (& warranted)? Is financial reporting being done accurately and on-schedule?			
1.3 To what extent is TSCMIC enabling and supporting a sector wide approach?			
<b>Performance Indicators:</b>			
1.1 Capacity building approach and staged capacity building practice model plans and strategies supported, developed and operational with each Transport sector agency (technical and corporate services)			
	<b>2009</b>	<b>2010</b>	<b>2011</b>
<b>Target</b>	Capacity Building Plans developed, operational and reported against	Capacity Building Practice Model Plans operational and reported against; Improvements in knowledge, skills and practice are occurring.	Capacity Building Practice Model Plans are operational and being reported against; Improvements in knowledge, skills and practice are occurring for individuals and work groups; evidence of institutional change is increasing
<b>Achieved</b>	<i>SCBPM Plans have been implemented and reported against for 39 work groups across 4 agencies. There is evidence that early progress is being made toward building the sustainability of institutional capacity with the achievement of some intermediate CB outcomes in some areas of some agencies.</i>		
1.2.1 Improved budget formulation and implementation of budgets			
	<b>2009</b>	<b>2010</b>	<b>2011</b>
<b>Target</b>	Appropriated budget to Actual Budget - variance less than 15%	Appropriated Budget to Actual Budget - variance less than 15%	Appropriated Budget to Actual Budget - variance less than 15%
<b>Achieved</b>	<i>Published budget figures for 2008 indicate: Development budget underspending for DOW 16.2 %; DOT 22.5 %; Recurrent budget overspending within 15% for DOW, DOT and NMSA; variation 47.3% for CAA. For 2009, TSSP funds were underspent by 42.2%.</i>		
1.2.2 Sector priorities funded in annual transport budget			
	<b>2009</b>	<b>2010</b>	<b>2011</b>
<b>Target</b>	Value and % of combined sector budget proposal funded in annual development budget allocation	Increased value and % of combined sector budget proposal funded in annual development budget allocation	Increased value and % of combined sector budget proposal funded in annual development budget allocation

<b>Achieved</b>	<i>PGK 900.8 million (a 38% increase from 2009) and 81.9% of the requested amount(through the development budget submission) was appropriated</i>		
<b>1.2.3 Accurate financial reports delivered on time by Transport sector agencies</b>			
	<b>2009</b>	<b>2010</b>	<b>2011</b>
<b>Target</b>	# agencies delivering accurate and timely financial reporting	All transport sector agencies delivering accurate and timely financial reporting; extent of improvement since 2009 'audit' of reporting	All transport sector agencies delivering accurate and timely financial reporting; extent of improvement since 2010 'audit' of reporting
<b>Achieved</b>	<i>During 2009 all agencies have improved the accuracy and timeliness of their required financial reporting; with significant improvements being noted for PNG Ports and CAA</i>		
<b>1.3 TSCMIC is making progress towards achieving against the Terms of Reference in the Strategic framework</b>			
	<b>2009</b>	<b>2010</b>	<b>2011</b>
<b>Target</b>	TSCMIC has made progress since the 2008 strategic framework review	TSCMIC has made progress since the 2009 review and has adopted and implemented 2009 review recommendations and revised framework	TSCMIC has made progress since the 2010 review and has adopted and implemented 2010 review recommendations and revised framework
<b>Achieved</b>	<i>TSCMIC is considered by agency heads to be making progress toward achieving the Terms of Reference described in the Strategic Framework, and have endorsed a revised and strengthened framework</i>		
<b>Responsibility:</b>			
<p>1.1 TSSP advisers will be responsible for reporting on areas of improved capacity relative to their work areas for the SCBPM- i.e. HR, Finance etc. M&amp;ES will report on progress toward TSSP capacity building approach outcomes overall. Transport sector agencies responsible for reporting on improved organisation performance.</p> <p>1.2 Transport sector agencies are responsible for respective budgets and also expenditures. TSSP advisory support has a role in assisting agencies prepare accurate budget submissions and to assist in planning expenditure and finally through reporting and acquitting funds.</p> <p>1.3 TSCMIC is responsible for reviewing their progress towards the Terms of Reference in their Strategic Framework.</p>			
<b>Process:</b>			
<p>1.1 Annual review of capacity building in agencies - Implementation of the Capacity Building Approach M&amp;E Plan: MSC/ Focus Groups;</p> <p>1.2 TSSP will assist finance departments prepare budgets and also to adhere and remain compliant with relevant legislation and regulations and to prepare adequate financial statements and acquittals.</p> <p>1.3 TSCMIC Strategic Framework Review</p>			
<b>Tools:</b>			
<p>1.1 Organisational survey of agencies; possibly group interviews with counterparts verify information derived from advisor six monthly reports; TSSP CB M&amp;E approach.</p> <p>1.2 GoPNG budget process &amp; financial officer feedback; 'audit' survey of financial reporting through FMAs to be conducted in October 2010, following on from 2009.</p> <p>1.3 Semi structured interviews of agency leaders</p>			
<b>Format:</b>			
<p>1.1 Six-monthly adviser reports, Capacity-Building Report and Capacity Building Program Report,</p> <p>1.2 Corporate Plans and Annual Performance Report</p> <p>1.3 TSCMIC Strategic Framework Review; Annual Performance Report</p>			

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## Component 2: Strengthen Central Agency Capacity - Governance

<b>Governance Outcome:</b>			
2.1 Strengthened linkages and cross fertilisation between Transport sector and central agencies so that programs are increasingly promoted and understood by central agencies. (Transport sector agencies build and maintain relationships with and promote their core business to central agencies)			
2.2 Transport sector agencies are submitting quarterly reports to DoT and/or central agencies.			
2.3 Donor and program harmonisation provides consistency of approach for central agencies			
<b>Assumptions:</b>			
<ul style="list-style-type: none"> <li>• That central agencies hold corporate memory</li> <li>• That a well prepared, coordinated and promoted transport sector development budget submission will result in an increased level of funding to the appropriate agencies</li> <li>• That other external processes (outside sector/ program control) do not influence budget process outcomes</li> </ul>			
<b>Performance Questions:</b>			
2.1 To what extent are TSCMIC meetings enabling cross fertilisation between agencies? To what extent are transport sector agencies promoting their core business to central agencies?			
2.2 Are Transport sector agencies meeting their obligation to provide quarterly reporting to DoT and/or central agencies?			
2.3.1 To what extent are donors aligning their programs with transport sector needs and with each other? Does the transport sector have a clear understanding of the range of donor opportunities? To what extent is TSSP working collaboratively with SGP and SNP?			
2.3.2 To what extent is the Transport Sector delivering a combined budget submission?			
<b>Performance Indicators:</b>			
2.1 TSCMIC and other inter agency meetings occurring			
	2009	2010	2011
Target	Participation in TSCMIC meetings & # additional and effective meetings between central agencies and transport sector agencies	Participation in TSCMIC meetings & increasing # of additional and effective meetings between central agencies and transport sector agencies (including Development Budget Submission meetings)	Participation in TSCMIC meetings & increasing # additional and effective meetings between central agencies and transport sector agencies (including Development Budget Submission meetings)
Achieved	<i>TSCMIC met 8 times with central agency members in attendance. The majority of TSCMIC members report improved liaison and consultations with DNP&amp;M and Department of Treasury. Policy and planning wing of DNP&amp;M met and consulted with all Transport sector agencies re Partnership for Development, PPP and LTDS. The PIP wing also supported the consolidated transport sector budget process.</i>		
2.2 # of Transport sector agency quarterly reports submitted to appropriate agencies including DNP&M			
	2009	2010	2011
Target	Transport sector agencies submit quarterly reports to DoT and / or central agencies.	Transport sector agencies submit timely and high quality quarterly reports to appropriate agencies	Transport sector agencies submit timely and high quality quarterly reports to appropriate agencies. Central agencies acknowledge the value of the reports
Achieved	<i>Reporting on annual performance against corporate plans remains a challenge and a priority for support by TSSP into 2010.</i>		

2.3.1.1 TSCMIC Aid Effectiveness Sub Committee is meeting and implementing agreed actions; New commitments link to sector priorities; ( <i>Partnerships for Development</i> is a foundational document)			
	2009	2010	2011
Target	# agreed actions being implemented and # of meetings held	# agreed actions being implemented and 4 meetings held	# agreed actions being implemented and 4 meetings held
Achieved	<i>The Aid Effectiveness sub committee met 3 times; including with the ADB and World Bank. They have not yet provided the reports required by TSCMIC.</i>		
2.3.1.2 TSSP is aligning and collaborating with other relevant programs e.g. SGP and SNP			
	2009	2010	2011
Target	# of meetings with other programs and types of matters considered	Quarterly meetings with SGP; Appropriate meetings with other programs and types of matters considered	Quarterly meetings with SGP – integration strategy being implemented; Appropriate meetings with other programs and types of matters considered
Achieved	<i>TSSP met with SGP several times to progress development of an integration strategy</i>		
2.3.2 Transport Sector is collaborating to prepare an effectively prioritised sector wide budget submission ( Note: Links to Component 1. Transport sector agency Public Sector Reform and Governance)			
	2009	2010	2011
Target	Extent of agency involvement with sector wide budget submission process overseen by TSCMIC	All agencies effectively participating in sector wide budget submission process led by DOT and overseen by TSCMIC; Minister well briefed; Central agencies well briefed	All agencies effectively participating in sector wide budget submission process led by DOT and overseen by TSCMIC; Minister & central agencies well briefed and actively supporting submission
Achieved	<i>Transport sector and central agencies actively engaged with the sector wide development budget process, reviewed the process and agreed on a strategy for 2010, including an expanded support team in DOT.</i>		
<b>Responsibility:</b> TSCMIC is supported by a Secretariat; Agencies are responsible for arranging and facilitating meetings. The TSSP advisers assist Transport sector agencies to communicate and engage with central agencies. The TSCMIC will promote engagement between Transport sector and central agencies and encourage the quarterly reporting process. TSCMIC will promote and support the operation of the Aid Effectiveness Sub Committee. TSSP will actively engage with other relevant programs to promote transport sector matters.			
<b>Process:</b> Regular review of meetings and interactions and results prepared for the TSCMIC committee;			
<b>Tools:</b> TSCMIC Meeting and Board minutes as well as monthly TSSP Advisor reports; TSSP Six Monthly Report			
<b>Format:</b> Annual Performance Report and short briefing papers provided to TSCMIC			

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## Component 2: Strengthen Central Agency Capacity – Capacity Building

<b>Capacity Building Outcome:</b>			
2.1 Transport sector agencies better inform central agencies; hence central agencies are actively supporting the sector			
2.2 Central agencies comprehend the needs of the transport sector; the transport sector is being allocated a predictable and appropriate proportion of the national development budget			
<b>Assumptions:</b>			
<ul style="list-style-type: none"> <li>That development budget allocations across sectors relate to priorities in GoPNG national policy documents</li> <li>That central agencies use transport agency reports to inform future budget allocations</li> </ul>			
<b>Performance Questions:</b>			
2.1 Do central agencies provide clear information to transport sector agencies about budget and planning processes? What evidence is there of plans being used to support transport sector agency function (e.g. Financial management plans)?			
2.2 To what extent are central agencies increasingly aware of transport sector needs compared to other sectors? To what extent is the sector wide budget being allocated and warranted? Is the overall value of the combined sector budget allocation increasing?; as a result of collaborative whole of sector budget preparation?, and to what extent?			
<b>Performance Indicators:</b>			
2.1 Clear, accurate and timely advice about budget and public investment program processes communicated to transport sector agencies.			
	<b>2009</b>	<b>2010</b>	<b>2011</b>
<b>Target</b>	Timely & effective implementation of budget & public investment program process	Timely & effective implementation of budget & public investment program process	Timely & effective implementation of budget & public investment program process
<b>Achieved</b>	<i>Inter agency meetings between finance managers, including Treasury officials, assisted information sharing about timelines and process for budget preparation and submission.</i>		
2.2 Value and Percentage (%) of national development budget allocated to the transport sector increasing (stable around 25-28%); Value and percentage of GoPNG contribution to TM&R Development Budget increasing			
	<b>2009</b>	<b>2010</b>	<b>2011</b>
<b>Target</b>	Current value and % of National Budget allocated to Transport Sector	Current value and % of National Budget allocated to Transport Sector Value and % of GoPNG contribution to Development Budget for TM&R is increasing	Current value and % of National Budget allocated to Transport Sector Value and % of GoPNG contribution to Development Budget for TM&R is increasing
<b>Achieved</b>	<i>Average transport sector % of GoPNG Development Budget since 2003 = 28%; 2010 = 26% (one of 9 priority investment areas in GoPNG 2050 Vision) Average proportion of GoPNG contribution to TM&amp;R development budget 2003-2010 = 27.4% 43.4% in 2009 52.8% for 2010 appropriation</i>		
<b>Responsibility:</b>			
Central agencies responsible for providing timely and accurate advice about planning and budget processes to Transport sector agencies. Additional support provided to Transport sector agencies for them to develop their own plans.			
<b>Process:</b>			
Regular interaction through formal and informal meetings between central and Transport sector agencies;			
<b>Tools:</b>			
Meeting minutes and organisational survey of central agencies to gauge relationships and engagement.; review and analysis of budget processes & outcomes;			
<b>Format:</b>			
Six Monthly Report; Annual Performance Report			

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#### Component 4: Prioritised Transport Asset Maintenance - Governance

<b>Governance Outcome:</b>			
4.1 Agency asset maintenance workplans are: based on a whole of life approach to asset management and prioritisation frameworks; developed and implemented annually and delivering Development Strategic Plan, NTDP/ NTS and MTDS/MTTP outcomes.			
4.2 <i>Partnership for Development</i> resources allocated and expended against agreed priorities and meeting annual targets.			
<b>Assumptions:</b>			
<ul style="list-style-type: none"> <li>That Development Strategic Plan, NTS and MTTP are congruent.</li> </ul>			
<b>Performance Questions:</b>			
4.1 To what extent are asset maintenance workplans improving i.e. incorporating effective prioritisation and appropriate policies and procedures? To what extent are asset maintenance workplans meeting legislative requirements? To what extent are the priorities outlined in the NTDP (NTS) being reflected in workplans? How are agencies progressing toward implementing 'whole of life' asset management approaches?			
4.2 To what extent are <i>Partnership for Development</i> resources being allocated and expended?			
<b>Performance Indicators:</b>			
4.1.1 Asset maintenance workplans in Transport sector agencies consistent with all relevant policies and priorities under NTDP (NTS) and relevant legislative requirements			
	<b>2009</b>	<b>2010</b>	<b>2011</b>
<b>Target</b>	Agency asset maintenance workplans and budgets prepared and Sector wide Development Budget submission endorsed by TSCMIC	Agency asset maintenance workplans and budgets prepared and increasingly aligned with GoPNG transport sector policy and reflecting; Sector wide Development Budget submission endorsed by TSCMIC	Agency asset maintenance workplans and budgets prepared and aligned with GoPNG transport sector policy and reflecting; Sector wide Development Budget submission endorsed by TSCMIC
<b>Achieved</b>	<i>Development Budget Submission process prioritisation matrix supported national priorities</i>		
4.1.2 'Whole of life' Asset management approaches are being adopted by Transport sector agencies			
	<b>2009</b>	<b>2010</b>	<b>2011</b>
<b>Target</b>	Audit of Whole of life asset management approaches in Transport sector agencies conducted	Policies/ strategies are developed in transport sector agencies for 'whole of life' approaches to asset management	Transport sector agency asset maintenance work plans reflect the directions of agency asset management policy/ strategy
<b>Achieved</b>	<i>Audit of Whole of life asset management approaches in Transport sector agencies conducted; draft generic policy and strategy developed</i>		
4.2 Asset Maintenance work plan budgets include <i>Partnership for Development</i> resources			
	<b>2009</b>	<b>2010</b>	<b>2011</b>
<b>Target</b>	N/A	X % of available <i>Partnership for Development</i> resources allocated and expended; (Define x in 2010)	Increasing % of available <i>Partnership for Development</i> resources allocated and expended
<b>Achieved</b>	N/A		
<b>Responsibility:</b>			
Responsibility of boards and senior leadership to ensure systems and processes are communicated to broader organisational staff and to ensure all legislation and policies are considered in management decision making and strategies are aligned to the NTDP/ NTS and MTDS/ MTTP			
Responsibility of TSCMIC to ensure effective use is made of <i>Partnership for Development</i> resources.			
<b>Process:</b>			
Review of asset maintenance work plans to ensure they accurately reflect agreed priorities.			

***Tools:***

Monitoring of asset maintenance workplan budget sources and expenditure.

***Format:***

Quarterly reports

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#### Component 4. Prioritised transport asset maintenance - Access

##### **Access Outcome:**

Prioritised asset maintenance is completed as scheduled in workplans, on time and according to agreed budgets.

##### **Performance Questions:**

Has the budget been spent the way we said it would?  
 To what extent have asset maintenance workplan activities been completed?  
 To what extent have they been completed on time? Reasons for delays?  
 To what extent have they been completed within budget?

##### **Performance Indicators:**

Agreed asset maintenance workplan priorities completed for year.

	2009	2010	2011
<b>Target</b>	% of asset maintenance workplan activities completed	Increasing % of asset maintenance workplan activities effectively completed for AusAID funds	Increasing % of asset maintenance workplan activities effectively completed. Asset maintenance work plans being effectively prepared for all agency funding
<b>Achieved</b>	<i>Value of planned works completed</i> DOW 76% Bougainville 68.7% CAA 15.5% PNGASL 9.5% NMSA 0% PNGPCL 100%		

Agreed asset maintenance workplan priorities completed on schedule and within budget.

	2009	2010	2011
<b>Target</b>	% of asset maintenance workplan activities completed a. on time and b. within budget	%of asset maintenance workplan activities completed a. on time and b. within budget.	%of asset maintenance workplan activities completed a. on time and b. within budget.
<b>Achieved</b>	<i>DOW: work plans were submitted late; contractor performance was poor – 53% of contracts over ran by more than 20 weeks.</i> CAA: work plans were submitted late NMSA: Tendering process was held up by CSTB		

##### **Responsibility:**

TSSP will review asset maintenance workplans at the end of each calendar year to assess progress.

##### **Tools:**

Interviews with agencies and advisers; TSSP Annual Plan

##### **Format:**

Results tabulated into the Annual Performance Report and specific case studies where relevant.

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## Component 4: Prioritised Transport Asset Maintenance – Access (Roads 1)

### Access Outcome:

Access is maintained and reliable (*Partnerships for Development*).

- 100% of the 16 NTDP Priority National Roads in 'good' condition by 2015 (Partnerships for Development)
- Missing links prioritised and feasibility studies commenced (not included yet)

### Performance Questions:

To what extent are the road maintenance works being completed meeting quality standards upon completion? (Improvements in drainage conditions, road levels, road/gravel thickness, surface quality)

### Performance Indicators:

# km of road maintained

	2009	2010	2011
<b>Target</b>	708 km maintained during course of year	1649.9 km Priority Road maintained during course of year ; 436.9 km of 'Other Road' maintained during course of year.	#km maintained during course of year
<b>Achieved</b>	<p>1278 km of national road 'worked on' during the year (46% of road network)</p> <p>416 km of non priority road 'worked on' additionally (Note: The # of km does not indicate the value of the range of work conducted; nor, therefore, the contribution to improved quality)</p>		

% national priority roads in good – fair - poor condition

	2009	2010	2011
<b>Target</b>	32 % of 16 national priority roads in good condition (Partnership Agreement baseline 32%)	Partnership Target 45 % (Working toward 100% of 16 national priority roads in good condition by 2015)  <u>Realistic Target</u> (based on available budget, & contracting capacity) maintain 48 % in good condition	Partnership Target 56% (Working toward 100% of 16 national priority roads in good condition by 2015)  <u>Realistic Target</u> (based on available budget, & contracting capacity) maintain 48% in good condition
<b>Achieved</b>	Good 39% <sup>3</sup> Fair 40% Poor 21%	<b>Latest condition figures June 2010 (See below)</b>	

**Current Status:** The most recent condition survey data from the road asset management system<sup>4</sup> (RAMS) advises that 48 % of the priority roads were in good condition, 41% in fair condition and 11% in poor condition as at June 2010. The Table below provides a breakup by surface type.

Priority Roads			
Surface Type	Good	Fair	Poor
Sealed	82 %	15 %	3 %
Unsealed	10 %	70 %	20 %
<b>All Surface Types</b>	<b>48 %</b>	<b>41 %</b>	<b>11 %</b>

All National Roads			
Surface Type	Good	Fair	Poor
Sealed	70.6%	26.5%	2.9%
Unsealed	9.4%	53.6%	37.0%
<b>All Surface Types</b>	<b>31.6 %</b>	<b>43.8 %</b>	<b>24.6 %</b>

<sup>3</sup> DoW RAMS data January 2010

<sup>4</sup> DoW RAMS data June 2010

***Responsibility:***

Agencies undertaking maintenance works and contractors commissioned to complete work

***Process:***

Appropriate contract documentation in place and contract administration procedures also in place. Effective supervision of project management consultants and monitoring of results.

***Tools:***

Contract documents, PMC performance framework and monthly progress reporting. Site inspections by RCEAs, TSSP Annual Plan,

***Format:***

Monthly report formats and project completion reports. RAMS database information and Annual Transport Sector Performance Report.

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#### Component 4: Prioritised Transport Asset Maintenance – Access (Roads 2)

##### **Access Outcome:**

Access is maintained and reliable.

- 100% of the 16 NTDP Priority National Roads in 'good' condition by 2015 (*Partnerships for Development*)

##### **Performance Questions:**

To what extent has IRI improved as a result of road maintenance works?

To what extent are road quality standards being maintained?

##### **Performance Indicators:**

Improvement in International Roughness Index (IRI) (vehicle costs and operating times)

(Refer IRI Chart next page)

	2009	2010	2011
<b>Target</b>	Paved roads: IRI figure of between 5 and 8  Unpaved roads: IRI figure of between 6 and 9	Paved roads: IRI figure of between 5 and 8  Unpaved roads: IRI figure of between 6 and 9	Paved roads: IRI figure of between 5 and 8  Unpaved roads: IRI figure of between 6 and 9
<b>Achieved</b>	<i>IRI definitions for PNG roads have been developed by DOW.</i>		

##### **Responsibility:**

DoW collects information once a year in August as part of an overall data collection process.

**Note:** Refer to chart: International Roughness Index (IRI) for PNG roads in relation to road condition definitions.

##### **Process:**

Review data on an annual basis as part of the Corporate Plan reviews.

##### **Tools:**

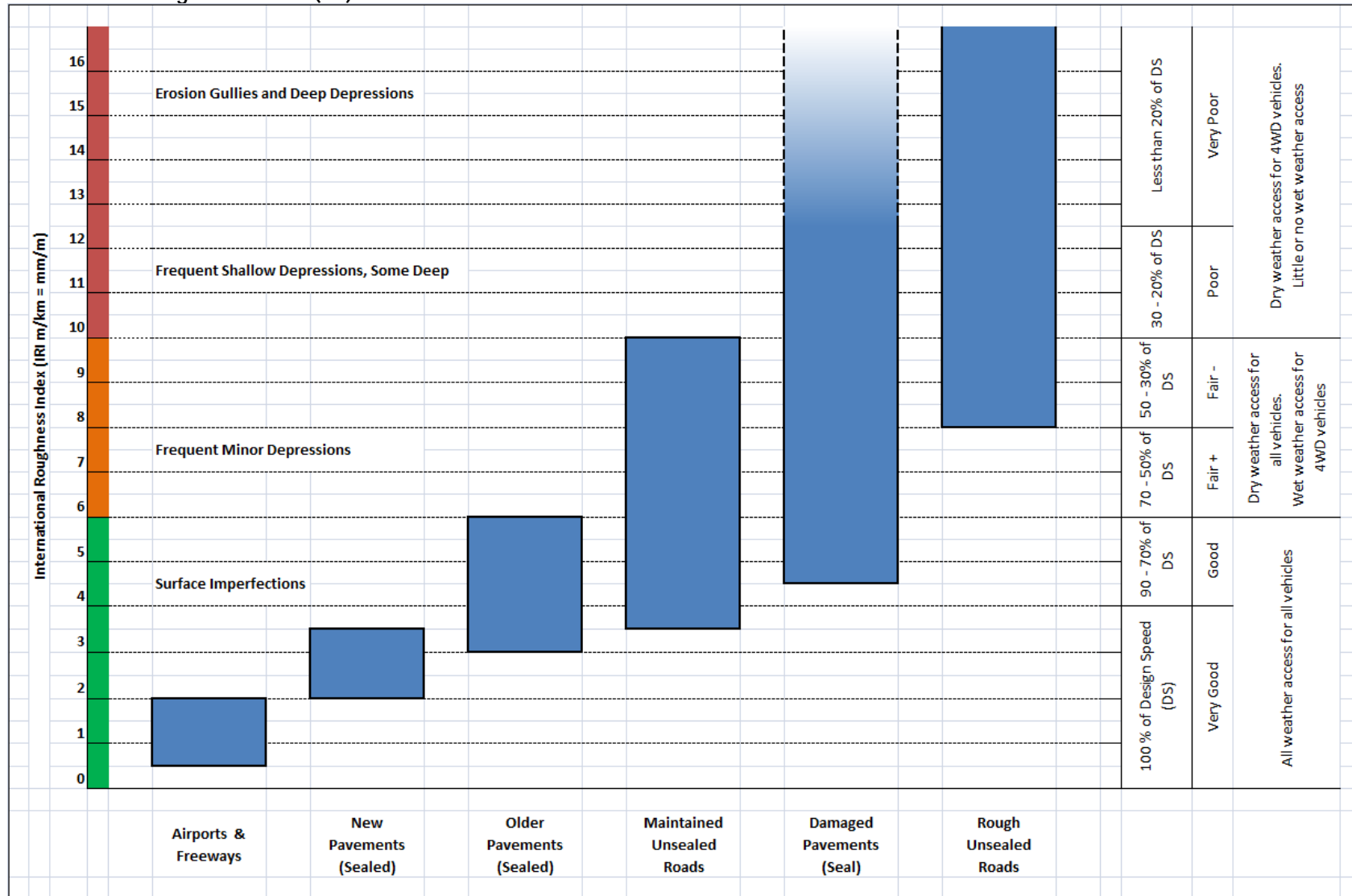
Review of RAMS database and other data collection tools.

##### **Format:**

Annual Performance Report

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International Roughness Index (IRI) for PNG roads in relation to road condition definitions.



#### Component 4: Prioritised Transport Asset Maintenance – Access Stream (Airports)

<p><b>Access Outcome:</b>          Access is maintained and reliable.</p> <ul style="list-style-type: none"> <li>• 22 national airports certified to international standards by 2015 (<i>Partnerships for Development</i>)</li> </ul>			
<p><b>Performance Questions:</b>          To what extent are the certified airports being maintained to ICAO standards?          To what extent has the certification program resulted in improved revenues for ASL?</p>			
<p><b>Performance Indicators:</b>          # national airports certified to international standards</p>			
	<b>2009</b>	<b>2010</b>	<b>2011</b>
<b>Target</b>	7 additional Airports Certified (14 total)	7 additional Airports Certified (19 total)  All being maintained to certified standard (implementation of asset maintenance workplan)	(3) Three additional Airports Certified (22 total)  All being maintained to certified standard
<b>Achieved</b>	4 additional airports certified; (12 in total)		
<p><b>Responsibility:</b>          The CAA is responsible for the certification of all airports to ICAO standards. TSSP is providing project management support to facilitate maintenance by NAC to certified standards.</p>			
<p><b>Process:</b>          Submission of an exposition by the airport management to CASA, incorporating all management and ground facilitation;          Review and acceptance of the exposition by the CASA, for compliance to the Civil Aviation Rules (2004) – primarily Part 139;          Entry audit to ensure airport activities reflect the exposition, for conformance and CASA Rules compliance and granting of certificate</p>			
<p><b>Tools:</b>          Visual inspection of airport sites and certification provided</p>			
<p><b>Format:</b>          Annual Performance Report</p>			

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#### Component 4: Prioritised Transport Asset Maintenance – Access Stream (Ports)

<p><b>Access Outcome:</b> Access is maintained and reliable.</p> <ul style="list-style-type: none"> <li>Port Moresby and Lae seaports have ship turnaround times of 2 days by 2015 (<i>Partnerships for Development</i>)</li> </ul>			
<p><b>Performance Questions:</b> To what extent has revenue increased as a result of improved port operations and efficiencies? Do hourly turnaround times decrease through improved efficiency? Do improved operations lead to increased flow of tonnage cargo and containers?</p>			
<p><b>Performance Indicators:</b></p>			
Hourly reduction in ship turnaround times			
	<b>2009</b>	<b>2010</b>	<b>2011</b>
<b>Target</b>	3 days	2.8 <sup>5</sup> days ( <i>Partnership agreement figure</i> )	2.6 ( <i>Partnership agreement figure</i> )
<b>Achieved</b>	3 days		
Tonnage of cargo throughput per year (Lae and Port Moresby)			
	<b>2009</b>	<b>2010</b>	<b>2011</b>
<b>Target</b>	4,736,824 <sup>6</sup>	4,860,720 <sup>7</sup>	5,020,827 <sup>8</sup>
<b>Achieved</b>	4,418,828 <sup>9</sup>		
Container (TEU <sup>10</sup> s) throughput per year (Lae and Port Moresby)			
	<b>2009</b>	<b>2010</b>	<b>2011</b>
<b>Target</b>	205,328 <sup>11</sup>	216,312 <sup>12</sup>	234,077 <sup>13</sup>
<b>Achieved</b>	206,011 <sup>14</sup>		
<p><b>Responsibility:</b> PNG Ports already collect relevant data relating to these indicators and have been very supportive in sharing their data.</p>			
<p><b>Process:</b> The information is collected annually through port operations as part of their ongoing data collection processes. The information is processed and analysed by PNG Ports in Port Moresby.</p>			
<p><b>Tools:</b> Review of data collection tools and statistics currently used by PNG Ports.</p>			
<p><b>Format:</b> Annual Performance Report</p>			

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<sup>5</sup> **Note from PNG Ports:** Improvement in vessel turn-around time is predicated on the introduction of Mobile Harbour Cranes in Lae and Port Moresby. At July 2010 PNGPCL Installation of the cranes is expected to be completed Q1&2 2011.

<sup>6</sup> Target provided by PNG Ports November 2009

<sup>7</sup> Target provided by PNG Ports November 2009

<sup>8</sup> Target provided by PNG Ports May 2010

<sup>9</sup> Actual Achievement provided by PNG Ports 2009

<sup>10</sup> TEU – twenty-foot equivalent unit Definition: Standard unit for describing a ship's cargo carrying capacity, or a shipping terminal's cargo handling capacity. A standard forty foot (40 x 8 x 8 feet) container equals two TEUs (20x8x8).

<sup>11</sup> Target provided by PNG Ports November 2009

<sup>12</sup> Target provided by PNG Ports November 2009

<sup>13</sup> Target provided by PNG Ports May 2010

<sup>14</sup> Actual Achievement provided by PNG Ports November 2009

## Cross Cutting Themes (HIV/AIDS, Gender, Environment and Disability) – Governance

<b>Governance Outcome:</b> Gender, HIV/AIDS, Environment and Disability matters are integrated into sector and Transport sector agency strategies policies and plans.			
<b>Performance Questions:</b> How many agencies have developed plans for cross cutting themes? To what extent are cross cutting themes integrated into agency policies and plans? To what extent are they being implemented? Who is aware of the plans? To what extent are the objectives of the plans being achieved?			
<b>Performance Indicators:</b> Agency policies and plans operational and aligned to relevant national strategies, policies and legislation			
	<b>2009</b>	<b>2010</b>	<b>2011</b>
<b>Target</b>	Policies and plans operational in Transport sector agencies	Policies and plans operational in transport sector agencies; progress against plans is being reported Baseline data for understanding road safety will be collated and analysed.	Progress against transport sector agency plans is being reported  National Road Safety Plan developed
<b>Achieved</b>	<i>Foundational work has been undertaken in developing and implementing plans and policies for Gender, HIV/AIDS and Environment or integrating these policy areas into existing policies and plans.</i>		
<b>Responsibility:</b> Responsibility of senior management within Transport sector agencies to develop appropriate plans in accordance with relevant TSSP short-term assistance.			
<b>Process:</b> Policies and plans developed and communicated and annual evaluation to ensure they are being distributed, used and applied			
<b>Tools:</b> Organisational survey with select individuals also surveyed to measure awareness and understanding of cross cutting themes.			
<b>Format:</b> Annual performance report.			

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## Cross Cutting Themes (HIV/AIDS, Gender, Environment and Disability) – Capacity Building

<b>Capacity Building Outcome:</b>			
Female and male transport sector agency employees, contractors and infrastructure maintenance staff are practicing appropriate HIV AIDS and gender equity and equality behaviours (supported by Transport sector agency systems and practices).			
<b>Performance Questions:</b>			
1. To what extent is practice changing as a result of training in cross cutting themes? 2. To what extent are cross cutting themes mainstreamed into projects and normal practice?			
<b>Performance Indicators:</b>			
1. Transport sector agencies: Cross-cutting themes are integrated into all training; specific training is being delivered against various cross cutting themes. 2. PMCs are providing training in cross cutting themes to their project teams.			
	<b>2009</b>	<b>2010</b>	<b>2011</b>
<b>Target</b>	TSSP crosscutting theme specialists are in place  Training of TSSP advisers and locally engaged staff has taken place  Cross cutting theme awareness has taken place in some Transport sector agencies	Cross cutting theme awareness has taken place in all Transport sector agencies  TSMCIC are providing leadership in regard to HIV and Gender equality matters.  HIV and Gender equality is being mainstreamed into Transport sector agency policies.	# of specific training & awareness activities conducted  Extent of integration into other training, projects and normal practice
<b>Achieved</b>	<i>Initial awareness raising activities in relation to Gender and HIV/AIDS have taken place in a few agencies. TSMCIC have expressed commitment to bringing about positive change in these two policy areas.</i>		
<b>Responsibility:</b> Responsibility of agencies to work within national policies and legislation for these issues and for each Transport sector agency to develop appropriate policies and plans specific to their own operation.			
<b>Process:</b> Specific training provided to increase awareness and themes integrated into all training and infrastructure maintenance programs.			
<b>Tools:</b> End of awareness workshop surveys and also annual reviews of application and awareness of training activities Surveys of awareness and practice change within Transport sector agencies (2011) Analysis of agency policy development and review			
<b>Format:</b> End of workshop survey, corporate plan reports and Annual Performance Report.			

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## Cross Cutting Themes (HIV/AIDS, Gender, Environment and Disability) - Access

<b>Access outcomes:</b>			
1. Access to HIV testing, treatment, care and support is reliable for women, men, boys and girls.			
2. Agencies are complying with relevant environmental legislation and implementing environmental management plans for asset maintenance, with the intention of minimising negative environmental impacts.			
<b>Performance Questions:</b>			
1. To what extent are people able to access health facilities via reliable transport modalities and in a timely manner? To what extent has the maintenance of transport infrastructure increased reliability of access to health facilities?			
2. To what extent do transport asset maintenance projects minimise environmental impacts?			
<b>Performance Indicators:</b>			
1. Travel time to health facilities is improving and predictable			
	<b>2009</b>	<b>2010</b>	<b>2011</b>
<b>Target</b>	N/A	Change from baseline measured as part of impact study; Target developed	
<b>Achieved</b>	N/A		
2. % decrease in road accidents along priority roads			
	<b>2009</b>	<b>2010</b>	<b>2011</b>
<b>Target</b>	Road Safety adviser appointed	Assessment undertaken to determine baseline and appropriate indicator measure. 2010 <ul style="list-style-type: none"> <li>Road Safety data entered into accident database</li> <li>Key national road safety issues identified</li> </ul>	Most significant road 'black spots' identified for national priority roads  National Road Safety Strategy prepared, consistent with NTS
<b>Achieved</b>	<i>Road Safety adviser appointed</i>		
3. The extent to which agencies are implementing environmental plans & strategies			
	<b>2009</b>	<b>2010</b>	<b>2011</b>
<b>Target</b>	Environmental management plans are prepared and implemented for road maintenance projects	Environmental management plans are prepared and implemented for road maintenance projects  Other transport sector agencies are aware of and adopting EM Planning & Systems	Environmental management plans are prepared, implemented and audited for all transport infrastructure maintenance projects.
<b>Achieved</b>	<i>Through DOW all road maintenance contractors are required to submit Environmental Management Plans to the DOW environmental officer for consideration. Checklists are obtained from contractors prior to approval of monthly payments</i>		
<b>Responsibility:</b>			
Responsibility of operations departments within Transport sector agencies undertaking maintenance programs along with TSSP for overall oversight, Responsibility of NRSC and safety/security areas of Transport sector agencies;			
<b>Process:</b>			
Review of social impact studies and PMC reports where relevant.			
<b>Tools:</b>			
Community baseline study and social impact report. Appropriate tools to be developed to capture and measure data and changes in perceptions.			
<b>Format:</b>			
NRSC reporting, Socio economic Impact Study and annual performance report.			

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