

Papua New Guinea – Australia Transport Sector Support Program (TSSP)

Supported by the Australian Government - AusAID

COMMUNICATIONS PLAN and PROCEDURES

Revised August 2010

Preparation, Review and Authorisation

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Abbreviations

ABG	Autonomous Bougainville Government
ARB	Autonomous Region of Bougainville
ASF	Advisory Support Facility
AUD	Australian Dollar
AusAID	Australian Agency for International Development
DNPM	Department of National Planning and Monitoring
DoF	Department of Finance
DoT	Department of Transport
DoW	Department of Works
EPSP	Economic & Public Sector Program
FMS	Financial Management Specialist (TSSP)
G4S	Group 4 Securicor
GoA	Government of Australia
GoPNG	Government of Papua New Guinea
ISP	Implementing Service Provider (SMEC International)
M&E	Monitoring and Evaluation
M&ES	Monitoring and Evaluation Specialist (TSSP)
NACL	National Aviation Corporation Limited (PNG)
NMSA	National Maritime Safety Authority
NRA	National Road Authority
NRSC	National Road Safety Council
PD	Program Director (Senior Policy Adviser, AusAID)
PM&NEC	Department of Prime Minister and National Executive Council
PM	Program Manager (TSSP)
PNG	Papua New Guinea
PNGASL	Papua New Guinea Air Services Limited
PNGCASA	Papua New Guinea Civil Aviation Safety Authority
PNGPCL	Papua New Guinea Ports Corporation Limited
PPII	Provincial Performance Improvement Initiative
PPM	Program Procedures Manual
PSMS	Public Sector Management Specialist (TSSP)
PSO	Program Support Officer (TSSP)
QA	Quality Assurance
SGP	Strongim Gavman Program
SMT	Senior Management Team
SNP	Sub National Program
SWAp	Sector Wide Approach
TA	Technical Assistance
TSCMIC	Transport Sector Coordination, Monitoring and Implementation Committee
TSSP	Transport Sector Support Program

1.0 Introduction

The purpose in developing this Communications Plan and Procedures (the Plan) for the PNG-Australia Transport Sector Support Program (TSSP/the Program) is to:

- Identify and respond to the communication needs of key stakeholders
- Define communication strategies, mechanisms and frequency
- Define the process for ensuring the accuracy and appropriateness of information and dissemination mechanisms.

Development and revision of this Plan follows consultations with partner Government of Papua New Guinea (GoPNG) agencies. The Plan has been designed to be enabling rather than prescriptive. Responsiveness to the flexible and adaptive nature of TSSP, and the challenging and dynamic operating environment, is a feature of the Plan. Although initially developed for and approved by AusAID in November 2007, the Plan has been reviewed annually with associated minor amendments reflecting changes developed from practice and associated lessons learned. Annual reviews will continue as a minimum.¹

The Plan identifies standard TSSP communication procedures and protocols and provides a framework for the provision of information. Procedures and guidelines are informed by the requirements of the:

- TSSP Scope of Services issued by the Australian Agency for International Development (AusAID)
- *AusAID Logo Guidelines for Managing Contractors*, January 2007
- Cross-cutting policies/strategies (gender, HIV and AIDS, road safety, the environment).

2.0 Context

2.1 Program Background

Australia has been providing long-term support through its aid program to GoPNG for the infrastructure sector. Over time the focus of this support is shifting from an emphasis on maintenance to capacity building and institutional strengthening. This is designed to incorporate a more holistic approach to supporting maintenance.

TSSP commenced in July 2007. While Phase 1 of the Program has been set at five (5) years, TSSP is a longer term commitment by both Governments. It is anticipated that the Program will have a lifespan of 10-15 years. The Program offers a flexible, rolling design and implementation model and has a budget of around \$AUD50 million per year.

The Program operates within, and is assisting to build the capacity of, GoPNG agency systems, processes, and personnel with appropriate checks and balances whilst also funding approved transport sector asset maintenance priorities (infrastructure workplans). While the initial focus

¹ Whilst the contract with the ISP required the reviewed TSSP Communications Plan and Procedures to be attached to the TSSP Annual Plan each year, it has been agreed with the Project Director (PD) and AusAID that the Annual Plan will note the occurrence without attaching the document. This reflects requests from GoPNG agencies to simplify and make reporting more relevant to the Transport Sector Coordination, Monitoring and Implementation Committee (TSCMIC). The Plan will continue to be made available through the TSSP website.

remains on strengthening the roads, aviation and the maritime sub-sectors, TSSP is assisting GoPNG with its aim of incrementally moving towards a sector-wide approach (SWAp).

TSSP brings GoPNG partners and other stakeholders into the activity development, delivery, monitoring and evaluation, and reporting cycle. At the highest strategic level of coordination, TSSP supports the activities coordinated by the GoPNG Transport Sector Coordination, Monitoring and Implementation Committee (TSCMIC).

A Program Director (PD) has been appointed by AusAID to oversee and direct TSSP activities.

2.2 Program Goal

The goal of TSSP is to ensure improved governance and performance in GoPNG's delivery of transport infrastructure services through effective use of resources. This goal is shared with that of the Transport Sector Coordination, Monitoring and Implementation Committee (TSCMIC).

2.3 Key Program Principles

TSSP is designed to:

- Build on and further develop GoPNG's leadership, policies and priorities for the sector
- Move towards a programmatic approach that includes crucial areas of public sector reform and governance to which GoPNG is committed and can lead
- Introduce reform and changes leading to a sector wide approach incrementally, in line with the 'pace' of the sector agencies and their capacity and ability to absorb change in a coherent manner.

2.4 TSSP Location

The TSSP office is located in Port Moresby on the first floor of the BeMobile Building, Waigani. The Office schematics reflect the needs of the team, and provide space for meetings with stakeholders and personnel from partner GoPNG agencies. As required the office is able to and has hosted TSCMIC meetings.

2.5 Monitoring and Evaluation

Monitoring and Evaluation (M&E) plays a pivotal role in the reporting process for TSSP and provides:

- Quantitative and qualitative information, increasingly disaggregated by sex, in relation to the impact of the Program for TSCMIC and AusAID
- Information for AusAID in relation to the Contractor and management of the Program
- Data and information for the Contractor and TSSP team to report against agreed indicators and workplans
- Information for partner agencies.

TSSP provides detailed M&E information in Six-Monthly Progress Reports, Annual Plans, and Annual Performance Reports.

2.6 Program Management and Quality Assurance

Program activities are guided by a Program Procedures Manual (PPM) which incorporates a Quality Assurance Manual and Contracting Strategy. The PPM:

- Integrates contractual requirements
- Sets procedural standards and demonstrates good practice
- Assists personnel work towards improving levels of performance, and adopting the principles and practices associated with continuous improvements (based on 'lessons learned' methodologies).

This Plan is complemented by the TSSP Recruitment and Contracting Strategy. A number of other plans, strategies and policies guide the Program. These include, but are not limited to, a Financial Management Manual; a Risk Management Framework; Capacity Building Framework and Plan; a Safety, Security and Emergency Plan; and plans associated with cross-cutting policy areas (gender, HIV and AIDS, road safety, environment). All of these plans are regularly reviewed and updated.

The TSSP Office has also developed internal policies and procedures such as Codes of Conduct, Confidentiality, Anti-Harassment and Anti-Bullying Policy and Procedure, HIV and AIDS Policy and Procedure, and a Gender Equality Policy.

3.0 Managing Program Communication

3.1 Introduction

TSSP has developed the TSSP Communications Plan and Procedures to promote and increase understanding of the Program and the Australian Government's development cooperation program and related investment in Papua New Guinea.

The broad aim is to ensure that all stakeholders² and beneficiaries³ are aware of the Program and the specific initiatives taking place, and appropriate mechanisms are in place to provide feedback. The Plan is designed to engender a greater recognition of the responsibilities, objectives, coordination, management and funding sources of TSSP, and to contribute to building wider support for the benefits of the Program.

More specifically the aim of the Plan is to:

- Provide a framework for the dissemination of Program information
- Define appropriate communication channels and procedures, to ensure that Program activities, tangible achievements and lessons learned are promulgated
- Enable stakeholders and beneficiaries to locate, share and benefit from access to information
- Improve feedback channels within an environment of continuous improvement

² In this context the primary stakeholders are defined as the Government of Australia through AusAID; the Government of Papua New Guinea; members of TSCMIC; partner agencies (particularly DoW, DoT, PNGCASA including PNGASL and NACL, PNGPCL, NMSA); central agencies including the Department of National Planning and Monitoring; senior management and nominated counterpart officers; Provincial Administrations, the Bougainville Autonomous Government; other AusAID funded programs particularly SNS/PPII but also SGP and ASF/EPSP; transitioning projects; industry associations/groups and providers of services; NGO's and community groups.

³ Beneficiaries are broadly defined as the general community within PNG (in relation to improved access, and economic and social options).

- Provide partner agencies with an example of a good-practice communications policy and planning for consideration in strengthening communications within and external to those agencies.

3.2 Key Actions and Components

Key components of the Plan include:

- Determining a targeted, strategic and continuously evaluated approach regarding internal and external communications
- Establishing a Program identity (branding) that is in line with AusAID requirements, and that also standardises approaches to logos, acknowledgements, colours etc for all material and promotional activities
- Developing and enhancing a website so that it provides up-to-date and relevant information, and links to other key websites and/or information
- Structured feedback which incorporates the provision of information to potential and current sub-contractors, feedback to all unsuccessful tenderers, and the opportunity to comment on TSSP standards and processes
- Supporting the production of a transport sector news-sheet⁴
- Management of public document releases (such as information papers, draft plans and reports) through AusAID approval processes
- Interpretation, analysis and reporting of monitoring and evaluation data, which includes data relevant to cross-cutting policy priorities (for example, gender disaggregated data and analysis)
- Guidelines to ensure the accuracy of information provided to the public about the Program.

Feedback will be routinely sought on methods to improve communication messages and approaches.

3.3 Target Audience

The primary target audience includes the Government of Papua New Guinea, the Government of Australia (through AusAID), Provincial Administrators, personnel of other AusAID funded programs, and other donors. And through these, governments, agencies, donors and programs, their constituencies and the broader community.

The primary counterpart agencies for TSSP are the Department of Transport, the Department of Works, PNG Ports Corporation Ltd, the National Airport Corporation, PNG Air Services Ltd, the Civil Aviation Safety Authority, the National Maritime Safety Authority, the National Road Safety Council, and the Department of National Planning and Monitoring. The Program primarily works through (and where relevant strengthens) communication processes, procedures and channels of these agencies in disseminating information to stakeholders.

TSSP activities are coordinated, at the highest level, by TSCMIC. Communication strategies specifically target and include TSCMIC members (and the agencies each represents).

⁴ TSSP originally proposed issuing three newsletters each year, however, in line with the principle of working with and through agencies, the Program is shifting towards supporting the Department of Transport publish information on the sector and TSCMIC. The DoT in mid-2008 requested assistance with the production of a double page newspaper spread (similar to that produced by the Law and Justice Program) which TSSP is supporting.

TSCMIC members comprise:

- Department of Transport (DoT)
- Department of Works (DoW)
- PNG Civil Aviation Safety Authority (PNGCASA)
- PNG Air Services Limited (PNGASL)
- National Airports Corporation Limited (NACL)
- PNG Ports Corporation Ltd (PNGPCL)
- National Maritime Safety Authority (NMSA)
- National Road Authority (NRA)
- National Road Safety Council (NRSC)
- Department of National Planning and Monitoring (DNPM)
- Department of Prime Minister and National Executive Council (PM&NEC)
- Department of Treasury (Treasury)
- Department of Finance (DoF).

AusAID is represented on TSCMIC.

The Program also provides information through the Team Leader/Program Manager meetings convened by AusAID as well as to other donors active in the transport sector.

The foundation of TSSP's communication strategy comprises:

- Program driven initiatives (e.g. documents, website, newsletters, brochures and flyers, draft media releases and articles, presentations, and channels through Technical Assistance and sub-contracted services)
- GoPNG driven communication strategies and dissemination points centrally and in the Provinces (e.g. board meetings, community engagement or publicity/media officers, newsletters, industry fora, conferences etc.)
- Accessing the communication channels of other relevant AusAID funded programs (SGP, SNS/PPIL, ASF/EPSP etc.) and those of other donor funded initiatives.

Inputs by Program Specialists/Consultants assist in providing information on recommended communication points to and through communities of interest.

4.0 Communication and Information Guidelines

The following provides an overview of communication channels between the TSSP Office and key Program stakeholders.

4.1 Internal Communications

With AusAID Post

AusAID has fully devolved responsibility for TSSP to the AusAID Post in PNG.

All in-country communication to the AusAID Post will be through the PD. The Program Manager (PM) will communicate with and/or through the PD to AusAID on all Program issues. Formal

communication will occur through mechanisms that include regular meetings, briefings, presentations, workshops, emails and reports.

Similarly, all AusAID communication with TSSP will come through the PD or in her/his absence, the PM.

Should an exception occur and direct communication between AusAID and other TSSP team members be required, this will only occur at the request of the PD and/or AusAID with the PM/PD provided with copies of the information provided and/or written summaries of discussions.

The PM/PD will be copied into any correspondence to or from other team members and AusAID.

With the Program Director

The PD oversees TSSP activities on behalf of AusAID. The PD represents TSSP in discussions with TSCMIC members, in many of the discussions with the Secretary/CEOs of GoPNG partner agencies and, where relevant, with Team Leaders/Program Managers on other AusAID funded programs. The PD also represents TSSP in discussions with other donor agencies.

All formal TSSP communication with the PD will be with and/or through the PM. This extends to the Implementing Service Provider (ISP) for other than reporting by exception.

More direct contact between the PD and other specialists will occur through workplace meetings, discussions, presentations, briefings and emails. In these instances the PM will be copied into written exchanges or, in relation to verbal exchanges, receive a written summary of discussions from specialists/advisers and/or briefed by the PD on the discussions and any agreed outcomes.

With the Implementing Service Provider, SMEC International Pty Ltd

SMEC International provides the PD and TSSP with corporate support through SMEC International's Social Development Group General Manager and a Program Support Officer co-located with the Program in Port Moresby. Additional administrative support staff are based in SMEC's Port Moresby and Canberra Offices.

The PM is the primary contact point for all communications between TSSP and the ISP. The PM communicates with the ISP (by email, telephone, and the provision of briefings and reports) on a range of management, implementation and reporting matters and ensures that the ISP is particularly informed of changing circumstances and issues.

Routine communication between the ISP and the PD is through the PM. More direct contact may occur where exceptional circumstances prevail.

The ISP submits monthly invoices for payment to AusAID through the PM, in accordance with contractual agreements.

Information with regards to the TSSP Trust Instruments is provided to AusAID by the TSSP Financial Management Specialist through routine reports and/or in relation to specific requests and queries. This information is provided through the PD/PM.

Direct communication occurs between the Program Support Officer and specialists/TAs only in relation to contracting. The PM has delegated authority to sign TSSP related contracts on behalf of the ISP.

With TSCMIC

TSCMIC is a policy and decision making entity as well as an information and communication exchange hub with members having the ability to make information more broadly available within central and line agencies, and into the Provinces.

All contact with TSCMIC is through and under the guidance of the PD. The PD will identify any need for briefings and reports, and also arranges for the PM to attend TSCMIC meetings as an observer. The PD will routinely provide briefings on the discussions of TSCMIC for the PM and team for information and/or by way of initiating further action through TSSP.

With GoPNG partner agencies

Contact with the Secretary/Chief Executive Officer of GoPNG partner agencies, and/or deputy officers, is through and/or in consultation with the PM and/or PD, with the exception of agreed responsibilities for TSSP specialists and advisers embedded within those agencies.

All formal TSSP correspondence to GoPNG agencies is signed by the PM and copied to the PD. The PD will determine whether AusAID is to receive a copy of outgoing and incoming correspondence.

Consistent with TSSP principles, every effort will be made to work with and through (and, where appropriate, strengthen) the communication capability and distribution networks of GoPNG agencies. An initial review indicated that agencies may benefit by developing deliberate strategies and/or dedicating personnel to this responsibility.

TSSP specialists and advisers will, during 2010-12⁵, map agency communication strategies and/or outlets through partner agencies, central agencies, the Provinces and through other AusAID funded programs. This information will form the basis of a review and update of this Plan.

Nonetheless there is a range of GoPNG agency mechanisms which TSSP can more immediately access to disseminate information. In addition to TSCMIC, these include agency Board/Senior Executive Committee Meetings, newsletters, briefings, industry fora, conferences etc.

With other Programs / Provinces

Contact with senior officers at the provincial level will follow protocols developed by AusAID through the Sub-National Program, and on operational matters through GoPNG agency procedures for those TSSP advisers undertaking provincial visits.

SNP/PPII officers will also be informed of provincial visits, through AusAID, and where appropriate advice will be sought with regard to protocols and the harmonisation of activities.

Among the TSSP Team

Effective communication is essential in coordinating the activities of the team and keeping the team informed and motivated. Communication among TSSP team members is both formal and informal. All formal communication with other team members is through the PM.

⁵ This activity was initially scheduled for 2008 however all GoPNG partner organisations underwent an organisational review/restructure during 2009-10 with many associated staffing appointments/decisions outstanding. This has had an impact on the timing of some activities.

A nominated specialist or adviser will be appointed to coordinate the activities of all TSSP advisers working within agreed partner agencies ('agency coordinators'). Adviser group meetings will occur, fortnightly as a minimum, between agency coordinators and those advisers in the relevant agency.

Similarly, regular meetings will occur between agency coordinators and individual members of the TSSP Senior Management Team (SMT). Membership of the SMT comprises the PM, the Public Sector Management Specialist, the Financial Management Specialist, the Capacity Building Specialist, the Monitoring and Evaluation Specialist, the Road Maintenance Management Specialist, the Senior Gender and HIV/AIDS Adviser and the Assistant Program Manager. Formal agency coordinator meetings will occur with the SMT every quarter.

Administrative staff will generally communicate with the PM through an Office Manager who is responsible for coordinating and supervising the activities of administrative personnel, unless specific responsibilities necessitate more direct communication.

The Finance Manager will report to the Financial Management Specialist on delegation from the PM.

Formal communication activities within the TSSP team will include:

- Orientation/Induction Program (on arrival of new personnel)
- Security Briefing (on arrival of new personnel and families)
- Senior Management Team Meetings (weekly)
- Agency coordinator and SMT meetings (quarterly)
- Agency coordinator/adviser group meetings (fortnightly)
- Technical specialist/adviser across-sector group meetings – for example financial advisers, HR advisers, engineers etc. (quarterly)
- Full team meetings (at least quarterly)
- Specialist Reflection and Planning Meetings (six-monthly)
- Contact with other donors and AusAID funded program personnel to promote the sharing of information and shared problem-solving approaches (as opportunities arise or points of interest converge)
- Thematic discussion groups (as opportunities present through short-term specialist inputs e.g. gender, HIV/AIDS, risk, M&E and/or access to specialists from other Programs/AusAID (e.g. infrastructure, M&E)
- Peer review teams around planned activities, approaches, new initiatives and in providing comment on draft reports/publications
- Briefings from and/or meetings with the PD
- Circulation of written information and reports.

Other resources include limited access to a password protected section of the TSSP website (available to Advisers, AusAID and heads of GoPNG agencies) where personnel can store and share key reports; and access internally managed press monitoring and clipping service; and an in-house library which is catalogued and may also be accessed by other AusAID funded programs and personnel.

Informal and/or ad hoc activities involve daily opportunities to interact with personnel either within the TSSP Office or in other agencies.

Routine reporting⁶ is based on:

- Adviser situation analyses
- Annual Workplans (reviewed by the PM, approved by the PD)
- Monthly/ bi-monthly progress reports (reviewed by PM, approved by agency heads and the PD) and made available to AusAID on request or where information is particularly relevant
- Six-monthly adviser in-depth reports (based on reflection and analysis)
- Exit reports
- Written summaries of Provincial visits, delegations and key meetings/activities (noted by PM/PD and provided to AusAID)
- SMT review and analysis of adviser workplans and progress reports.

Overarching reports to AusAID include monthly by-exception reports, Six-Monthly Progress Reports and an Annual Plan.

4.2 External Communications

TSSP has developed discrete guidelines for the promulgation of Program information which is intended for a broader and more public audience. Overall the approach is to provide information on the Program – its progress, achievements and lessons learned – in an accessible, accurate and professional manner, so that reliable, quality information is available to better inform future actions and decisions.

The aim is to:

- Increase knowledge and awareness of Program activities and opportunities through a range of communication mechanisms such as newsletters, brochures, fact sheets, flyers, presentations
- Maximise ownership of Program related outcomes among stakeholders and beneficiaries.

The approach will be based on values that reflect cultural awareness and sensitivity, a collaborative approach to decision making, a problem solving approach, relationship building, respecting the critically important role of counterparts and partner agencies, and a commitment to proactive and responsive management. Reporting will centre on the activities of partner agencies rather than those of TSSP personnel.

All publicity and promotional material will be designed to adhere to *AusAID Logo Guidelines for Managing Contractors* and submitted to the AusAID Post for consideration/approval in writing, prior to release.

Program personnel will not speak directly with the media, nor release publicity/promotional material other than by the express agreement and prior approval of AusAID. Personnel will only draft media releases when requested to do so by, or through prior discussion with, the PD/PM and/or AusAID.

The Program Team is limited to the following principles, practices and protocols when making comment/s to the general public and/or when progressing TSSP initiatives/activities.

⁶ All reports require inclusion of cross-cutting policy areas (gender, HIV and AIDS, road safety, environment).

Principles and practices

Team members will:

- Portray Australia-AusAID, the Government of Papua New Guinea, SMEC International, and TSSP in a favorable light
- Avoid using acronyms, and where they must be used, first provide details of each in full
- Not make speeches or presentations to the public, or stakeholders, except in relation to the promotion and delivery of activities under TSSP
- Not comment on policy decisions, political issues, or matters outside these guidelines. In such cases those requesting information will be courteously referred to AusAID. In any such instance the PM is to be notified so that the PD is able to provide AusAID with preliminary information regarding this contact.

Protocols

- The PD will liaise with the AusAID Post to identify opportunities and items of interest on the Program for potential use by the media in Papua New Guinea and in Australia. The PM will assist by drafting and/or editing required information
- The PD will provide the AusAID Post with draft media releases, or responses on matters raised by the media, and/or speech material and briefings for consideration
- The PD will be immediately informed of any request to meet with or provide information to or for PNG Ministers, and will be responsible for any ensuring action
- All promotional material will be cleared through the AusAID Post. This includes brochures, factsheets, newsletters, media releases, documents/business cards etc.
- All contact with the media must have prior approval from the AusAID Post. Should any team member be contacted by the media directly, s/he will:
 - Record the journalist or enquirer's name, organisation and contact details
 - Determine the nature of the inquiry and, if possible, obtain a list of questions
 - Determine the inquirer's deadline and requirements
 - Explain that an appropriate person will call back
 - If requested by AusAID, work with the PM and PD to ensure that an appropriate response is drafted.

By way of a more general response, team members will refer media (and other public enquires) for further information to the TSSP website at www.pngtssp.com.

Program Website

The TSSP website will be used to promote the Government of Australia-AusAID and TSSP plans, activities and outcomes. The PD will receive, through the PM, a draft of any material to be added to or changed within the website, which will only be loaded with AusAID approval.

All plans and policies, once approved by AusAID will be made freely available through the TSSP website, with a request that any material used or copied acknowledges that the document was produced by TSSP on behalf of the Government of Australia-AusAID and that copyright resides with AusAID.

Web based features will include:

- Regular review and updating of the website, so that it reflects a user-friendly design, provides clear and relevant information
- Information on tendering, contracting and recruitment strategies, processes and opportunities, and information as to how to gain feedback on unsuccessful tenders/applications
- Access to key Program documents including reports, plans and strategies
- Office contact details including email facilities to TSSP
- Links to other key websites and information including GoPNG partner agencies, AusAID and AusAID funded programs, other donors and research information sites (such as the Australian Development Gateway)
- Capacity to monitor the number of website visits
- Photo gallery of TSSP activities, key personnel, special events, etc.

Program Office

The TSSP Office will:

- Identify the Program by title and provide visual reference to the Government of Australia, the Government of Papua New Guinea and SMEC International in the reception area
- Ensure appropriate systems to receive, record, track and retrieve information, and systems for the management of discarded material
- Recycle paperwork that is not confidential or sensitive in content.

The format for Program business cards, correspondence and signage has been approved by AusAID. Program personnel will have access to this information through a computer server or, when working within other agencies, receive standard policy, protocol, and template information through flash drives, CDs or the TSSP website.

TSSP will consult with AusAID on the handling or disposal of documents and records.

Cooperation with other AusAID Funded Programs

TSSP undertakes coordination with other AusAID Programs in Papua New Guinea, notably SNP/PPII, SGP and ASF, in an effort to ensure that Program activities complement those of other Programs and synergies are pursued.

Strategies for sharing information include but are not limited to:

- Providing information as appropriate during AusAID convened Team Leader/Program Manager Meetings
- When invited, attending other program activities as either an observer or participant
- Sharing information with, and providing opportunities for, other Programs to provide information on activities, particularly where these converge on GoPNG partner agencies
- Supporting arrangements and/or attending meetings requested by the PD with the aim of increasing harmonisation and maximising opportunities for complementary planning and mutually beneficial outcomes.

The PM will make information from these meetings/activities available to other team members.

5.0 Communications Plan Table 2010-2012

Key Messages

TSSP

- Is a long-term commitment supported by the Governments of Australia and Papua New Guinea
- Supports TSCMIC goals and planning to improve governance and performance in delivery of transport infrastructure services
- Works under and supports GoPNG leadership, policies and plans (e.g. Medium Term Development Strategy, National Transport Development Plan, Public Sector Reform Strategy, Vision 2050)
- Is the delivery mechanism for the *Partnership for Development Agreement Transport Schedule*
- Works through and strengthens/builds capacity of GoPNG systems, processes and personnel
- Provides funding support for priority and prioritised maintenance, based on the identification of the entire resource envelope required, and where GoPNG has committed funding in line with the policy framework
- Builds on and/or from existing information, knowledge and strategies
- Is assisting agencies and the GoPNG move, incrementally and at a pace that can be sustained and supported, towards a sector-wide approach
- Assists the GoPNG and AusAID maximise opportunities for donor harmonisation.

TSSP's focus is to:

- Encourage line agencies to improve public sector management (governance including financial governance and planning so that it better aligns with national policies/plans) leading to better service delivery
- Work through partner agencies to assist them improve central and line agency links (better connect line and central agency decision making and planning)
- Assist agreed provinces achieve better plans and policies linked to transport infrastructure services and assets maintenance
- Support affordable, functioning, prioritised infrastructure.

Activity	How	Who	When
Office /Agency Communications	Gain approval for branding, content and release of: <ul style="list-style-type: none"> • Brochure and other documents intended for public information • Website • Office Signage • Office Hard/Soft Copy File Structures and naming convention 	PM PM PM PM	Revised annually Reviewed and updated monthly Completed December 2007 and refreshed as required Updated as required following initial approval August 2008
	<ul style="list-style-type: none"> • Produce flyers/draft media releases (for prior approval by AusAID) • Assist agencies to draft flyers/media releases, articles, newspaper spread, obtain photographs • Manage procedures in accordance with approved Program Procedures Manual, Financial Management Manuals and Quality Assurance Manuals 	PM through PD PM/Specialists/Advisers PM/FMS/OM	As required and/or opportunities present Around key events and activities/corporate planning and projects In conjunction with activities and/or annually
	Routine reporting based on: <ul style="list-style-type: none"> ○ Situational Analysis (agency based) ○ Annual workplans of specialists and advisers ○ Adviser Monthly/Bi-Monthly and 6-Monthly Progress Reports ○ Exit reports against approved Terms of Reference for short term inputs ○ In-depth reports from advisers ○ Written summaries of Provincial visits, delegations, and key meetings/activities (noted by PM/PD and provided to AusAID) ○ Program reports, plans and strategies 	PM/PD PM/PD PSMS/PD PM PM/PSMS/PD Agency Coordinators PM/PD	During first 6-8 weeks of placement (embedding) of personnel within agency; reviewed annually Annually (incrementally aligned to June each year) Monthly At least five working days prior to departure Every six months (July and December) Within 10 days of visit occurring In accordance with agreed activity schedule and timeframe

Activity	How	Who	When
TSSP Team Communications	<ul style="list-style-type: none"> Induction and Orientation Program (including Security Briefing for new personnel and their families) 	PSMS/APM	Immediately on commencement of new personnel
	Team meeting schedules: <ul style="list-style-type: none"> Senior Management Team Agency coordinators/SMT Adviser groups (by agency) Technical/functional inter-agency counterpart and adviser groups Full Team Specialist Reflection and Planning Thematic Discussion Groups Internal peer review teams Email and Circular Program Updates Discussion groups for TSSP and other Program initiatives 	PM PM/PSMS/FMS/M&ES Agency Coordinator Functional Specialists and counterparts PM PD PM/PD SMT/Agency Coordinators PM/APM PM/Specialists/Agency Coordinators	Weekly Weekly/Quarterly Fortnightly Quarterly Quarterly or more often as required Six-Monthly Opportunistically In association with planning Monthly or more often as required As opportunities present, experts/specialists become available, needs emerge and/or common interests converge
Reporting: <ul style="list-style-type: none"> TSCMIC AusAID 	<ul style="list-style-type: none"> Support activities of Committee, Sub-Committees and Members Provide briefings, reports, discussion papers and information in relation to TSSP 	PD PM through PD	In accordance with meeting schedule As required
	<ul style="list-style-type: none"> Policy advice Reports Briefings/Presentations/Workshops/Meetings 	PD PM through PD PM through PD	As required In accordance with reporting schedule and emerging priorities/issues As requested by AusAID
GoPNG Partner Agencies	<ul style="list-style-type: none"> Provide regular reports, briefings, information Convene workshops Assist the DoT produce a news-sheet on the transport sector Provide recruitment/contracting updates and progress reports 	PM/Specialists and Advisers PM/APM/PSMS APM/PM PSMS	In accordance with Annual Workplans, Staged Capacity Building Model and reporting schedule Quarterly, more frequently if required Quarterly Monthly

Activity	How	Who	When
	<ul style="list-style-type: none"> Maintain communication and planning links with partner agencies Ensure that TSSP personnel work through, and that counterpart officers are represented for all activities, meetings, Provincial visits etc Review communication mechanisms within partner agencies and encourage them to map a range of options for distributing information through these agencies to industry, provincial, community groups of interest 	PM/Specialists PM/Specialists/Advisers Advisers - Policy	As required and ongoing Ongoing For reporting in Annual Plans and through adviser progress reports
	<ul style="list-style-type: none"> Finance Budget Coordination Meetings (Department of Treasury/Finance, and TSSP with partner agencies) 	FMS PM/PD	Around and in preparation for GoPNG budget processes
	<ul style="list-style-type: none"> Performance Monitoring 	SMT led by M&ES PM/PSMS Agency Heads & counterparts	Quarterly
Recruitment and Contracting	<ul style="list-style-type: none"> Revise and update Recruitment Strategy Revise PPM including Contracting Strategy Draft Advertisements (for AusAID /PD approval) 	PSMS PSO PSMS/PSO	Annually Annually In accordance with recruitment schedules and approvals
	<ul style="list-style-type: none"> Lodge advertisements in press and through websites 	PSO	In accordance with recruitment schedules
	<ul style="list-style-type: none"> Revise selection panel and candidate information packages to support Recruitment Strategy and Procedures 	PSMS	2009 onwards
	<ul style="list-style-type: none"> Determine membership of GoPNG chaired selection panels 	PM/PSMS	In accordance with recruitment schedules
	<ul style="list-style-type: none"> Convene Selection Panels Provide recruitment reports and recommendations 	PSMS PSMS/PSO	In accordance with recruitment schedule Within 2 weeks of selection panels completing interviewing process
	<ul style="list-style-type: none"> Revise orientation and induction program and material 	PSMS	Ongoing

Activity	How	Who	When
Team Mobilisation	<ul style="list-style-type: none"> • Provide pre-departure briefings • Provide Orientation and Induction Program • Provide Safety and Security Briefing • Initiate Security Service 	PSO PSMS/SMT TSSP/G4S OM	In accordance with recruitment schedule Immediately on arrival As part of Orientation/Induction Program On arrival
Other AusAID funded programs and donors	<ul style="list-style-type: none"> • Initiate contact with other AusAID funded programs • Initiate contact with other donor agencies • Provide information to other AusAID funded Programs, AusAID etc 	PM/PD PD PD/PM	As planning/needs/opportunities present Through TSCMIC sub-committee
Provincial Engagement	<ul style="list-style-type: none"> • Through partner agencies • Inform AusAID of any proposed/pending visits outside routine assets maintenance/provincial transport planning support • Ensure that counterparts form part of and are represented during all Provincial visits/delegations 	Agency Coordinators PM/PD Agency Coordinators	Ongoing in association with workplans and agency planning In association with travel approvals In association with travel approvals
Cross-Cutting Policies and Strategies	Review cross-cutting policies, strategies and implement: <ul style="list-style-type: none"> • Gender • HIV and AIDS • Risk • Environment • Road Safety • Assist develop agency capacity to enact and report on plan strategies 	Snr Specialist and Specialist Advisers Engineer Advisers RMMS RSA - SREA Specialist Specialists/Advisers	October/December 2009, ongoing October/December 2009, ongoing October/Dec 2009 July 2009 onwards February 2010 onwards 2009 onwards
Monitoring and Evaluation (Program)	<ul style="list-style-type: none"> • Review and revise M&E Plan and Framework for the Program and in concert with nominated agencies and in collaboration with AusAID specialist/s • Assist TSCMIC to review and strengthen monitoring framework • Establish existing mechanisms within agencies and determine a plan for strengthening and/or enhancing broader access to M&E information and associated reporting • Produce Performance Report and document supporting ISP review 	M&ES PD/M&ES M&ES M&ES	Annually Annually October 2008 and into 2009/10 Annually

Communication with other programs	Schedule meetings/discussion/workshops with: <ul style="list-style-type: none"> • SGP • SNP • Team Leader/Program Manager Meetings • TSSP website 	PM/PD/PSMS/M&ES PM/PD AusAID PSO	Ongoing, as opportunities present, needs emerge and interests converge As convened by AusAID Ongoing
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