

RFI&P Structure Review Divisional Report

1. Purpose of the Division

The main purposes of the Road Infrastructure Financing & Procurement Division are primarily based on;

1. To ensure that the Department achieves long term funding for a sustainable PNG road network through multi-year financing strategy that supports timely procurement and implementation of an efficient and effective multi-year procurement plan, through effective coordination between the government, development partners and PNG Road Fund.
2. To establish an effective and efficient time friendly procurement delivery process that would coordinate well with all relevant government agencies, donor partners, and stake holders in order to meet the core activities of the Department's overall Corporate Plan 2020-2024 including the National Road Networks Strategy Plan for Connect PNG 2040 Programs, Road Transport Infrastructure Development Plan of Department of Transport, Donor Partners Development Plans and other relevant National Strategic Plans as a way forward to support the Nation Government's Vision 2050 Programs.
3. To address contract implementation issues more effectively through risk assessment mechanisms that would leverage suppliers/contractors to deliver projects on timely, within budget and meeting quality standards.

2. Current Impact factors

- The key factors driving and impacting on the work of the Division.
 - Government policy (e.g., Connect PNG, NRNS).
 - 1) Road Fund Development

Support the strategic objectives of Connect PNG and the National Road Network Strategy by;

 - a) Sourcing, prioritising and managing the use of funds;
 - b) Ensure donor funding, loans and GoPNG road fund financing are centrally coordinated to support DoW strategic priorities;
 - c) Develop multi-year financing plans;
 - d) Engage with strategic partners to secure funding for road sector priorities.
 - 2) PNG Road Fund Coordination

Oversight the development of Annual National Roads Maintenance Plans prepared by the department to be submitted to the PNG Road Fund to ensure they meet the legislative requirements of the ROAD (Management and Fund) Act 2020 and the funding approval requirements set by the PNG Road Fund.
 - 3) Procurement & Contracts

Provide effective procurement services to ensure the delivery of the strategic objectives of Connect PNG, the National Road Network Strategy and non-road infrastructure.
 - 4) Road Contractor Capacity
 - a) Develop and implement the National Road Contractor Capacity Development Programme to build local participation in the road sector.
 - b) Develop and monitor the implementation of the DoW Contractor Performance Management System.

- Secretary's directions/Memorandums etc
Circular Memorandum No. 41/2021
- DOWH Corporate Plan 2020-2024
- Medium Term Transport Plan 2
- Other key Government Decisions or Plans

Currently the Contracts and Procurement Division is faced with both positive and negative impact factors in procurement of contracts.

Positive Impact Factors

Contracts and Procurement Division faced quite a few negative impact factors on contract procurement while the only major positive impact factor was NEC Decision No. 57/2021 on 8th April 2021 which directed procurement of emergency contracts worth less than K10m through the Office of the Pandemic Controller under Clause 54 of the National Pandemic Act 2020.

This NEC Directive helped the Contracts and Procurement Division procure some emergency contracts whilst expediting Certificate of Inexpediency granted by the same office.

Negative Impact Factors

Apart from all the current positive impact factors, there are negative impact factors affecting the functional operations of contract procurement and monitoring in their respective phases which need rectifications such that the positive impacts may enhance further.

Phase 1 - Bid Document Preparations

There are some issues affecting contract administration in Department of Works that should be eradicated by way of revising some clauses respectively in the Bidding Document during Bid Document Preparations.

- a. Interest claims over delayed claim payments is a major issue affecting Department of Works and the State as a whole.

To solve this issue in any new contracts Clause 43.1 of the General Conditions of Contract be reviewed and its revision be included in the Special Conditions of Contract such to eliminate the so-called interest claims over delayed claim payments.

- b. Section 48(3) a, b and c of the National Procurement Act 2018 gives specific preferences to national and citizen Bidders.

These preferences should be incorporated into Clauses 3.1 and 30.1 of the Instructions to Bidders and specific details be included in respective Clauses be included in the Bidding Data.

Phase 2 – Tender, Bid, Evaluation, Contract Award and Execution by Procurement Commission or NEC

Tender of Works, Bid Evaluations, Contract Award and Execution are undertaken by the National Procurement Commission with its subsidiary procurement committees in the provinces and districts while contract award for contract values greater than K10m are undertaken by the National Executive Council and the Governor General respectively. There are some current hiccups which need to be rectified in this process.

- a. When we have transitioned from Central Supply and Tenders Board (CSTB) to National Procurement Commission (NPC) it is sadly realized that NPC is quite slow in tendering, bid evaluations, contract awards and evaluations, which seems somewhat a bottleneck to the overall development progress of the country.

To rectify this slow progress Department of Works should have a full evaluation team (evaluations engineers) working with NPC to speed up on bid evaluations.

- b. APC Approval is a prerequisite for tendering of works by NPC based on approved annual budget. Then APC requests to the APC Committee of Finance & treasury Departments attain approval over prolonged period which is an unnecessary delay in the overall procurement process.

This delay should be rectified by appointing an APC Officer from our Division who should actively concentrate on APC Approvals from APC Committee for this Division hence ensure timely approvals.

- c. Legal Clearance from Office of the State Solicitor is also a prerequisite for contract execution by NPC or Governor General. Sometimes there are unnecessary delays in attaining legal clearance for contracts prior to contract execution.

This delay should be rectified by delegating this responsibility also to the APC Officer who should also concentrate on Legal Clearances hence ensure timely correspondences.

- d. NPC should have a contract ward and execution threshold of K50m to cut down on unnecessary delays and politicization of contracts or projects as we know PNG politics is predominant to say least.

Phase 3 – Contract Performance by Contractor

When contracts are executed between the contractors and the Employer (State) the contractors commence performance of the contracts in the respective provinces. It is then the responsibility of the Provincial Works Offices to supervise the works and Project Superintendents to administer the overall contract. Simultaneously it is the Contract and Procurement Division's responsibility to check on progress reports from the field and monitor performance of all contracts throughout the country.

- a. However, the DoW Provincial Offices are not effectively reporting on monthly progress stages of the projects. Or if they are furnishing monthly reports, copies of the reports are not delivered to the Contracts and Procurement Division on a timely basis such that our Division can assist prepare a Country Wide Summary Report for the Department.

Monthly claims/certificates on all contracts can be checked and verified through our Division for proper vetting before section 32 approval is granted.

Therefore to rectify this problem, Contracts and Procurement Division should have specific engineers placed in each province with delegated duties and responsibilities to report back on both technical and financial progress and status of all contracted projects in the province on a monthly basis.

- b. Section 9(1) of the National Procurement Act 2018 empowers the National Procurement Commission to procure on behalf of the State including public and statutory bodies.

Then in all contracts implemented by Department of Works, the Employers Representative is the Secretary-DoW and the Project Superintendence is also by Department of Works as usual.

The two scenarios seem contracting since the word procurement means acquisition of goods, services or works from the tendering stage to the complete delivery stage.

Legal experts need to rectify or clarify on these two conflicting situations.

Phase 4 – Defects Correction over Liquidated Damages Period

Correction of defects over the Liquidated Damages Period is the final stage of contract procurement.

In most cases the final stage runs smoothly with Practical Completion Certificates and final Take Over Certificates.

All in all, despite facing the above stumbling blocks Contracts and Procurement Division has been procuring contracts smoothly and effectively

3. Clients of the Division

Table 1 Current and new clients of the Road Infrastructure Financing and Procurement (RIFP) Division

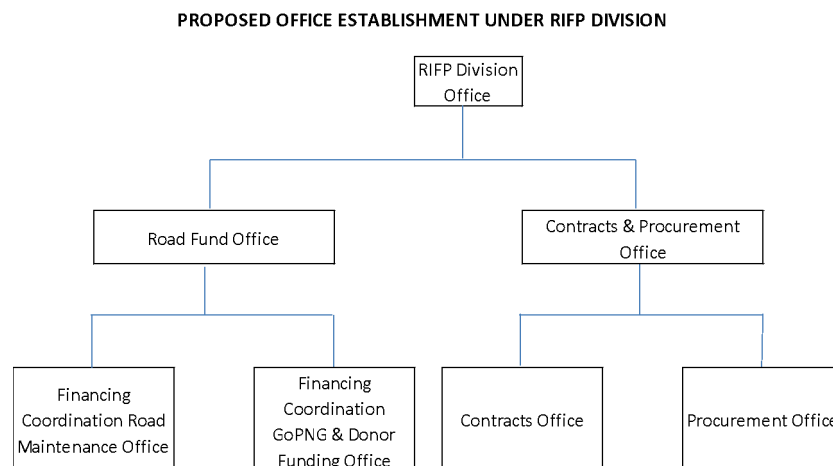
Current Clients		New Clients	
Donor Partners (ADB, JICA, AUS AID, EIB, World Bank, Tax Credit, etc)	Funding, Technical Advisors,	PNG Road Fund	Provide Funding (Fuel Levy, other road user services)
Department of Treasury	Project Identification, Procurement Plans	Internal Revenue Commission (IRC)	Funding from Road user Tax
Department of Finance (Authority to Pre-commit Committee)	Budget Appropriations for development projects, Procurement Plans, Authority to Pre-commit	Mining & Gas Sectors	Tax Credit from the Extractive Industries
National Procurement Commission (NPC) (Technical Financial Evaluation Committee -TFEC, NPC Board).	Tender Evaluations, Tender Endorsement, Tender Awards for value less than PGK10 million.		
State Solicitor	Legal Clearances		
National Executive Council (NEC)	Contract Approval for contract value above PGK10 Million.		

Governor General	Contract Execution and Signing.		
The Nationals News Paper and Post Courier	Advertise Tender Notices		
Provincial Procurement Commission	Contract Approval for contract value less PGK10 Million and above PGK5 million.		
District Procurement Authority	Contract Approval for contract value less PGK5 Million and above PGK2.5 Million.		

4. Functions and Services of the Division

The Road Infrastructure Financing and Procurement Division (RIFP) is split into two sub divisions to operate separately. These would be the Road Fund Office and the Procurement Office. Both establishments would have additional branches, two from each making four (4) branches to operate under the RIFP Division. Under the Road Fund Office, the two additional branches would be established mainly to coordinate and manage the Road Maintenance funds separately from GOPNG and Donor Road funds. Likewise, the Procurement Office will coordinate and oversee procurement activities separately from the contractual activities. The creation of the four (4) branches would perfectly align to the department’s reform structure and will support the DOW Corporate Plan 2020-2024, Connect PNG 2040 and others that under pin to leverage some of the goals of the National Government’s Vision 2050.

The main functions and services of the division are briefly described under each of the office establishments. Total office establishments would be around seven (7), including the main divisional office of the Executive Director. The chart below indicates the office establishments of RIFP Division.



4.1 Road Fund

Road Fund will function as a main financial hub that would manage and coordinate funds for all the road maintenance and road construction programs for Department of Works. The Road Fund Office will operate under the supervision of the Executive Director, RIFP Division and will work closely with the donor partners, government agencies and other financial lending institutions for the purpose of securing finance to fund infrastructure projects in the country.

The functions and services of the Road Fund are;

- To manage the Road Funds and oversee the optimal utilisation of the Road Fund in the implementation of the programmes relating to the maintenance, road safety and rehabilitation of the Road Network in the country;
- To determine the allocation of financial resources from the Road Fund for the maintenance, road safety and rehabilitation of the National Road Network in the country;
- To review and provide advice in relation to the availability of fund for annual work plans and annual budget submissions by the department;
- To monitor the progress of road maintenance and rehabilitation and provide direction as and when required;
- Assist the Contracts and Procurement Office to measure the performance of work progress against a set of technical and financial performance indicators and provide monthly/quarterly/annually reports to the Executive Director of the Division.

4.1.1 Financing Coordination for Road Maintenance

The road maintenance funds will be coordinated under this branch but will also be subject to the supervision of the Road Fund Office. Its functions and services would be as follows but not limited to;

- determine funding requirements for road and bridge assets through an assistance of an updated data management system using the Road Asset Management System, Bridge Inventory and Bridge Maintenance Programs;
- establish and coordinate road maintenance funds from road user charges, budget and other sources;
- formulate and determine annual road and bridge maintenance plans and programmes using established maintenance systems for funding needs;
- establish annual road maintenance funding requirements in accordance with the future annual road maintenance plans;
- determine and implement road user charges in accordance with the financial resource requirements of the annual road maintenance plans;
- report publicly and transparently on collection of user charges, revenues, and in detail on the use of the revenues on the road maintenance programmes in accordance with internationally accepted accounting principles;
- deliver the required routine, specific and emergency road maintenance in accordance with the maintenance service levels established for each class or type of road, through the contracting of independent contractors, and may intercept from time to time to

monitor progress of work on site to ensure funds are well utilized for the purpose of maintenance works;

- to keep adequate records and to maintain a management information system which provides timely information on commitments, expenditures and revenue for the purchase of consultancy and contracting services and other purchases and outlays;
- to provide a continuing programme of professional staff development and required skills training for non-professional staff;

4.1.2 Financing Coordination for GoPNG Funding and Donor Funding

The Financing Coordination for GOPNG and Donor Funding Branch operates under the supervision of the Road Fund Office and the branch will directly deal with all funding from the GoPNG and Donor Partners. The functions and services of this branch is as follows but not limited to;

- formulate and determine annual budget plans and programmes using existing systems for funding needs and play a pivotal role in budget preparation, review and implementation;
- coordinate with line departments including the Department of Finance, Department of Treasury for funding appropriations in development projects and timely spend on these funds;
- expand the knowledge and understanding on the aid/loan process, the project cycle, and individual donors' peculiarities and requirements to other government officers, stakeholders, contractors, etc, thus enhancing their capacity to mobilize resources and coordinate on aid/loan programs;
- ensure availability of up-to-date and comprehensive information on donors and their programs; perform regular analysis of aid/loan for development programs;
- to keep adequate records and to maintain a management information system which provides timely information on commitments, expenditures and revenue for the purchase of consultancy and contracting services and other purchases and outlays;
- to provide a continuing programme of professional staff development and required skills training for non-professional staff;

4.2 Contracts and Procurement

The Contracts & Procurement Branch is an existing branch but has been expended to accommodate additional work requirements under the current reformations and perfectly aligned to meet the key performance indicators of the department's corporate plan looking forward.

The functional operation of procuring contracts is systematically falls into four (4) major phases.

Phase 1 - Bid Document Preparations undertaken by DoW.

Phase 2 – Tendering, Evaluation, Contract Awarding and Execution by the National Procurement Commission or National Executive Commission.

Phase 3 – Contract Implementation by Contractor.

Phase 4 – Project Handover to Client.

The activities from phases 1 to 4 is massive and therefore would be shared in two separate branches as follows;

- The Procurement Branch, and
- The Branch Contracts

The Procurement Branch would be assigned to take charge of Phases 1 and 2 activities while the Contracts Branch would take charge of Phase 2 and 4 activities.

4.2.1 The Procurement Branch

One of the crucial activities in the department is the function of the Procurement Branch which must be conducted effectively and efficiently. Suppliers do understand that the potential for their supply chains and the Procurement Branch contribute to their profitability. Effective procurement helps to streamline processes, reduce raw material prices and costs and identify better sources of supply, thus improving organizational efficiency.

The Procurement Branch basically aligns to meet key activities as outlined below:

- Project scoping and baseline cost estimates;
- Preparation of Bid Documents;
- Review of bid documents to comply with standards and requirements of NPC and donor agencies;
- Assist National Procurement Commission (NPC) with Tender Advertisements and Tendering Processes;
- Assist NPC with Tender Evaluations;
- Prepare Bid Evaluation Reports for NPC Board Submission;
- Prepare and submit documents for legal clearance;
- Prepare documents for Contract Award;
- Prepare Conformed Contract documents for contract execution and signing;
- Prepare corresponding construction plans, specifications, cost estimates, and the other documents required for the proper tendering of the programmed works;
- To ensure that all contracts are tendered through a transparent and competitive procedure to ascertain economic efficiency and sustainability in delivery of road maintenance and rehabilitation works;

4.2.2 The Contracts Branch

The Contracts Branch replicates from the existing Contracts & Procurement Branch due to the increased workloads that has been resulted from the continuous reformations in the department. In order to unlace some of the expected work demands in the immediate course and in the future, the formation of the Contracts Branch is necessary to accommodate such needs.

The Contracts Branch focuses on driving some of the agendas of the department by measuring work progress and achieve results based on monitoring the performance of the contractors. As such, the branch values some of the key functions as vital drivers of significant change to effectively deliver contracts on cost friendly basis. These key functions to be adopted are to effectively monitor contract performance to successfully complete projects. As a branch to progress forward, the need to stretch out reach solutions also widens proportionally but to begin with, the following key functions becomes the basis of the Contracts Branch to proceed with.

- Contractor Capacity and Performance Monitoring;
- Establish and sustain contract management capacity to ensure the validity of contracts and the effective management of contracts awarded for the execution of agreed road maintenance works and rehabilitation and reconstruction projects;
- Reviews and/or provides guidance in the preparation of contracts, agreements, amendments and change orders;
- Assists in pre-construction meetings;
- Assists in negotiating and executing contracts;
- Verification that all contractual clauses are included in documents (as are appropriate);
- Manage vendor/supplier performance in relation to contractual agreements;
- Manage contract closeout procedures;
- Ensuring compliance to terms and conditions of contracts;
- Track payments and keep records of all contractual payments to vendors as per the contracts;
- Assist in debriefings, resolving disputes, claims, litigation and settlements;
- Provide ongoing assistance to staff in the administration of contractual agreements;
- Keep registry of contract numbering systems of all contracts including both the minor works profoma contracts and major works;
- Secure and source funds for Variation Orders;
- Quality and Compliance Measures;
- Contract Audits;
- Maintains contract files and records; prepares status reports.

Table 2. Current and new functions and services and expected workload impact in Road Infrastructure Financing and Procurement (RIFP) Division

Current functions & services		New or enhanced functions & services	Impact on workload
Phase 1 – Bid Document Preparations	Design/Drawings, work scopes, Bill of Quantities, Bid Documents	OK Currently	Workload is reasonable with current Staff establishment in the Division
Phase 2 – Tender, Bid, Evaluation, Contract Award and Execution	APC Approvals, Legal Clearance, Technical Clearance	Appoint new officer to be responsible with full concentration.	Workload still reasonable but delays in responses from clients.
	NEC Submissions & Draft	OK Currently	Workload still reasonable

Current functions & services		New or enhanced functions & services	Impact on workload
	Conformed Contract		
Phase 3 – Contract Performance by Contractor over contract duration	Performance of contract by undertaking the specified works	Contractors’ responsibility	Contractors’ responsibility
	Contract Administration & Project Superintendence	Field Operations Divisions responsibility	Field Operations Divisions responsibility
	Contract Procurement Monitoring & summary report for country	Appoint a new officer in each province to report back on projects progress status on monthly basis.	Cut down on workload to produce contract procurement summary report when equipped with project reports from provinces.
Phase 4 – Defects Correction over Liquidated Damages Period	Contract Administration & Project Superintendence	Field Operations Division responsibility	Field Operations Division responsibility
	Contract Procurement Monitoring & Summary report for country.	Appoint a new officer to report back on projects progress status on monthly basis	Cut down on workload to produce contract procurement summary report when equipped with project reports from provinces.

5. Workload Analysis

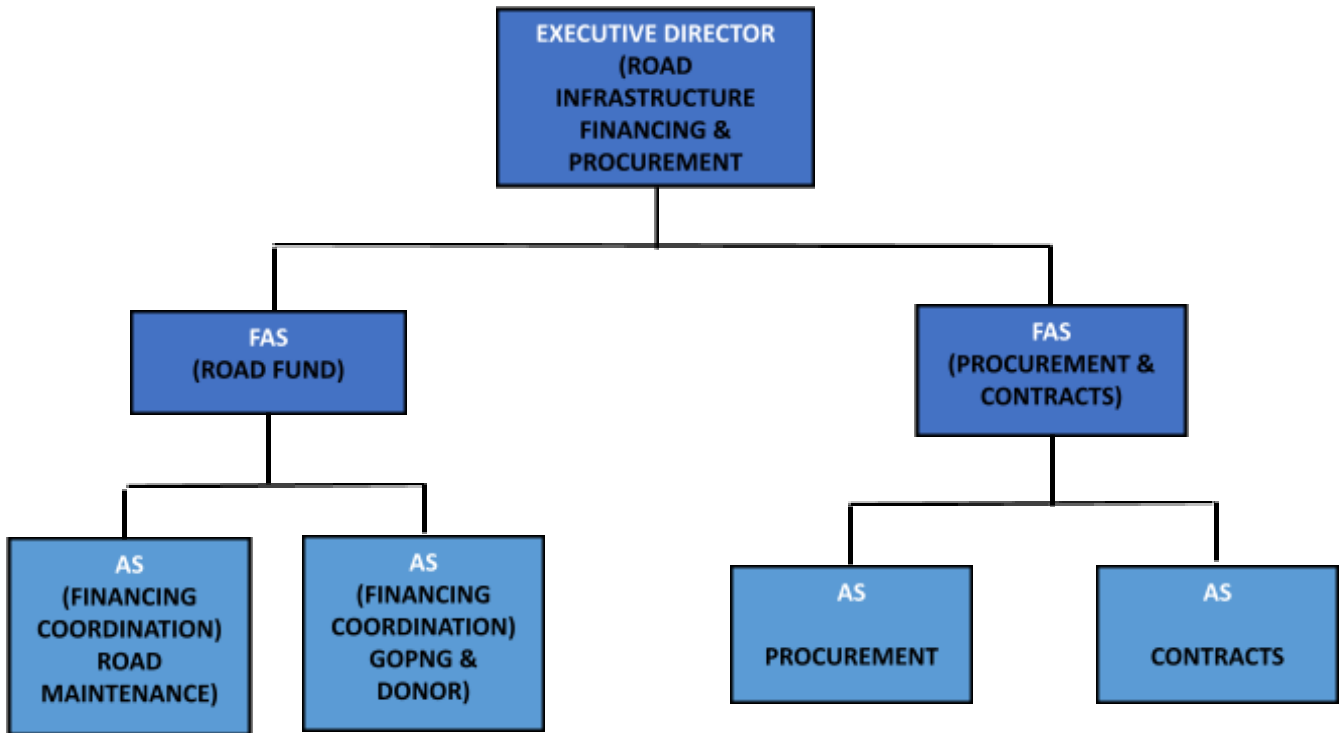
- Please list the current work plan activities
- Please list the expected workload and activities for the 2020-2024 period
- Please describe the scope of the expected workload your Division based on the **Transactional Workload Analysis EXCEL spread sheets** each Division has to do and attach the worksheets
- Also, if you can do a projection for NEW activities that we identified in the workshops.

6. Current structure and staffing and any proposed changes

The Road Infrastructure Financing and Procurement Division observes the department’s corporate plan 2020 going forward and models its structure to align with the key performance indicators (KPIs) of the said plan. In observing such, division is strategically positioned to take up key responsibilities in the implementation of the government priority projects including the Connect PNG Programs, and other National Road Maintenance Programs under both donor and government funded projects.

A team composition is distributed to fulfill the staffing need of the division and thereby proposing key staff and support staff for further Department of Personal Management (DPM) approval and gazette.

ROAD INFRASTRUCTURE FINANCING & PROCUREMENT DIVISION

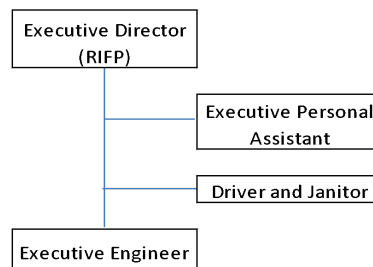


6.1 Road Infrastructure Financing and Procurement (RIFP) Division

The team composition will be the Executive Director who oversees the division and carries out duties and responsibilities as per the Terms of Reference (TOR) under the Secretary's Circular Memorandum No. 41/2021 dated 18th May 2021. An Executive Engineer will assist and relieve the Executive Director to perform duties as and when required to meet targets and deadlines.

The additional support staff comprises of an Executive Personal Assistant, Office Drivers, and a Janitor.

PROPOSED ORGANISATIONAL STRUCTURE FOR THE OFFICE OF RIFP

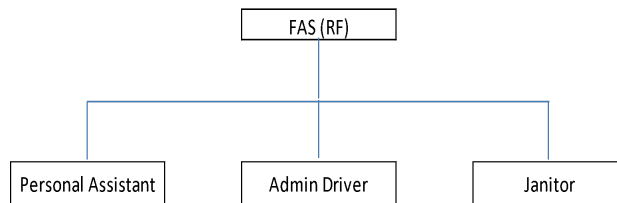


6.2 Road Fund

The Road Fund Office will comprise of the First Assistant Secretary (FAS) who be responsible for overseeing the Office and will report to the Executive Director on activities concerning the Road Fund. The Road Fund Office will be assisted by a Personal Assistant, Driver, and a

Janitor to support the operations of the office.

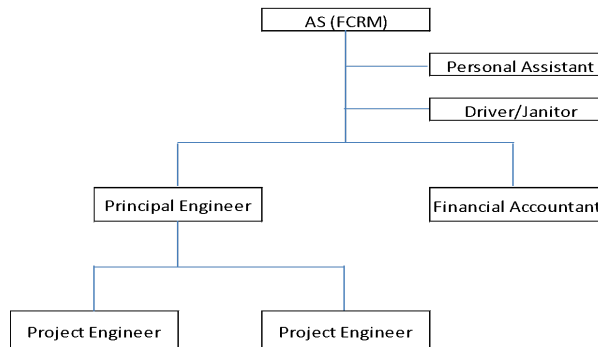
PROPOSED ORGANISATIONAL STRUCTURE FOR THE OFFICE OF ROAD FUND



6.2.1 The Financing Coordination Road Maintenance Branch

The Assistant Secretary for Financing Coordination Road Maintenance will report directly to the FAS Road Fund as well as overseeing the general activities of the branch. The FAS will be assisted by a Principal Engineer, a Project Engineer and a Graduate Engineer. An accountant with financial skills will be employed to perform financial duties for funds captured to roll out maintenance works on existing infrastructure in the country. Further, the services of a support staff are necessary to perform administrative duties through engagement of a Personal Assistant, an Administration Diver and a Janitor to keep the office environment clean and conducive for workers.

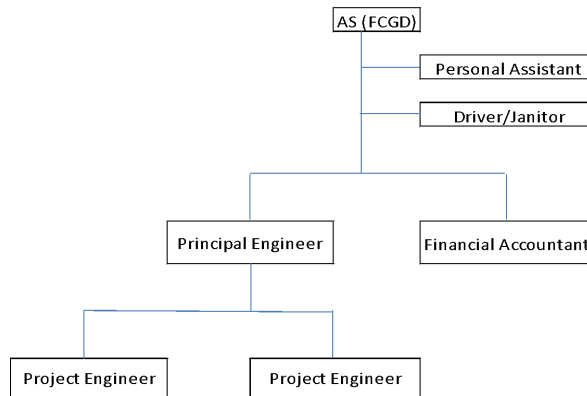
PROPOSED ORGANISATIONAL STRUCTURE FOR THE FCRM BRANCH



6.2.2 Financing Coordination GoPNG & Donor Branch

The Financing Coordination for GoPNG & Donor Projects is an office that would be established to coordinate all funds for both GoPNG and Donor financed projects. An appointment of an Assistant Secretary will coordinate and accord all responsibilities of the office while also be tasked to report to the FAS Road Fund. Supporting the Assistant Secretary, comes several engineers including a Principal Engineer and two Project Engineers, an Accountant to take financial responsibilities of all the development funds. The office would also require the support of a Personal Assistant, an Admin Driver and a Janitor.

PROPOSED ORGANISATIONAL STRUCTURE FOR THE FCGD BRANCH

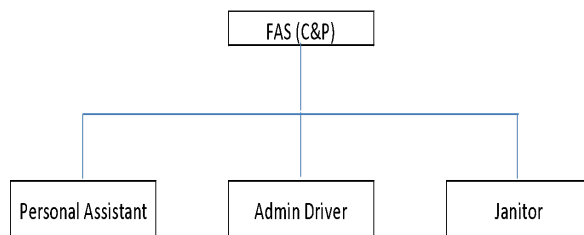


6.3 Contracts and Procurement

The Office of the Contracts and Procurement within the Road Infrastructure Financing and Procurement (RIFP) Division will be headed by the First Assistant Secretary (FAS). The FAS will report to the Executive Director, RIFP and will also oversee and coordinate all activities tasked under the Contracts and Procurement Office.

The remaining team composition of the Contracts and Procurement Office would be a Personal Assistant for the FAS, an Administration Driver and an office Janitor.

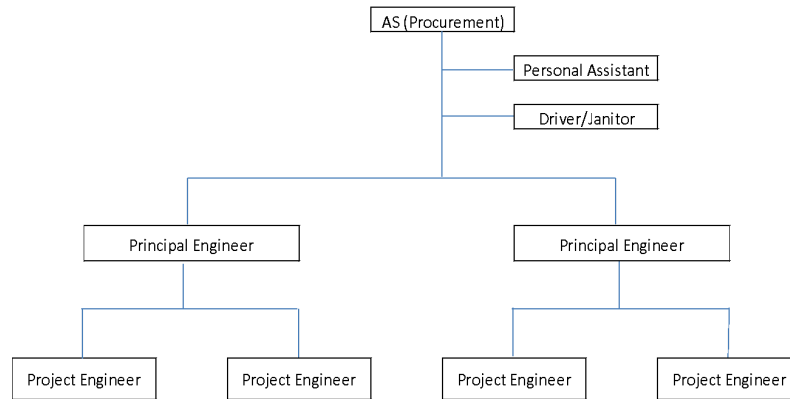
PROPOSED ORGANISATIONAL STRUCTURE FOR THE CONTRACTS & PROCUREMENT BRANCH



6.3.1 Procurement Branch

Team composition for the Procurement Branch would be the Assistant Secretary to be responsible for the branch and aligns responsibilities to the Principal Engineer and Project Engineers. The support staff will be the Personal Assistant and a Janitor /Driver. The team is focused on working with other divisions of the department, stake holders and other line departments to develop and maintain procurement activities accomplish its purpose and within the required time space.

PROPOSED ORGANISATIONAL STRUCTURE FOR THE PROCUREMENT BRANCH



Hence, the team composition and their delegated responsibilities are outlined as follows:

Assistant Secretary (Procurement)

Major Duties

1. Provide regular briefings concerning the component function of the FAS (Contracts & Procurement).
2. Assist the FAS (Contracts & Procurement) to prepare briefs with respect to procurement activities.
3. Set work standards and objectives (Annual Works Plans and Budget Estimates) of the procurement Branch.
4. Prepare Annual, Quarterly and Monthly Reports in accordance with the established formats of the department.
5. Perform appraisals of subordinate staff and coordinate with HRD Branch on staff training needs within the Procurement Branch.
6. Attend internal and external stakeholder meetings as and when required.
7. Provide advice and assistance as and when required into updating procurement activities including procurement requirements (NPC Acts) during carrying out procurement activities.
8. Submit completed quarterly Assert Management Reports on time and in accordance to the Department of Finance PFM Manual.
9. Supervise and assist the Principal Engineers with procurement issues as and when required.
10. Ensure that the procurement plans are regularly updated on annual basis.
11. Set objectives in terms of programs, policies and work standards of the Procurement Branch.
12. Carry out other duties as directed and in consistent with the above.

2x Principal Engineers

Major Duties

1. Ensure required activities are completed for procurement phases.
2. Address procurement issues (bid document reviews, bid extensions, review of scopes and designs, etc).
3. Update procurement activities on regular basis for all types of contracts.

4. Assist the Technical and financial Evaluation Committee of National Procurement Committee to analyze and evaluate tenders.
5. Represent the Assistant Secretary of the Procurement Branch as and when required.
6. Provide input to the Assistant Secretary (Procurement) for the preparation of the Annual Work Plans, Budget Estimates and various monthly and quarterly reports for the branch.
7. Carry out other duties as directed and in consistent with the above.

4xProject Engineers

Major Duties

1. Ensure required activities are completed for pre-contract phases.
2. Address procurement issues (bid document reviews, bid extensions, review of scopes and designs, etc).
3. Prepare bid documents for all contracts and obtain contract numbers for each tender from the contracts registry unit,
4. liaise with NPC officers and deliver Bid Documents for Tenders,
5. Represent the Principal Engineer as and when required.
6. Provide input to the Principal Engineer for the preparation of the Annual Work Plans, Budget Estimates and various monthly and quarterly reports.
7. Carry out other duties as directed and in consistent with the above.

Admin/Personal Assistant

Major Duties

1. Review incoming correspondences and screen telephone calls to determine actions required, prioritise actions accordingly and advise Assistant Secretary (Procurement) of matters requiring personal action or attention.
2. Organize meetings, taking minutes of meeting, organise travels and accommodation for Assistant Secretary (Procurement) as and when required.
3. Liaise with external clients, Government, International and Private Sector Organisations as required.
4. Record expenditure and maintain appropriate ledgers for reporting as required.
5. Maintain branch files, records, publications, asset registers and reference documentation. Maintain and amend publications, instructions and branch policies as required. Assist in the compilation of branch reports.
6. Maintain and keep fully up to date financial control ledgers for the Procurement Branch. Obtain, raise and process requisitions for the purchase of office equipment, follow up actions accordingly.
7. Perform other office duties as required consistent with the above.

Position: Driver/Janitor

Major Duties

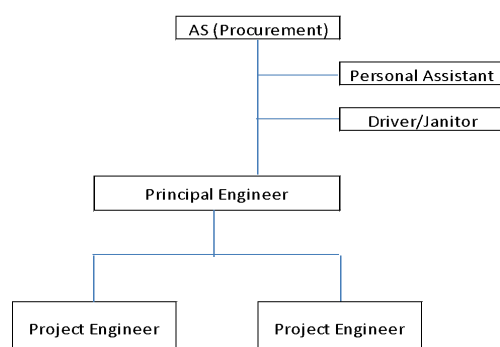
1. Under take driving and cleaning duties for the Procurement Branch
2. Making sure the office environment is clean both inside and outside.
3. Pick up and drop off staff of Procurement Branch as and when required.
4. Do all official runs for the Procurement Branch.

5. Perform other duties as required in consistent with the above.

6.3.2 Contracts Branch

Under the structure, the Assistant Secretary (Contracts) is responsible for the branch and aligns responsibilities to the Principal Engineer and Project Engineer. Our team composition also comprised of a support staff that consist of the Personal Assistant and a Janitor /Driver. The team is focused on working with other divisions of the department, stake holders including the contractor(s) and other line departments to develop and maintain an environment in which the contractors/suppliers can succeed in delivering the contracts to good quality and within the required contractual time frame.

PROPOSED ORGANISATIONAL STRUCTURE FOR THE CONTRACTS BRANCH



Hence, the team composition and their delegated responsibilities are outlined as follows:

Assistant Secretary (Contracts)

Major Duties

1. Provide regular briefings concerning the component function of the FAS (Contracts & Procurement).
2. Assist the FAS (Contracts & Procurement) to prepare briefs with respect to contracts administration.
3. Set work standards and objectives (Annual Works Plans and Budget Estimates) of the Contracts Branch.
4. Prepare Annual, Quarterly and Monthly Reports in accordance with the established formats of the department.
5. Perform appraisals of subordinate staff and coordinate with HRD Branch on staff training needs within the Contracts Branch.
6. Attend internal and external stakeholder meetings as and when required.
7. Provide advice and assistance as and when required into updating contractual activities including contractor performance, issue variation orders, keep record of contractor payments, assess and standardize unit rates across regions and ensure contractual standards and requirements are maintained during the execution of contracts.
8. Submit completed quarterly Assert Management Reports on time and in accordance to the Department of Finance PFM Manual.
9. Supervise and assist the Principal Engineers with contractual issues as and when required.
10. Ensure that the required contractual databases and the information therein including contract numbering and registry are regularly updated.

11. Set objectives in terms of programs, policies and work standards of the Contracts Branch.
12. Carry out other duties as directed and in consistent with the above.

Principal Engineer

Major Duties

1. Ensure required activities are completed for pre-contract phases.
2. Address contractual issues (variations, time extensions, disputes, contract clarification, etc).
3. With the input from the Assistant Secretary of the Contracts Branch, update contractual activities of various types including building and civil works contracts for major works, minor works, consultancy services and day labour works.
4. If as and when requested, may assist the engineers of the Procurement Branch to analyse and evaluate tenders for the Financial & Technical Evaluation Committee (TFEC) of the National Procurement Commission (NPC).
5. Represent the Assistant Secretary of the Contracts Branch as and when required.
6. Provide input to the Assistant Secretary (Contracts) for the preparation of the Annual Work Plans, Budget Estimates and various monthly and quarterly reports.
7. Carry out other duties as directed and in consistent with the above.

2x Project Engineers

Major Duties

1. Ensure required activities are completed for pre-contract phases.
2. Address contractual issues (variations, time extensions, disputes, contract clarification, etc).
3. With the input from the Principal Engineer, update contractual activities of various types including building and civil works contracts for major works, minor works, consultancy services and day labour works.
4. Represent the Principal Engineer as and when required.
5. Provide input to the Principal Engineer for the preparation of the Annual Work Plans, Budget Estimates and various monthly and quarterly reports.
6. Carry out other duties as directed and in consistent with the above.

Admin/Personal Assistant

Major Duties

1. Review incoming correspondences and screen telephone calls to determine actions required, prioritise actions accordingly and advise Assistant Secretary (Contracts) of matters requiring personal action or attention.
2. Organize meetings, taking minutes of meeting, organise travels and accommodation for Assistant Secretary (Contracts) as and when required.
3. Liaise with external clients, Government, International and Private Sector Organisations as required.
4. Record expenditure and maintain appropriate ledgers for reporting as required.

5. Maintain branch files, records, publications, asset registers and reference documentation. Maintain and amend publications, instructions and branch policies as required. Assist in the compilation of branch reports.
6. Maintain and keep fully up to date financial control ledgers for the Contracts Branch. Obtain, raise and process requisitions for the purchase of office equipment, follow up actions accordingly.
7. Perform other office duties as required consistent with the above.

Position: Driver/Janitor

Major Duties

1. Under take driving and cleaning duties for the Contracts Branch
2. Making sure the office environment is clean both inside and outside.
3. Pick up and drop off staff of Contracts Branch as and when required.
4. Do all official runs for the Contracts Branch.
5. Perform other duties as required in consistent with the above.

Table 3 Proposed structure changes in Road Infrastructure Financing and Procurement (RIFP) Division

Structure issue	Proposed structural changes	Reasons for change
Creation of new office under the current structure reformations	Road Fund	To manage, coordinate, monitor and keep track records of all funds received and expedited for the purpose of road maintenance and rehabilitation projects.
Creation of new office	Financing Coordination Road Maintenance	To support and assist Road Fund to coordinate all Road Maintenance Programs in the country.
Creation of new office	Financing Coordination GOPNG & Donor Funding	To support and assist Road Fund to coordinate all GOPNG & Donor Funds for development projects.
Existing office divided to separate responsibility	Procurement	Procurement becomes a huge task that need to separate from actual contract implementation. The Procumbent Section will concentrate on all procurement activities prior to contract implementation stage.
Existing office divided to separate responsibility	Contracts	The coordination and reporting of all contract implementation activities on project sites are very poor and not well updated on timely manner. The contracts section will focus on updating and reporting on all activities related during contract implementation process and advice the top management on timely manner.

List the proposed branches and units and their staffing costs using the table below:

Table 4 Proposed branches and units in Road Infrastructure Financing and Procurement (RIFP) Division

Branches and units	Current staffing level	Proposed level	Recommended final	Current Staffing costs	New Staffing costs
FAS Road Fund Office	0	4	4	0	201,749
FAS Contracts & Procurement	5	5	5	333,588	312,920
AS Financing Coordination Road Maintenance Fund Branch	0	7	7	382,943	382,943
AS Financing Coordination GoPNG & Donor Fund Branch	10	7	7	512,345	323,394
AS Contracts	6	7	7	302,273	353,670
AS Procurement	7	7	7	1,762,527	2,426,950

In a separate table provide a detailed list of the positions that make up the Division, broken down to Unit level, and provide amended structure charts.

7. Completed DPM documentation

Working with the HR Officer allocated to assist your division, complete the required DPM forms and attach them to your report:

- Form OD2.4: The Organisation Chart for your division and its branches (structure)
- Form OD2.5: The Establishment Comparison Table (HR Branch will assist you to do this)
- Form OD2.6: Any new or amended Job Descriptions (HR Branch will provide a form)