



NATIONAL HOUSING CORPORATION

FIVE YEARS (5) CORPORATE PLAN

2025 -2030



“BUILDING DREAMS
AND
TRANSFORMING LIVES”

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“BUILDING DREAMS AND TRANSFORMING LIVES”

STATEMENT BY THE MINISTER FOR HOUSING



Hon Dr Kobby BOMAREO, MP.

From the outset, I would like to thank the Marape – Rosso Government for having confidence in my leadership and elevating me from Vice Minister of National Planning Ministry in the previous government to my incumbent role as Minister for Housing.

As one of the rural district-based Member of Parliament, my focus will be on equitable distribution of national wealth and services from the urban districts to the rural districts as supported by the government decentralization and whole of government approach.

Since taking up office on the 24th of August 2022, I have made it known to my predecessor colleague minister and the NHC senior management that my key development priorities and focus in the Housing Ministry will be on;

- Addressing legacy issues with workable and clear-cut solutions;
- Revenue generation with the view to declare a dividend to the state;
- Providing quality institutional housing for civil servants in rural and urban districts;
- Continue maintenance on all run down NHC properties
- Installation of online asset management inventory system (Digital Transformation)
- Adoption of a cashless policy using online payment system (Digital Transformation)

Apart from the above outlined initiatives, my team has finalised the following:

- Papua New Guinea National Housing Policy 2023 - 2033
- Review of NHC Act 1990 – Drafting stage
- NHC Corporate Plan 2025 - 2030

The Marape – Rosso government has also directed that the NHC must provide quality and affordable housing for all fellow Papua New Guineans and for NHC as the mandated agency to work in close collaboration with the Department of Lands and Physical Planning to realise this important development agenda for this government during its term in office.

Therefore, the Prime Minister has directed both government agencies to quickly identify and secure 10, 000 hectares of state land to build quality and affordable houses targeting various brackets of our population throughout the country.

Subsequently, the Marape – Rosso government for the first time has made available K20 million under the 2023 Development Budget to advance the Duran Farm Public Sector Housing Project with technical support coming from various reputable local contractors over the next five years. This was never heard of in the past and will be a major milestone impact project of the Marape – Rosso government under my stewardship.

The other two important projects that the government is also supporting is the refurbishment of the NHC Head Quarter at Tokarara and the renovation and maintenance work on the run-down rented properties in NCD and will soon be extended to cover other provinces.

Additionally, the four regional offices will be given the much-needed face-lift, starting from Lae in the Momase region and will extend to the other three regions. The Provincial offices will also be given the same attention as part of the institutional strengthening and capacity building exercise within the new look NHC under the Marape – Rosso government.

It is my fervent hope that we make a difference and restore public confidence in the operations of the NHC during my term in office and to leave behind a positive legacy for all to see and talk about while we have the chance to do so.

Thank – you and God bless Papua New Guinea



Hon. Dr Kobby BOMAREO, BSci, MBBS, MP
Minister for Housing
Member for Tewae – Siassi District

FOREWORD BY THE CHAIRMAN OF THE BOARD



Building Dreams and Transforming Lives.

A home is the heart of hope, the cradle of dreams and a sanctuary of love. This profound belief drives our mission at the National Housing Corporation (NHC) as we unveil our Corporate Plan for 2025-2030. This plan is a testament to our relentless commitment to enhancing housing in Papua New Guinea and securing homes for all.

I am deeply honoured and privileged to lead the National Housing Corporation (NHC) as Chairman at this critical point in our nation’s history. Our vision is to move beyond housing, focusing on creating vibrant communities that foster growth, stability, and opportunity for every Papua New Guinean. By endorsing the Papua New Guinea National Housing Policy 2023 – 2033, the NHC embarks on a transformative journey. This policy, along with our Corporate Plan, forms the foundation for a sustainable and brighter future. Our mission is clear and unwavering: to guarantee affordable, quality housing for every Papua New Guinean.

Navigating challenges ahead requires robust leadership and a relentless commitment to excellence. We are dedicated to optimizing our resources, investing wisely in future developments, and fostering a culture of innovation through digital transformation. Our strategic initiatives under Key Corporate Pillar 4: Sustaining the Housing Industry, aim to create a thriving commercial environment, enabling NHC to forge strong partnerships with stakeholders and development partners.

Our Corporate Plan articulates our vision, mission, and strategic goals, providing a roadmap for NHC and the housing sector reforms from 2025 going forward. This plan is a call to action which directs our efforts towards transforming NHC into a dynamic organization capable of delivering social housing and commercializing our housing portfolios through credible partnerships.

Going forward, NHC, in partnership with the Marape/Rosso Government’s housing development plans, we will to undertake long-term projects that ensure sustainable, affordable housing and address essential infrastructure requirements.

With relentless commitment to hard work, self-accountability, honesty and transparency, we can realize our shared vision and fulfil the aspirations captured in this plan. Our legacy is strong, and our potential is limitless. The future of housing in Papua New Guinea begins now, and it begins with us. Thank you for your trust and support. Let’s build a brighter tomorrow for all.

A handwritten signature in blue ink, consisting of a stylized 'K' followed by 'R' and 'K' and a long horizontal line.

Kembo’nga Robin Kawat LLB LLM
Chairman of the Board

STATEMENT BY NHC MANAGING DIRECTOR



**Mr Abel TOL, LLB
MANAGING DIRECTOR**

As the Managing Director of National Housing Corporation, it is my utmost pleasure to present the NHC Corporate Plan 2025 – 2030. NHC has come a long way since 1968. Its organisational structure and business strategies has evolved since then. More so is the review of the existing 1994 national housing policy and the NHC Act 1990 and the need to modernise and enhance NHC through Digital Transformation as a GoPNG development agenda. Our ICT system will have the capabilities to be Interoperable, Connect and Co-Create with our sector digital partnerships.

NHC has completed the review of the current housing policy and the systematic review of the NHC Act to align it to the new Papua New Guinea National Housing Policy 2023 – 2033. The Corporate plan is the Internal Implementation plan of the housing policy. This is the rebranding, transformation and modernisation of the NHC and to make NHC bankable and corporatized.

The CP is based on effective sector partnership aiming to be inclusive from the urban setting all the way into rural setting. It sets out the organization’s highest priorities for five years to be implemented under the constituted Strategic Key Result Areas equated to each Divisional KRAs and Key Performance Indicators and Individual Work Plans that is articulated under respective job descriptions.

The Plan will be used by the NHC organisation wholly especially by the Executive Management to ensure its priorities and regulatory obligations are delivered, the NHC’s core service responsibilities are met, and service delivery and efficiencies are continually improved in delivering the social aspect of the PNG NHP 2023 – 2033 and the NHC Act and the equally important economic empowerment incorporated under the housing policy.

The Corporate Plan also serves the important function of helping its internal staff focus on key priorities and understand how their work fits into the larger picture of the Corporation’s overall long-term goals. As the bureaucratic head of this organisation and implementer of the Corporate Plan we intend to deliver:

- To achieve the Five Key Policy Areas of the PNG NHP 2023 - 2033

- To ensure best business practice and best value for NHC
- To ensure housing needs of the country is met
- To achieve the objectives of the NHC Corporate Plan
- To maximize cost efficiency into other areas for development
- To achieve the KRAs under the KPIs
- To pay dividends back to our government through commercial and investments strategies
- To have a business plan and investment plan to attract investors locally and foreign
- Enable Digital Transformation of NHC

The Plan will be reviewed in five (5) years. Monitoring and Evaluation component enhanced in the housing policy is linked to the Corporate Plan. It will measure the success of the organisation in terms of its rebranding and its transformation and modernisation both human resource and the upgrade of exiting systems to match the digital environment the world over.

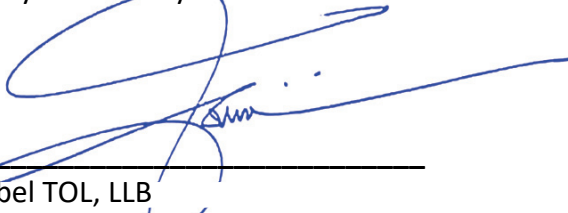
The Plan endeavours to deliver key performance indicators. These are clearly stipulated in the annual NHC Work Plan of each division that is aimed at achieving the strategic goals manifested in this five-year corporate plan. Furthermore, I must make mention and commend the Management for a great job done and commendation acknowledged by the NHC Audit Committee. The issues raised will be incorporated into the NHC Divisional work plans for a Corporate Risk Profile and mitigation of type of risk is inevitable. NHC will be Audit Compliant moving forward.

NHC is poised for greater heights. We intend to be an efficient and effective government institution and an implementer of government policy. We intend NHC to become a formidable and credible partner in housing sector development. We intend NHC to be relevant promoter of the GoPNG PPP Policy within the Public Sector and most importantly with the Private Sector to meet the housing needs of Papua New Guinea. Promotion of Sector Partnership is the basis for the success of this plan.

Despite the challenges that we face, we are clear where we want to be and how to get there. Both the Ministry and my Executive Management Team are committed to the delivery of this Plan and for us to continue to work together to make a difference in the housing sector for all our people. It is my vision that NHC will have the right people capital, the right corporate culture and the right operating systems in place to enable NHC to deliver on its role mandate stipulated in the Policy and Act and to realize our corporate mission and our operational motto as:

“STAY YOUR LANE, FOLLOW PROCESS, NO OVERLAPPING”

Thank you and May God Bless NHC.



Mr Abel TOL, LLB
Managing Director
NATIONAL HOUSING CORPORATION

ABBREVIATION AND ACRONYMS

Act	NHC Act 1990
CAA	Civil Aviation Authority
CID	Commercial Investment Division
CP	National Housing Corporation Corporate Plan 2023 - 2028
CSA	Corporate Services and Administration Directorate
DCA	Department of Civil Aviation (DCA Formerly Now CAA)
DBSS	Design Build, Share & Sell Concept
DDA	District Development Authority
DFSHP	Duran Farm Social Housing Project
DLPP	Department Of Lands And Physical Planning
DoT	Department Of Treasury
FICT	Finance Information Communication Technology Division
FMS	Financial Management System
GoPNG	Government Of Papua New Guinea
HRMPR	Human Resource Management And Policy Research Division
IFMS	Integrated Financial Management System
KPA	Key Policy Area
KPI	Key Performance Indicators
KRA	Key Result Areas
LAGIS	Land Geographical Information System
MDO	Managing Director's Office
MTDP IV	Medium Term Development Program
MOU	Memorandum Of Understanding
NEC	National Executive Council
NHC	National Housing Corporation
NHCB	National Housing Corporation Board
NHCCP	NHC Corporate Plan 2025 - 2030
NHEL	National Housing Estate Limited
NHMF	National Housing Mortgage Facility
NHO	National Home Ownership
NHP	National Housing Programs
NHRS	National Housing Revenue Strategy
NHSDP	National Housing Sector Development Plan
NHT	National Housing Task-force
NHCSPC	National Housing Corporation Special Procurement Committee
OPS	Operations Directorate
PIP	Public Investment Program
PNG DCP	Papua New Guinea Development Cooperation Policy 2018 - 2022
PNGDSP	Papua New Guinea Development Strategic Plan 2010 - 2030
PNGNHP	Papua New Guinea National Housing Policy 2023 - 2033
PMNEC	Prime Minister And National Executive Council
PM	Property Management Division
PNGSDG	Papua New Guinea Sustainable Development Goals
PPP	Public Private Partnership
PPSRDHP	Promote Public Servants Rural District Housing Program
RDHP	Rural District Housing Program
ROI	Return On Investment
SSS	Safe, Secure, Sustainable Concept
SOE	State - Owned Enterprise
TSU	Technical Services and Urbanization Division
TRIPLE V''	Validation Verification Valuation Exercise
UDL	Undeveloped Urban Lease
UNSDGS	United Nations Sustainable Development Goals

1. EXECUTIVE SUMMARY

The National Housing Corporation is governed by the NHC Act 1990. It is an amalgamation of the then National Housing Commission and the Department of Housing. It is in essence, a State-Owned Enterprise (SOE). It is accountable to the National Executive Council through the Minister for Housing. In line with the Prime Minister's Hon. James Marape's perception, National Housing Corporation (NHC) must become the richest real estate entity in the country and remain focus in profitability whilst meeting its social obligations and developing Business Plans to remain profit orientated for its continuity, existence and survival and mass production of housing supply provision.

The Strategic Planning of NHC is the primary use of implementing and managing the strategic direction of NHC which will be overseen by the National Housing Policy. The Corporate Plan will feature the short-term plan of NHC after implementing and measuring its success of its annual work plan. It is all about modernizing NHC to meet its challenges both internally and externally. Our Strategic Position is to immediately achieve our Key Result Areas (KRAs) and execute a five-year corporate plan that will achieve the long-term future of NHC through the PNG NHP 2023 – 2033.

The Corporate Plan is crucial for the organisation. It is to connect business units towards the achieving the policy measures stipulated in the Housing Policy. It embraces the future of NHC to be an effective Government institution that facilitates housing development. NHC has currently implementing the NHC staff realignment structure and embarking on a corporate drive to improve its image to the Government and Nation wholly.

Housing or shelter is a Universal Right advocated by the United Nations. GoPNG has mandated the NHC to deliver housing for the people. Our NHC Act 1990 mandates us to 1. Provide social housing for the nation and 2. Venture commercial and investment to pay dividend back to GoPNG and implement fiduciary duties to the NHC Board. Hence, our role is expounding and expanding. The basis for NHC achieving strategically is promoting effective partnership.

1.1. VISION

"BUILDING DREAMS AND TRANSFORMING LIVES"

1.2. MISSION

"TO BE THE LEAD PATHWAY TO SUSTAINABLE URBANIZED HOMES AND CREATING WEALTH FOR THE INCLUSIVE BENEFIT OF ALL PAPUA NEW GUINEANS"

1.3. OPERATIONAL MOTTO

"STAY YOUR LANE, FOLLOW PROCESS, NO OVERLAPPING"

1.4. STRATEGY

"To be the lead implementing and facilitating government agency in housing development by creating an enabling environment for effective partnership that aspires to build social and economic prosperity by enabling Papua New Guineans to own a home that enhances quality of life and advances opportunities to live, work and prosper."

We endeavour to achieve our vision by:

- To achieve GoPNG Policy Directives issued by the Prime Minister

- Fulfil the social and economic mandate of the PNG National Housing Policy 2023 -2033
- We strive to create an enabling environment that facilitate effective partnership in housing development and to meet the social and economic aspect of the housing policy
- To identify and address impediments related to the provision of adequate, quality, affordable, environmentally friendly and sustainable housing in PNG.
- To identify challenges and its mitigations and resolutions linked to NHC in its people capital, its operational systems and to trade and return value for its land portfolio and finance mobilisation and orderly housing development and its implementation plan.
- To make housing affordable for all income groups
- To promote Public Servants Rural District Housing Program

1.5. MANDATE

- Implement, monitor and evaluate the PNG NHP 2023 – 2033
- Maximise social housing and public housing outcomes based on its corporate responsibility
- Stimulate commercial investment and partnership to diversify housing portfolio
- Ensure development goals are achieved while maintaining recurrent goals
- Promote the 4 types of housing market supply programs under the MTDP IV
- Promote rural housing infrastructure through effective Sector Partnership
- Promote inclusive Public Private Partnership in all levels of society

1.6. VALUE STATEMENTS

The NHC’s corporate values describe the way staff collectively conduct themselves in the workplace and to deliver NHC operational efficiency and effectiveness.



1. Responsiveness

We are responsive to the housing needs of our housing partners

2. Excellence

We strive for best housing solutions for our people

3. Integrity

We are open and honest and honour our commitments internally and externally

4. Leadership

We aspire to be Pacesetters as the Lead Implementor in housing development

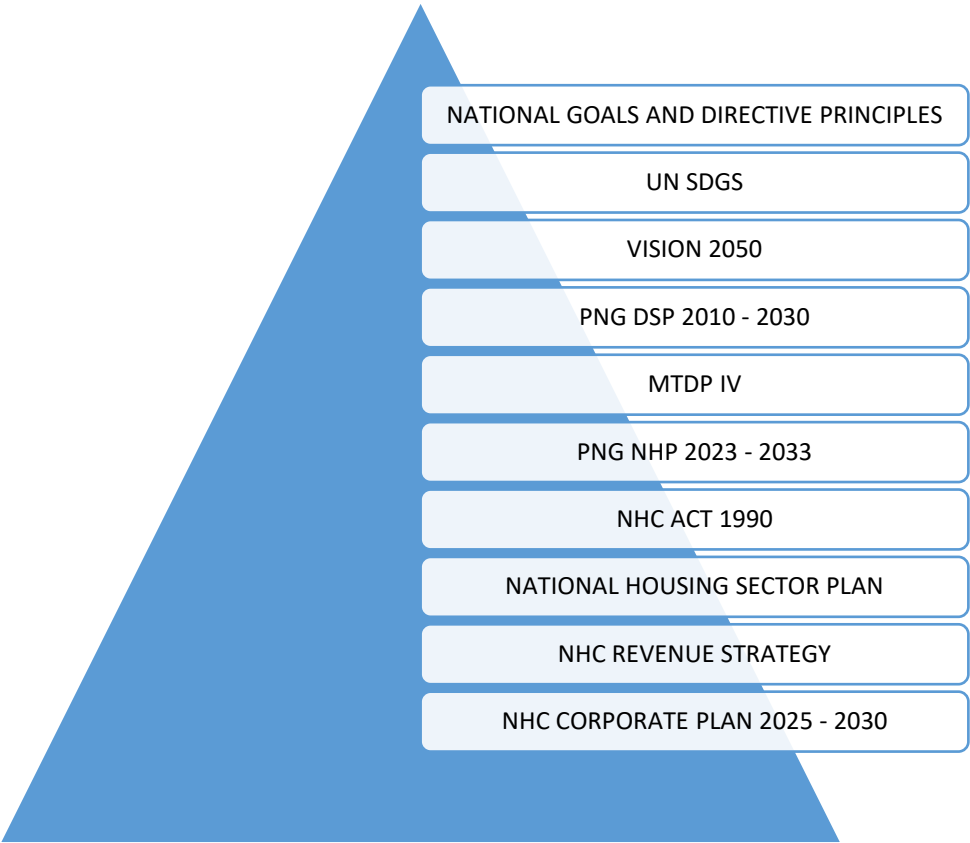
5. Learning

We are a learning and change organisation through experience for a better housing sector

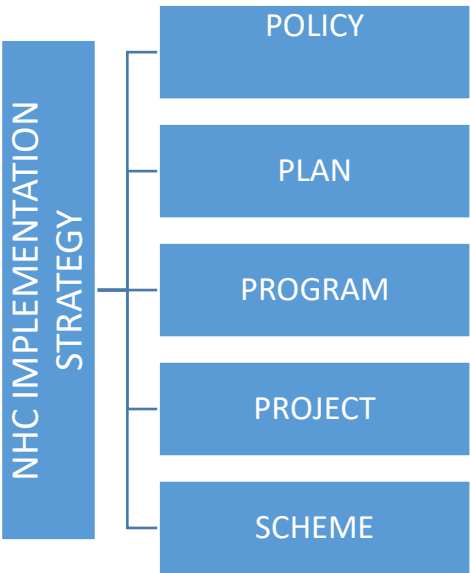
6. Customer Service

We aim to be inclusive in delivering housing solutions for our customers

2. CORPORATE PLAN ALIGNMENT FRAMEWORK



2.1. NHC IMPLEMENTATION STRATEGY



3. OUR KEY CORPORATE FOCUS 2025 – 2030

3.1. KEY POLICY AREAS

KPA One: Affordable Social and Public Housing

Strategic Priority Area: A robust social and public housing program targeting middle and low income earning public servants, employees of business entities:

KPA Two: Housing and Urbanization

Strategic Priority Area: An effective partnership and coordination with government agencies, SOEs and private sector dealing with the housing and urban development regarding land accessibility and trunk infrastructure and services, which is established, strengthened and made effective.

KPA Three: Maintaining Standards and Compliance

Strategic Priority Area: A diligent process of maintaining standard in the housing development and the necessary compliance to housing laws and regulations are instituted, supported and funded

KPA Four: Sustaining the Housing Industry

Strategic Priority Area: A sustainable economic housing industry that support the government revenues and enhances the rental and mortgage arrangement by NHC, which is supported and funded.

KPA Five: Governance and Institutional Framework

Strategic Priority Area: An enabling governance, legislative and institutional mechanism that allows for the effective management, coordination, regulation and delivery of the housing programs is reviewed, improved and strengthened.

3.2. KEY CORPORATE OBJECTIVES

3.2.1. Strategic Policy Advice to Minister and Board and implement GoPNG housing agendas

3.2.2. Strategic Technical Advice to the Minister and Board

3.2.3. To provide sound management advice to the Minister on the operations of NHC and to the NHC Board Sub-Committees

3.2.4. To ensure the national housing needs of the Government, private sector and citizens of PNG is met.

3.2.5. To create an effective partnership agreement with key stakeholders in facilitating for the necessary land, finance and trunk infrastructure and services for the construction of houses.

3.2.6. To promote and stipulate standards and ensure compliance on buildings and monitor quality, durability and safety, which are requirements for urbanization and modernization of homes.

3.2.7. To promote and establish a sustainable housing industry by partnering with the private sector in the area of real estates, housing mortgages and rentals

3.2.8. To promote and develop the legal, policy and institutional frameworks to facilitate and guide housing developments in the country.

3.3. KEY PRIORITIES

- 3.3.1. Deliver the MTDP IV Institutional Housing programs and projects targeting middle and low income earning public and private employees and all citizens of PNG, at affordable rates, is initiated, supported and subsidized.
- 3.3.2. Deliver an effective partnership, coordination and collaboration among the Government and private sector in dealing with prerequisites of housing and urban development in matters of land accessibility, trunk infrastructure and services, which is established, supported and subsidized.
- 3.3.3. Deliver and promote a diligent process of ensuring standards and quality of housing construction and compliance with housing regulations, which are established, supported and maintained.
- 3.3.4. Deliver a sustainable economic housing industry that support government revenue and enhances the rental and mortgage arrangement by NHC, which is supported and funded.
- 3.3.5. Deliver and promote an enabling governance, legislative and institutional mechanism that allows for the effective management, coordination, regulation and delivery of the housing programs is reviewed, improved and strengthened.

3.4. KEY RESULT AREAS

- 3.4.1. Collaborative and Coordinated Strategic Leadership
- 3.4.2. Promote Affordable, Social and Public housing programs and projects
- 3.4.3. Promote effective Partnership in delivering housing programs and projects
- 3.4.4. Maintaining Standards and Compliance
- 3.4.5. Modernized Mortgage Facility
- 3.4.6. ICT Digitization and Shared Platforms
- 3.4.7. Verification, Validation and Valuation Exercise
- 3.4.8. Development of Duran Farm Housing Project
- 3.4.9. Completion of NHC Headquarters Refurbishment/Redevelopment Project
- 3.4.10. Policy, Legislative, and Strategic Framework Development
- 3.4.11. Expansion of NHC Operations & Housing Project Rollout
- 3.4.12. Central coordination of national housing.
- 3.4.13. Improve Corporate Governance, Compliance, Financial Integrity and Revenue Management
- 3.4.14. Human Resource Management
- 3.4.15. Renovation of Existing NHC Properties
- 3.4.16. O.S. 745 of 2014: Niu Sky Limited & NAC -v- NHC (Dispute over DCA properties) and NHC assets transfer to ABG
- 3.4.17. Digitization of rental and mortgage systems
- 3.4.18. Policy, legislative, corporate governance and institutional reforms for the housing industry
- 3.4.19. Direct Grant improvement through legal enablers
- 3.4.20. Review existing Housing Schemes and
- 3.4.21. Establish the Investment Property Portfolio for NHC

3.5. FIVE KEY POLICY AREAS AND 21 KEY RESULT AREAS

KEY POLICY AREA	KEY RESULT AREA	DIVISION
KPA 1, KPA 2, KPA 3, KPA 4, KPA 5	1. Collaborative and Coordinated Strategic Leadership	MDO
KPA 1	2. Promote Affordable, Social and Public housing programs and projects	PM, HRM, MDO

KPA 2	3. Promote effective Partnership in delivering housing programs and projects	PM, TSU, HRM, CI
KPA 3	4. Maintaining Standards and Compliance	TSU, MDO
KPA 4	5. Modernized Mortgage Facility	CI
KPA 4	6. ICT Digitisation and Shared Platforms	FICT
KPA 4	7. Verification, Validation and Valuation Exercise	PM, CI, TSU
KPA 1, KPA 2	8. Development of Duran Farm Housing Project	TSU
KPA 5	9. Completion of NHC Headquarters Refurbishment/Redevelopment Project	TSU
KPA 5	10. Policy, Legislative, and Strategic Framework Development	MDO, HRM
KPA 1, KPA 2	11. Expansion of NHC Operations & Housing Project Rollout	PM, CI, TSU
KPA 2	12. Central coordination of national housing	MDO, HRM
KPA 5	13. Improve Corporate Governance, Compliance, Financial Integrity and Revenue Management	MDO, HRM, FICT
KPA 5	14. Human Resource Management	HRM
KPA 4	15. Renovation of Existing NHC Properties	PM, TSU, CI
KPA 5	16. O.S. 745 of 2014: Niu Sky Limited & NAC -v- NHC (Dispute over DCA properties) and NHC assets transfer to ABG	MDO - LEGAL
KPA 4	17. Digitization of rental and mortgage systems	FICT, CI
KPA 5	18. Policy, legislative, corporate governance and institutional reforms for the housing industry	MDO, HRM
KPA 2, KPA 5	19. Direct Grant improvement through legal enablers	MDO, TSU
KPA 4	20. Review existing Housing Schemes and	PM, CI
KPA 4	21. Establish the Investment Property Portfolio for NHC	CI

4. KEY RESULT AREAS

KRA 1: Collaborative and Coordinated Strategic Leadership

MINISTRY OF HOUSING

Goal 1.1: To implement GOPNG Policy Directives and provide exemplary executive leadership and decisive policy advice in NHC being the central implementing agency in the Housing Sector.

OBJECTIVE	ACTION	KPI
Ensure GoPNG Policy or Development Directives is cascaded to the Managing Director and Board to be implemented	Ensure GoPNG Higher development agenda documents are cascaded to MDO for implementation	Number of GoPNG Policy and Development Agendas are implemented

NHC BOARD OFFICE

Goal 1.2: Ensure exemplary leadership and prudence compliance and sound Board resolutions are executed in accordance to the NHC Act and Policy guidelines

OBJECTIVE	ACTION	KPI
To execute Board meetings scheduled	Board Agenda and Board Paper	Number of scheduled calendar Board meetings

To be decisive pertaining to role of the Minister and the MD	Ensure good governance and compliance and adherence to NHC Act in Decision making	Review number of Decisions executed by the Minister and Managing Director
To execute Board Sub-Committee meeting and comprise strategies for implementation	Ensure the Executive Management attend the scheduled meetings and provide reports to the BSBs	Number of resolutions to be executed by the Sub-Committee Members

MANAGING DIRECTORS' OFFICE

1.3: To provide exemplary executive leadership and prudent management in NHC towards fulfilling the mandated Corporate Mission and Vision of NHC and overseeing the PNGNHP 5 KPAs to be implemented by the 5 Divisions through respective KRA and KPIs entailed.

OBJECTIVE	ACTION	KPI
Ensure the MDO has oversight into the CSA and Operations Directorates and respective Divisions	Formulate the NHC KRA and KPI per General Manager and Executive Director	NHC KRA and KPI document aligned to DPM MD KRA/KPI
Ensure Ministerial Directives and Board Resolutions is implemented	Provide credible policy advice	- Number of GoPNG Directives for housing sector - Number of Board Resolutions implemented
Policy review and update	Alignment to legislative changes	Compliance to Government directives
NEC information Papers	NEC updates to GoPNG	Promote governance and oversight by GoPNG
Update all Legal cases against NHC	- Formulate a legal case management system - Determine litigation exposure to NHC	- Number of legal cases outstanding - Number of cases successfully defended
To ensure financial and audit compliance consistent with AG mandatory requirements and PFM Act Procedures	- Ensure Audit section submit audit reports to the Auditor General - Corporate Risk Profile Document	- Timely Audit Reports - Audit Reports endorsed by the Executive Management and Board
To ensure compliance to the Non Tax Revenue Agency Act 2025	- Address legacy issues - Seek a revised revenue sharing agreement	- Determine Revenue generations and investments back to DoTreasury and DoFinance - Compliance to agency requirements from NTRAA.
Prudent management of CSA (including Finance and ICT, Human Resource Management and Policy & Research) to enable NHC to operate effectively and efficiently in fulfilling the Corporate Services and Administration Corporate Pillars	Prudent Operational efficiency from a manual environmental to a digitised Corporatized Management System	- Number of financial reforms undertaken by the DFICT - Number of HRM reforms undertaken by DHRM&PR

Prudent Property, Modern Urban Development and Project Management of Operations (including TSU, PM, CI) to enable NHC to operate and deliver effectively and efficiently and to fulfil the Operational Corporate Pillars	Prudent Operational Management of Urban Development, existing property portfolio, and special projects efficiency from a manual environmental to a digitised property management system	• Duran Farm housing project implemented • VVV Exercise implemented • Land portfolio updated • New housing designs promoted
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KRA 2: PROMOTE AFFORDABLE, SOCIAL AND PUBLIC HOUSING PROGRAMS AND PROJECTS

Goal 2.1. To promote the MTDP IV 2.7 Housing connect PNG housing programs and projects

OBJECTIVE	ACTION	KPI
• To address housing affordability and promote more inclusive and equitable families • To ensure access to secure, sustainable and affordable housing for low/middle incomes and the most housing insecurity.	Formulate housing programs and projects targeting low- and middle-income earners	• Numbers of houses built for affordable housing • Number of houses built for social housing • Number of houses built for public housing • Duran Farm housing project capitalised as the pilot project

KRA 3. PROMOTE EFFECTIVE PARTNERSHIP IN DELIVERING HOUSING

Goal 3.1. Facilitate sound inclusive housing partnerships under the PPP mechanism with a Whole of Government Approach to deliver housing

OBJECTIVE	ACTION	KPI
To promote the PPP partnership between GoPNG and Private sector to deliver housing programs and projects	To action PPP arrangements and enabling conditions most suitable for housing delivery and nature of partnership	Number of PPP agreements signed by NHC and partners

KRA 4. MAINTAINING STANDARDS AND COMPLIANCE

Goal 4.1. To ensure mandatory standards and compliance of house construction and housing designs

OBJECTIVE	ACTION	KPI
To promote housing standards that comply with regulation requirements	• NHC to promote own housing designs that comply to building standard and building regulations • NHC to standardise housing plans and designs to reflect innovations and current international standards	• Promote own number of NHC housing plans and designs • Ensure that housing partners number of designs adhere to standards and regulatory requirements • NHC to procure own number of skilled labor for housing constructions • NHC to monitor and inspect building structures and materials used

		Promote number of partnerships with tertiary institutions for capacity building and technology advancements
Green Building Initiatives	Incorporate sustainable building innovations in new housing projects	Promote environment restoration

KRA 5. MODERNIZED MORTGAGE FACILITY

Goal 5.1. NHC to institute affordable primary and secondary mortgages

OBJECTIVE	ACTION	KPI
Ensure affordable and viable mortgages for NHC Tenants	- Established new mortgage facility operable - This Mortgage Facility Is Not Only Fully Transparent But Is Also Tailored For The Needs Of Our Modern Workforce And Citizens. It Will Open The Door For Thousands Of Ordinary Papua New Guineans To Finally Realize The Dream Of Owning A Home – A Dream Too Long Deferred.	- Number of primary mortgages facilitated - Number of secondary mortgages facilitated - Digitalized Mortgage Loan System, Developed In Partnership With Finpower connect An Intersoft System From A Reputable New Zealand Software Developer Company.

KRA 6. ICT DIGITISATION AND SHARED PLATFORMS

GOAL 6.1. NHC DIGITAL TRANSFORMATION STRATEGY WILL ENABLE INTEROPERABILITY, CONNECT AND CO-CREATE.

OBJECTIVE	ACTION	KPI
To enable NHC to adapt to rapidly changing revenue and market conditions, meet client expectations, optimise internal and external financial processes for greater efficiency and productivity	1. ICT Policy document draft finalised 2. ICT System Upgrade update per stage	- Introduce Digital ICT Plan and install the digital infrastructure - PIP Funding to be utilized on feasibility study for a new ICT System - System must cover and link all relevant databases and have a NHC Digital Plan formulated - Processes/steps for creating and developing a webpage integrated with the ICT property system - NHC ICT Connect to GoPNG and the banking and financial system - Number of Enable Digital Transformation of NHC systems

		• Number of Enable rental payment portal with DICT • Number of Promote Digital sectoral partnerships • Number of Webpage integration for NHC linked to partner agencies
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KRA 7. VERIFICATION, VALIDATION AND VALUATION EXERCISE

GOAL 7.1. ENSURE NHC HAS A DIGITISED PROPERTY MANAGEMENT SYSTEM FOR ALL NHC PROPERTIES NATIONWIDE

OBJECTIVE	ACTION	KPI
NHC can liquidate its bankable title and update its master property register detailing its land, property portfolios and investment portfolios	• Arrears Recovery Exercise 2023 Project continuing • To conduct the exercise to determine the correct number of properties, rightful tenants and rent defaulters	• Initiated in NCD • Establish Rental Arrears Recovery Team • Improve internal revenue collection owed to NHC. • Integration of the Property Asset Register within the NHC ICT platform • Fully Digitised Property Management System centralised to the ICT Framework and GoPNG IFMS Framework

KRA 8. DEVELOPMENT OF DURAN FARM HOUSING PROJECT IN PORT MORESBY

GOAL 8.1. ENSURE DELIVERY OF NHC FLAGSHIP HOUSING PROJECT

OBJECTIVE	ACTION	KPI
Ensure delivery of NHC flagship housing project	• Commence Stage 1 Sewerage Reticulation in March 2025 and subsequent Stages • Stage by stage development	• Registered survey plans containing 1011 allotments • Survey work pending for Grids 25, 27 & 28 only. • Sewer reticulation design completed. • Power reticulation design completed. • Tender of Power and Sewerage Constructions contracts through NHC SPCS • MOA signing with 6 Developers to construct houses on DBSS concept (PPP arrangement)

KRA 9. COMPLETION OF NHC HEADQUARTERS REFURBISHMENT/ REDEVELOPMENT

GOAL 9.1. TRANSFORMATION OF THE CORPORATE IMAGE OF NHC

OBJECTIVE	ACTION	KPI
Redevelop and refurbish original NHC Tokarara office	Project being implemented	• Perimeter fencing erected • Swearing in of NHC Special Procurement Committee of the NPC Board • Publication of Tender Notices by NHC SPC • Awarding of Contracts to Successful bidders • Constructions of records facility

KRA 10. Policy, Legislative, and Strategic Framework Development

Goal 10.1. LAUNCH THE PAPUA NEW GUINEA NATIONAL HOUSING POLICY 2023-2033

OBJECTIVE	ACTION	KPI
Launch the PNG NHP 2023 – 2033	• All consultations completed • Launch the PNGNHP	• Implement the NEC Decision 27/2025 • Implement the PNGNHP • Establish rapport with relevant partners • Conduct the National Housing Survey • NHC Board endorsement • 3. Launching • Establish national housing database
Review the NHC Act 1990	• National Consultation has been completed • NC transcripts to be tabulated • Aims for a more prudent and nationalistic approach. • Specifying NHC powers for arrears recovery and enforcement. • Specify provision to give more protection for NHC's unregistered vacant land and properties.	• Draft 7 to be reviewed • Drafting Instructions issued to CLRC, StatSol, OFLC • Draft 8 to be completed • Working draft in progress by independent consultant • Nationwide consultation and reviews, suggestions and comments completed. • Final draft to be submitted to the Office of the Legislative Counsel for vetting and tabling. • Drafting instructions to CLRC and State Solicitor • Provisions and Bills to be proposed under the review.
Finalise the National Housing Sector Plan	Draft document completed	Draft document completed
Finalise the NHC Revenue Strategy	Draft document completed	Draft document completed

Finalise all NHC Internal HR Policies	Drafts completed and pending vetting	• HRM Manual • HRM SOP • NHC Determination • All internal HRM Policies
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KRA 11. EXPANSION OF NHC OPERATIONS & HOUSING PROJECT ROLLOUT

Goal 11.1 INSTITUTE HOUSING PROJECTS NATIONWIDE

OBJECTIVE	ACTION	KPI
• Secure partnership with PGs, DDAs and LLGs and Municipal Authorities • Expansion into Jiwaka & Hela, Regional Offices • National Housing Project Rollout, • Land acquisition nationwide	Initiate a pilot housing project from a rural based or urban based member of parliament	• Number of housing project initiated nationwide • Number of Partnerships with PGs and DDAs and LLGs
• Mobilization of 10, 000 hectares of land for NHC to participate and acquire land including customary	Database by NHC TSU on Hectares confirmed 2025 onwards	• Seek all sources of land parcels held by NHC nationwide for DLPP to issue titles. • Identify vacant government land under outdated CAOs to be granted to NHC through Land Board. • 512.9 hectares identified under NHC custody and identification still progressing • Venture into customary land for housing development
Institutional Housing Rollout Program	Initiate a pilot housing project from a rural based or urban based member of parliament under the MTDP IV	• Partner with DIRD to build 2 houses per district

KRA12. CENTRAL COORDINATION OF NATIONAL HOUSING IMPLEMENTATION OF NEC DECISION 341/2023

Goal 12.1. To establish the National Housing Agency Taskforce

OBJECTIVE	ACTION	KPI
Nec Decision 341/2023 Formally Designates The National Housing Corporation (Nhc) As The Lead Agency Responsible For Coordinating, Planning, And Implementing All Government Housing Programs Nationwide. This Includes Housing Initiatives Funded Or Supported By:	Establish the National Housing Agency Taskforce	Number of Government Agencies and private sector partnering with NHC to deliver Agency housing programs and projects

KRA 13. IMPROVE CORPORATE GOVERNANCE, COMPLIANCE, FINANCIAL INTEGRITY AND REVENUE MANAGEMENT.

Goal 13.1. NHC to be financially prudent and an audit compliant Government agency

OBJECTIVE	ACTION	KPI
Submit completed NHC Financials and Annual Internal budget	Updated financials per year to be submitted to Audit Committee	- Updated financials per year to be submitted to Audit Committee - Annual Internal Budget to be endorsed by Managing Director and approved by the NHC Board. - Divisional budgets to be competed and submitted against workplans
Improve revenue streams and Introduce cost control mechanism	- Expenditure control of leakages identified - Saving costs and expenditure prudence	- A stop notice on all casuals claiming airfares in excess of K200,000 plus annually. - NHC Public Utility bills being configured into the DoF payments system and are ongoing since 2021 - Review staff claims on airfares - Complete the configurations of meters per tenant - Project expenditure prudence - Information Management System - Monitoring and Evaluation - Upgrade of systems, procedures and process digitally
Governance & Financial audits and outstanding audits,	- NHC Audit compliant GoPNG Agency - Promote Corporate Governance	Submit annual audit reports to Board and AG
Legal case management & compliance	Total litigation exposure	System established to manage case file
Conduct internal Audits	Identify leakages	Seek financial prudence methods to control leakages

14. HUMAN RESOURCE MANAGEMENT,

Goal 14.1 To support capacity building within NHC through the development and implementation of innovative HR reform policies and best HR practices

OBJECTIVE	ACTION	KPI
Ensure NHC is a policy-oriented work force that is right-sized to implement NHC Corporate agendas	- Establish HRM Team to review HRMD operations - Established HR Manual - Updated NHC Determination document	- Review 2016 structure - Institute internal HR policies including the five divisions - Conduct a manpower audit

Review the NHC Determination and Formulate internal HR Policies, SOP and HR Manual	- Established SOP - Training and Staff Development - Motor Vehicle Policy - ICT Policy - SHOS Policy	- Fully implement 2016 structure placements - Finalise HR Manual and NHC Determination - Institute Training and Development policy and partnerships - Fully migrate to DPM Alasco payroll system - In-house appointments completed 114 positions to be advertised externally - Acting positions within rank and file to be formalized in November 2023 - Internal policy identified phased to Management approval
Payroll and Revenue audits	Manpower audits initiated	Internal payroll phased out
Organizational restructuring 2025	Phase out 2016 outdated NHC Structure	- Finalise onboarding 321 positions - Initiate new restructure 2025
Budget for 2026	Revised and expand internal PE 2026 Budget	Internal budget reflective of dual payroll systems consolidated

KRA 15. RENOVATION OF EXISTING NHC PROPERTIES

Goal 15.1. Add value to current property portfolios of NHC nationwide

OBJECTIVE	ACTION	KPI
Add value to current property portfolio	- Physical inspection and scoping of works - Maintain Standards and compliance of house construction and designs	- Repairs and maintenance of identified NHC properties - Nationwide Property Refurbishment Program to be rolled out into the Provinces after NCD completed - Review of National Economic Rentals to be implemented

KRA 16. O.S. 745 OF 2014: NIU SKY LIMITED & NAC -V- NHC (DISPUTE OVER DCA PROPERTIES) AND NHC ASSETS TRANSFER TO ABG

Goal 16.1. 1 To enable resolute of legacy issue and others of similar nature

OBJECTIVE	ACTION	KPI
Pursue litigation cases against case precedencies	Pursue legal action	Number of litigation cases successful by NHC

		Number of properties assumed/transferred back to NHC
Transfer of NHC Properties to ABG	VVV Exercise completed	- ABG Property Management system established - Value of Titles settled - Number of properties transferred

KRA 17. DIGITIZATION OF RENTAL AND MORTGAGE SYSTEMS

Goal 17.1. Ensure Digitised platforms to improve revenue generation and collection

OBJECTIVE	ACTION	KPI
Upgrade revenue generation from manual to digitised platform	Promote revenue portals	- Installation of EFTPOS - Installation of Digitised Rental Portal

KRA 18. POLICY, LEGISLATIVE, CORPORATE GOVERNANCE AND INSTITUTIONAL REFORMS FOR THE HOUSING INDUSTRY

Goal 18.1. SYNCHRONISE AND HARMONISE RELATED AND SUPPORTIVE LEGISLATIONS

OBJECTIVE	ACTION	KPI
Amendment of subsequent legislations to align to PNGNHP and NHC Act	Issue Drafting Instructions by NHC to OFLC, CLRC, StatSol.	Number of legislative amendments or Bills to be brought to Parliament
Synchronise and harmonise relevant housing legislations	NHC Act to progress legal reforms and promote legislative reforms	Number of legislations to be reviewed as consequential amendments
Promote PNGNHP Reforms	Drive reforms agendas	Number of reforms implemented Social Economic Financial Institutional Legal Legislative Land Acquisition

KRA 19. DIRECT GRANT IMPROVEMENT THROUGH LEGAL ENABLERS

Goal 19.1. To develop a land acquisition strategy and protect Title and Land procured by NHC

OBJECTIVE	ACTION	KPI
Establish rapport and secure land holdings from DLPP for housing developments	Establish Land information data system on all NHC land portfolios	Number of land holdings procured for future housing developments

KRA 20. REVIEW EXISTING HOUSING SCHEMES

Goal 20.1. Enable title ownership and creating wealth for Papua New Guineans

OBJECTIVE	ACTION	KPI
Property Management is core function and manages Nine (9) Different Schemes. These	Review the existing schemes and aging mortgages and settle outstanding title issues	- Number of titles being issued - Number of tenants identified per scheme

Schemes Being Phased Out Except Outright Cash Sales Scheme.	The Cash Sales Scheme Involves Valuing And Selling Of Normal Rental Properties To Sitting Tenants Or To Those Approved	- To Provide Secure Tenure And Legal Land Ownership To Our Citizens Who Have Long Awaited Recognition For Their Occupancy And Contributions To Our Urban And Rural Housing Settlements. - Initiate number of new housing schemes
Conveyancing Process	Identify and complete process	Expedite property title transfers
Improved revenue generation	Issue default notices and consequent follow - ups	- Improved revenue statistics - Decrease defaulters areas

KRA 21. ESTABLISH THE INVESTMENT PROPERTY PORTFOLIO FOR NHC

Goal 21.1. REDEVELOP AND REZONE NHC TENEMENTS FOR COMMERCIAL LEASES

OBJECTIVE	ACTION	KPI
To raise revenue on existing brown fields commercially viable	Identify high net properties for commercial arrangements	- Number of high net properties identified - Business plan formulated - Investment Plan formulated - Rate of Return and Rate on Investment formulated - Number of new investors partnered

5. SUMMARY OF OUR CORPORATE FOCUS

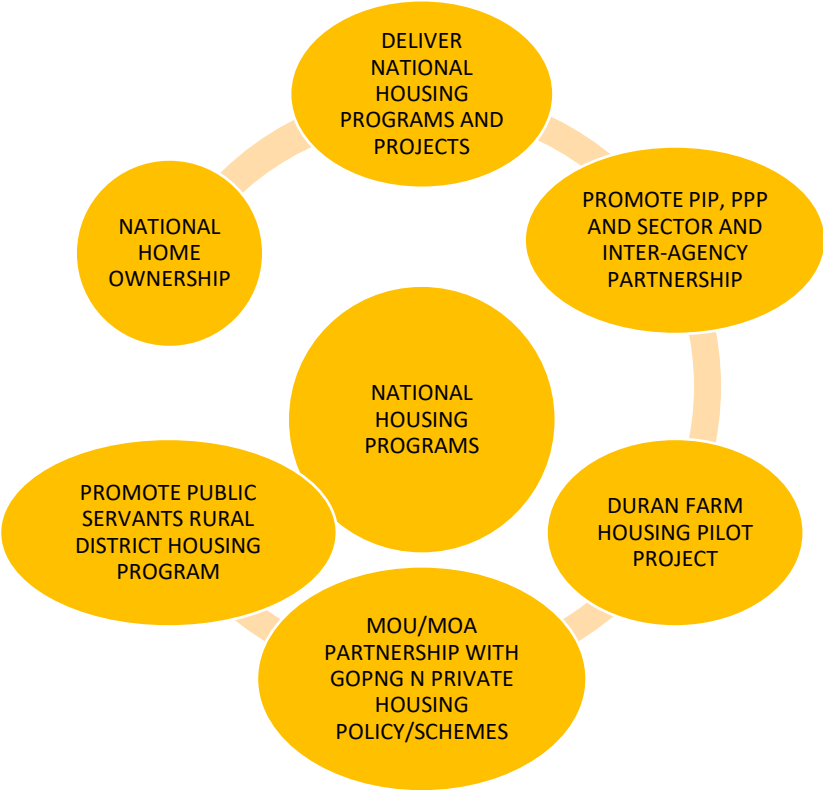
KPA ONE: AFFORDABLE SOCIAL AND PUBLIC HOUSING

- The MTDP IV investment programs include in the housing sector will be under four deliberate areas:
 - Institutional Housing Development Program (institutional and staff houses development for National Government Agencies)
 - District Public Service Housing Program
 - National Affordable Housing Program
 - Provincial Public Service Housing Program

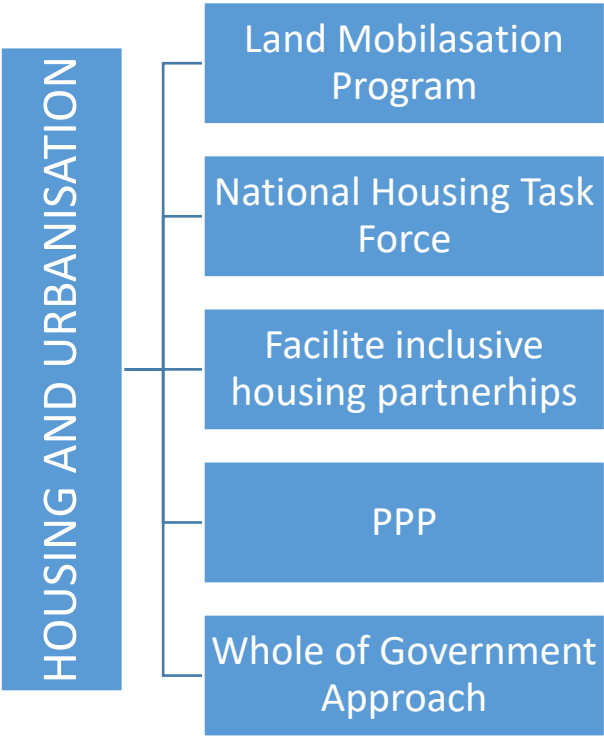
- Duran Farm Housing**
The flagship pilot project of NHC. It is intended to build 2000 more houses for our people. It is a highly capital-intensive project embarked by the government. It will be a sustainable urban suburban setting once completed. It compliments GoPNG housing programs outlined in the MTDP IV.

- Property Management and Property Development**
We have current property management portfolio and delivered over nine (9) housing schemes and are still being managed including our rental property portfolio. We have built affordable houses and properties for outright sale and rental. Our aim is to use our industry experience and redirect our

financial strength to deliver the housing continuum. We will support the housing continuum. The revenue earned will be regenerated back into the existing real estate market.



KPA TWO: HOUSING AND URBANIZATION



KPA THREE: MAINTAINING STANDARDS AND COMPLIANCE

- Housing designs need to be standardized.
- New housing concepts be developed.
- Promote Strata titling and modular housing designs in all survey designs.
- Housing building materials and technology research must be encouraged
- to find sustainable methods and materials to be used in housing development projects.
- Ensure sustainable physical planning, environment and climate change practices must be entailed in all housing projects planning stages initially.

KPA FOUR: SUSTAINING THE HOUSING INDUSTRY



- **Delivering business value through better property investment**

It is important that we demonstrate value through all that we do to support service delivery; value can be evidenced through financial gains, increased efficiency, more intelligent use of resources, reduced risk, the embracing of technology or providing a community benefit. By Delivering Business Value, NHC will become a formidable player in the real estate market.

- **National housing estate limited relegated back to NHC**

The National Housing Estate Limited, the commercial arm of NHC will be relegated back to NHC by an NEC Decision. The Commercial Investment of NHC will progress after the Validation Verification and Valuation Exercise is complete. Regulation of the building industry should be paramount on the pricing of building materials. Market forces of supply and demand must be unhindered.

- **Digital Bankable titles to be mortgaged**

NHC has the oldest mortgage facility in PNG and among all commercial banks and financial institutions and is now modernised. Mortgage high net titles to the Financial System for project finance or primary or secondary mortgage finance or credit facility. NHC can also venture into any mortgage deal with its clients that is tailor made to suit repayment back to NHC.

- **Build, Sell, Share Concept**

NHC under the housing policy promotes this Concept. It is aimed at exploring finance avenues to pool them centrally to enable home buyers to have easy access to affordable mortgage finance.

- **Improved Rental System**

We aim to prevent rent arrears, either occurring or increasing, by promoting a 'Rent First' culture that seeks to impose Direct Salary Deduction electronically to the NHC Rental Account and improved rental arrears recovery exercise to maximise income and minimise debt through collection of rent and other tenancy related charges.

- **Asset management of physical environment owned by NHC**

We operate in a very challenging environment, it is critical that we effectively manage all aspects of our assets, including existing property portfolios, NHC offices nationwide, houses, machinery and motor vehicles and others. We will assess of the performance of our assets, considering financial, social and environmental returns and will implement a series of projects to optimise usage.

- **Validation Verification Valuation Exercise**

It is aimed at increasing revenue inflow when once this exercise is completed, NHC can liquidate Bankable Titles and update its master asset register. Provincial offices have been tasked to furnish property listings and consolidate portfolio value. Furthermore, the exercise will be featured initially at AROB and move to NCD and then the provinces. Generally, VVV Exercise:

- To complete an internal property audit starting in NCD and then Provincial offices
- To basically ascertain the actual land and housing stock that NHC currently owns
- To determine its Net Present Value cumulative against its liabilities NCD, losses and litigations.
- To determine Property Portfolio owned and Investment net worth and its Bankable Valuation.
- Contribute and promote the Commercial Investments Agenda.
- To ensure Work Plan and Budget indicating key work plan activities are progressed and managed
- Facilitate an enabling conducive environment for all parties in arrears recovery
- To identify challenges and its mitigations and resolutions linked to land and property arrears

- **Viability And Affordability Of Existing Housing Schemes**

The NHC intends to concentrate on supplying homes for rental institutional, institutional and home ownership to help meet the increasing demand for affordable homes for local people. Therefore, Government needs to significantly maintain the capital grants available to support new-build affordable housing and furthermore, through effective partnership with the stakeholders can collectively finance housing development to capture all income groups.

- **Determining Housing Program Viability And Risk**

Opportunities for the NHC to add to its housing stock will be assessed for viability by the NHC Management of existing housing schemes and promoting the MTDP IV Institutional housing programs entailed in the PNG NHP.

- **Repairs And Maintenance Of NHC Properties Nationwide**

Existing stocks will be repaired or maintained, starting at Manu Properties, and scope of works undertaken by the technical division based on viability and sustainability. Other factors may include planned works, better Estate Services, operations compliance, investment and emergency, urgent and routine repairs. This approach justifies NHC to increase rentals in all its current tenanted properties affixing Economic Rentals.

- **NHC Revenue Generation Plan 2023 – 2027**

NHC will formulate the revenue-based plan. Management and staff will complete a Cost Benefit Analysis of all our revenue generating and business strategies clearly defined. A business plan and investment plan for NHC will be formulated.

- **Business Revenue Strategic measures – Summary**

- Review existing housing schemes & Review the existing economic rental in rental accommodation
- Promote PPP Policy in housing developments
- Develop Property Management Portfolio & Develop Property Development Strategy
- Develop a linked FMS to GoPNG IFMS
- Partner with Investors & Partner with the financial and superannuation sector
- Complete the National Arrears Recovery Exercise & Promote Special Projects Areas
- Partner with Private sector & Partner with international developing partner
- Venture into commercial ventures with credible partners
- Make Titles bankable through project trunk infrastructure/services
- Increased Revenue generation and Pay Dividend to GoPNG and Digitize rental payment

- **NHC Digital Transformation strategy will enable Interoperability, Connect and Co-Create**

- NHC now is updating its property stock nationwide.
- NHC Rental Payment portal and property management software installed
- Currently our internal finance is linked to the GoPNG IFMS Framework
- Seek Cloud software-based types with DATACO that is tailored to property management
- An effective Digital Software partnership coordination and collaboration among government agencies, SOEs and private sector in housing development

- NHC integrate its various digital technologies, data sources, and processes within itself to create a more cohesive and interconnected housing digital ecosystem
- NHC can liquidate Bankable Titles in secondary mortgage settlement.
- NHC can liquidate Bankable Titles in a housing project development stage with credible investors under Foreign Direct Investment when seeking Project financing.
- To determine Property Portfolio owned and Investment net worth and Bankable Valuation.
- Contribute and promote the Commercial Investments Agenda
- Real time person per allotment and Protect and secure personal identification of tenant
- Improve title authenticity with DoLands LAGIS system

KPA FIVE: GOVERNANCE AND INSTITUTIONAL FRAMEWORK

- **NHC Institutional Reform**

NHC intends to promote change management culture by:

- NHC will modernise and transform its internal and external image
- Restructure of the Organisation currently being progressed
- Instill core NHC values to be educated to staff
- Rebranding of NHC and adopt a Corporate Strategy
- Establish networking with external customers in the Social Sector
- Establish a Management Information System
- Establish a vibrant policy driven workforce that is right-sized
- Promote a customer-oriented workforce
- Implement the Take PNG Back Development Agenda
- Implement the Minister's Directives
- Implement the Social Sector Agency Development Priorities

- **Organisational Change**

NHC will embrace transformational, transitional and modernisation of its physical structure, its people management structure and culture and its information management systems structure. NHC is with a view to multi-task and multi-skill the manpower into a manageable and affordable and efficient and effective structure.

- **People Management Structure**

We aim to develop as an organisation to meet continually changing challenges and opportunities, developing a culture that fosters flexibility, efficiency and value. Inherent within this is the need to develop our approach to employee engagement, review employee terms and conditions to ensure they drive performance, identify and develop talent within the organisation.

- **Objective Of Institutional Reforms**

The People Capital, the Organisational Culture and the Internal Systems will need to be revolutionized as well as the physical environment to be conducive so that it synchronises and blends to realize a change organisation in the mindset of internal clients. A re-energised workforce and a policy focused mandate as an implementer of the housing policy and other key areas of the business and fulfilling its social and public housing role mandates.

- **Implementation Of PNG NHP 2023 – 2033**

We will endeavour to facilitate the implementation of the policy that hinges on the strategy of an enabling environment and a whole of Government Approach. The implementation of the policy will include translation and costing of all policy measures, require establishment of an effective and efficient mechanism for co-ordination of tasks and efforts at all tiers of Partnerships fostered.

- **National Housing Sector Development Plan 2023 – 2027**

The Implementation Matrix of the housing policy will form the basis for the National Housing Sector Development Plan 2023 – 2028. The Housing Plan is the external implementation of the Housing Policy. It is basically how NHC will interact and coordinate roles in delivering the housing policy strategies including the following:

- Vision 2050 Development Program
- The Housing Log to be captured under the new MTDP other Sector Logs
- GoPNG Sustainable Development Goals
- PNG Development Cooperation Policy 2018-2022

- **Legislation Amendment – Review of the NHC Act 1990**

This legally enables a conducive environment that facilitates the partnership of housing development in cohesion and co-prosperity. Other legislations will need to be synchronised and harmonised due independence of sector agencies. A MOU/MOA can run parallel to achieving legal cohesion and cooperation and collaboration.

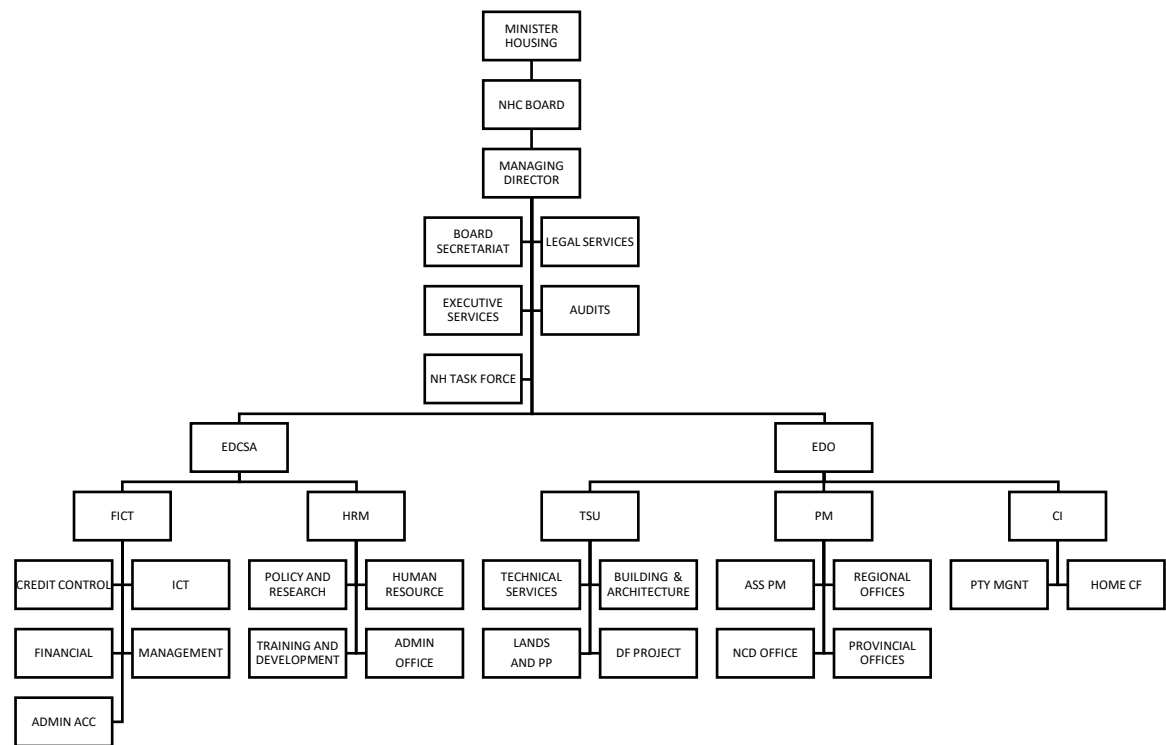
- **Corporate Governance, Compliance, Assurance – NHC Board**

NHC has a working Board in place with Sub-Committees to ensure ongoing compliance with regulatory, contractual and legislative requirements. Through our Code of Governance, Management System and core internal frameworks, we have established a set of robust processes that ensure the highest standards of Governance, Compliance and Assurance.

- **NHC as part of policy and legislative changes include**

- NHC will implement the Papua New Guinea National Housing Policy 2023 – 2033
- NHC will amend the existing NHC Act 1990
- To implement the social mandate of the Policy
- To venture into commercial projects to sustain the Corporation
- Implement the GoPNG Public Private Partnership Policy
- Implement the GoPNG Public Investment Program
- Establish the legal framework for the Housing Policy
- Promote Research and Database Management
- Promote mortgage finance
- Promote Social and Public Housing and Promote Institutional and Public Housing
- Promote real estate partnership and nationwide home ownership schemes
- Regulate the building industry
- Establish network with Department Lands and Physical Planning and municipal authorities

6. MANAGEMENT STRUCTURE



6.1. EXECUTIVE SERVICES

Housing Minister’s Office

The Minister’s office is made up of the Minister’s First Secretary, Second Secretary and several support staff and its main function is to provide policy directives to the National Housing Corporation through its Board of Directors pursuant to enabling provisions of the NHC Act 2025.

NHC Board of Directors

The NHC Board is made of nine (9) members, consisting of three (3) ex-officio members and six (6) appointed as provided for under Section 7(1)(a) &(b) of the NHC Act 1990. The new NHC Board has been appointed recently on the 9th October 2023 after being dysfunctional since May 2019. The Board plays a vital role in providing NHC the guidance in corporate governance and management through the expertise of the individual members in their professional fields.



NHC Board

The Managing Director Office;

The MD's office has its support staff and four (4) vital Sections under its direct supervision. The **Board Secretariat, Audits Section and Legal Services and Executive Services.**



**Mr Abel TOL, LLB
Managing Director**





Legal Services



Internal Audits

6.2. CORE DIVISIONAL FUNCTION:

6.2.1. Executive Director – Operations (Deputy MD)



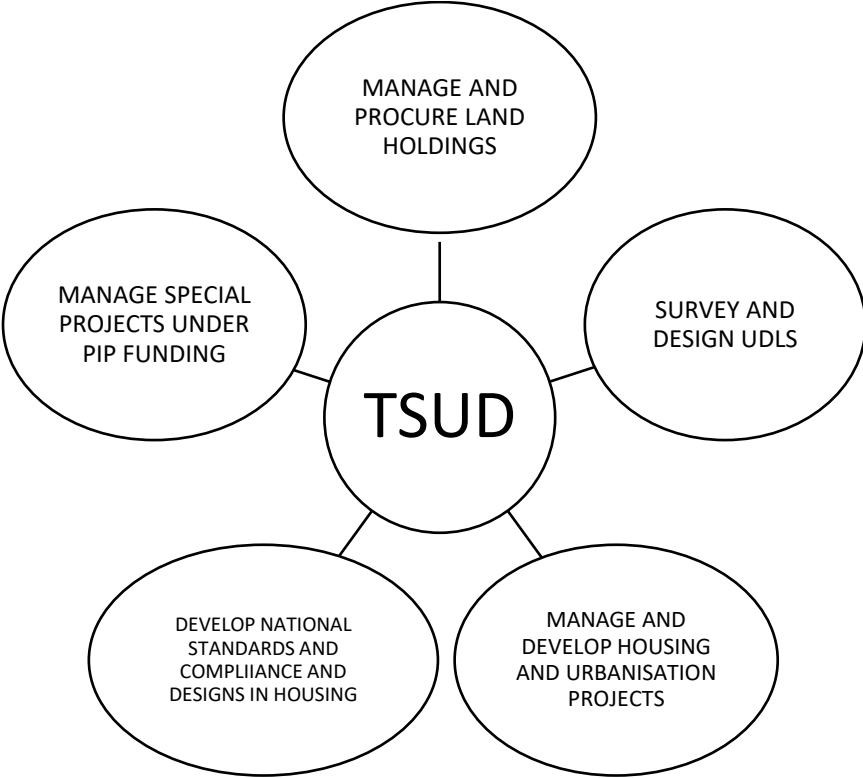
Jon N'Dramei

The Exe Dir Operations reports directly to the Managing Director and is responsible to oversee the three (3) core divisions of NHC, **Property Management Division, Technical Services and Urbanisation Division and Commercial Investment Division.**

6.2.2. Property Management Division

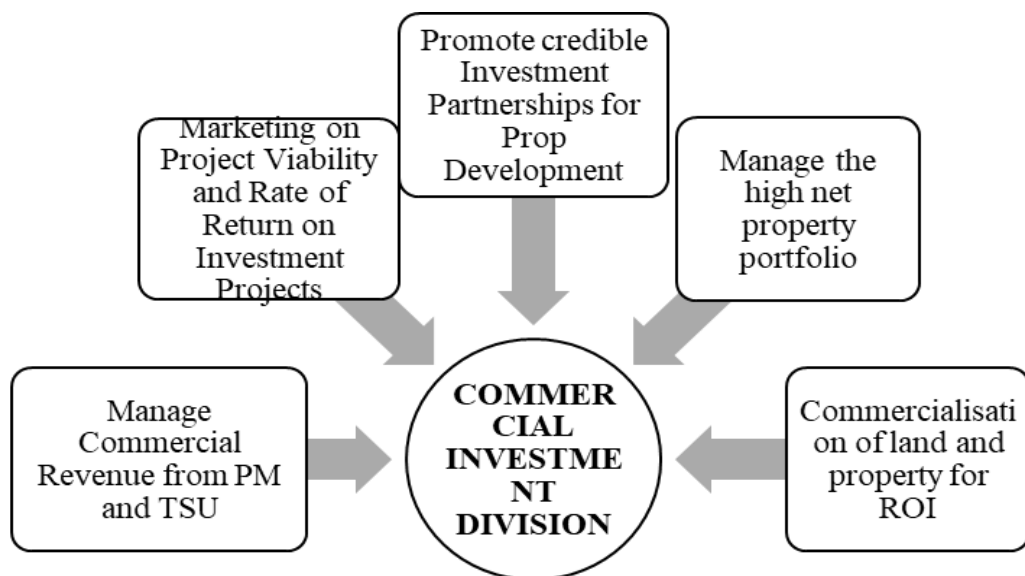


6.2.3. Technical Services and Urbanisation



6.2.4. Commercial Investments Division





6.3. NON-CORE DIVISIONAL FUNCTIONS

6.3.1. Executive Director – Corporate Services & Admin (Deputy MD)

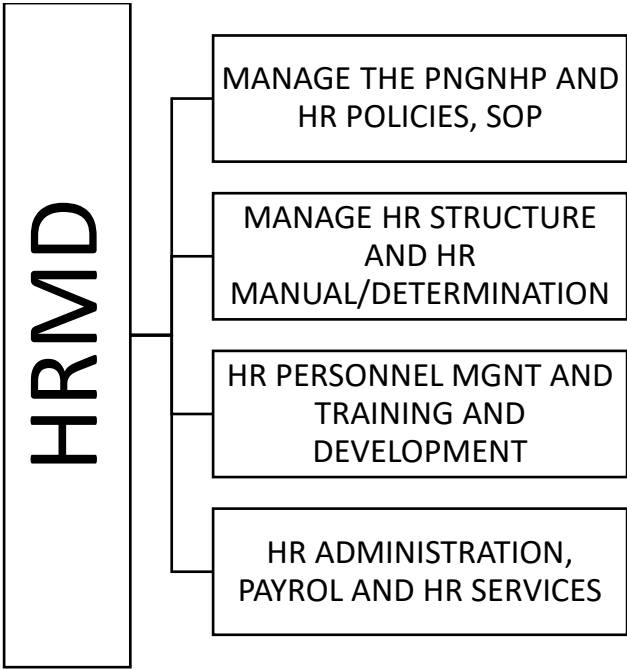


Anthony Luke

The Exe Dir – CSA reports directly to the Managing Director and is responsible to oversee the two non - core divisions of NHC, **Human Resources Division** and the **Finance & ICT Division**.

6.3.2. Human Resources Management





6.3.3. Finance and Information Communication Technology Division



FINANCIALS	Financials updated and maintained including Profit and Losss Statement, Balance Sheet, Cashflows
Cashless environment	Migration of financial and ICT system
Credit Control	Manage rental collections and debtors system
ICT Digitization	Management and Staff access to ICT Platfom.
Internal Financial process audit	Maintain liquidity levels for operations
Public Utility configuration	Configuration of rental and housing meters

7. PERFORMANCE MANAGEMENT SYSTEM

The Key Result Areas and Key Performance Indicators are the success measures and targets outlined in this Corporate Plan. And achieving our priorities and objective. We will also monitor our performance internally and externally.

7.1. Reporting System

The NHC is required by law to report on the core and non-core programs and projects that will be implemented in the next five years. These are captured in the Corporate Plan and together with the cascading Annual Plans, outlining the prioritized activities and strategies of respective divisions, forms the basis on which the NHC will produce its Ministerial Statement, the Annual NHC Report, Board reporting and Sub-committee reporting in regards to its achievements and non-achievements to the relevant authorities including to Parliament, NEC, Auditor General among others. The Annual NHC Report will show the plans and actual performance based on expenditure appropriation for current fiscal year. This Report will be presented in Parliament by the Housing Minister. The NHC is also required to compile a Financial Report to the Auditor General as required under the Public Finance Management Act and the Non-Tax Revenue Act to Treasury Department.

**“BUILDING DREAMS
AND
TRANSFORMING LIVES”**



For more information contact OUR CONTACT:

The Office of the Managing Director - NATIONAL HOUSING CORPORATION

PO Box 1550, BOROKO, NCD - Email: nhcmanagement2@gmail.com Koura Way Highway - Tokarara Suburb

POM North West Electorate - National Capital District

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