



PNG Road Fund
Financing PNG's Road Network

REQUEST FOR PROPOSALS (RFP)

PROJECT NO. RUC PMS 01/26

**APPOINTMENT OF A PROGRAMME MANAGEMENT
PARTNER**

NATIONAL ROAD USER CHARGING (RUC) PROGRAMME

Programme Management Services

Issue Date: 17 August 2026
Closing Date: 31 August 2026
Closing Time: 4:06 pm (PNG Time)
Issued By: PNG Road Fund Port Moresby, PNG

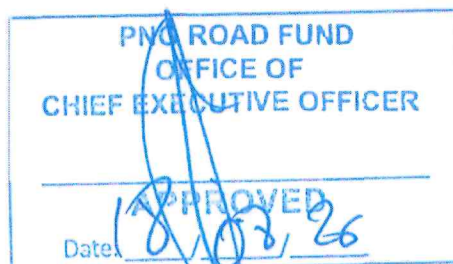


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1. INVITATION TO SUBMIT PROPOSALS

The PNG Road Fund invites suitably qualified organisations to submit proposals for the appointment of a **Programme Management Partner** to provide Programme Management Services for the implementation of the **National Road User Charging (RUC) Programme**.

The National RUC Programme is a strategic national reform initiative designed to establish a modern, sustainable and equitable Road User Charging framework that will strengthen the long-term financing of Papua New Guinea's national road network.

The successful Proponent will work in partnership with the PNG Road Fund to lead the planning, coordination and delivery of the National RUC Programme over the 24-month contract period, covering Phase 1 and the commencement and progressive delivery of Phase 2, including policy development, legislative reform, institutional strengthening, business case development, Programme Project oversight, systems development, procurement, implementation readiness and approved deployment activities.

This Request for Proposals (RFP) sets out the requirements for the appointment of the Programme Management Partner and the information required from Proponents.

2. PROCUREMENT INFORMATION

Item	Details
Client	PNG Road Fund
Project	National Road User Charging (RUC) Programme
Project Number	RUC PMS 01/26
Procurement Method	Request for Proposals (RFP)
Contract Type	Programme Management Services Agreement
Issue Date	17 August 2026
Closing Date	31 August 2026
Closing Time	4:06 pm PNG Time
Contract Duration	24 Months
Funding Source	PNG Road Fund

3. INTRODUCTION

The PNG Road Fund is seeking to appoint an experienced and capable Programme Management Partner to lead and manage the National Road User Charging (RUC) Programme over a 24-month contract period across the Programme phases defined in this RFP.

The Programme represents a nationally significant transport sector reform that will establish the policy, legislative, institutional and operational foundations required for a sustainable Road User Charging framework in Papua New Guinea.

The successful Proponent will provide strategic programme management services while working collaboratively with the PNG Road Fund, Government agencies, development partners and industry stakeholders.

The services required under this RFP are described throughout this document and in the attached appendices.

3.1 Contact Officer

The Contact Officer for this RFP is: Mr Kennedy Kepas

Position: Procurement Officer, PNG Road Fund

Email: ruc@pngroadfund.gov.pg

Postal Address: PO Box 2578, BOROKO, NCD

All enquiries relating to this RFP shall be submitted in writing to the Contact Officer.

No other officer of the PNG Road Fund is authorised to provide clarification regarding this procurement.

4. CONDITIONS OF SUBMISSION

The procurement process shall be conducted in accordance with the PNG Road Fund's approved procurement policies and delegated procurement authorities.

The following conditions apply to this procurement:

- Proponents shall submit proposals in accordance with this RFP.
- Proposals shall remain valid for ninety (90) days from the closing date.
- PNG Road Fund reserves the right to amend, suspend or cancel this procurement at any time.
- Submission of a proposal does not create any contractual relationship.
- PNG Road Fund is not liable for costs incurred by proponents in preparing proposals.
- PNG Road Fund may request additional information or clarification during evaluation.
- Late proposals may be rejected.
- The successful Proponent shall enter into a Programme Management Services Agreement.

4.1 Confidentiality

All information contained within this RFP shall be treated as confidential unless otherwise authorised by the PNG Road Fund.

4.2 Conflict of Interest

Proponents shall disclose any actual, perceived or potential conflicts of interest that may arise in relation to this procurement.

4.3 Procurement Integrity

PNG Road Fund expects the highest standards of honesty, fairness and integrity throughout this procurement process.

Any attempt to improperly influence the procurement process may result in disqualification.

4.4 Clarifications

Questions regarding this RFP shall be submitted in writing before the clarification closing date.

Responses may be circulated to all proponents where appropriate.

5. BACKGROUND

5.1 Overview

The PNG Road Fund was established under the **Road (Management and Fund) Act 2020** to manage the Road Maintenance Trust Fund and ensure the sustainable financing of maintenance and safety of Papua New Guinea's National Road Network.

Road transport accounts for the overwhelming majority of passenger and freight movement within Papua New Guinea. The long-term sustainability of the national road network depends upon a reliable and equitable funding system capable of responding to increasing transport demand, growing freight movements and changing vehicle technologies.

Traditional road funding mechanisms are becoming increasingly constrained. The PNG Road Fund has therefore initiated the **National Road User Charging (RUC) Programme** to establish a modern road user charging framework that aligns road usage with road funding and supports the long-term preservation of national road assets.

The Programme forms one of the PNG Road Fund's highest strategic priorities and is intended to provide the policy, legislative, institutional and operational foundations necessary for future implementation of Road User Charging across Papua New Guinea.

5.2 Purpose of this Procurement

The purpose of this procurement is to appoint a suitably qualified Programme Management Partner to provide Programme Management Services for the National Road User Charging Programme over a twenty-four (24) month contract period, covering Phase 1 and Phase 2 as defined in the National RUC Programme Framework.

The successful Proponent will work closely with the PNG Road Fund to manage, coordinate and progressively deliver the Programme through a structured programme management approach, ensuring that agreed deliverables, Programme Projects, procurements and implementation activities are completed to the required quality, within approved budgets and agreed timeframes.

6. NATIONAL ROAD USER CHARGING PROGRAMME

6.1 Programme Vision

To establish a modern, equitable and sustainable Road User Charging framework that secures long-term funding for the preservation, maintenance and safe operation of Papua New Guinea's road network.

6.2 Programme Objectives

The National RUC Programme seeks to:

- strengthen the long-term sustainability of road maintenance funding;
- modernise national road funding policy;
- establish an enabling legislative framework;
- define institutional responsibilities for Road User Charging;
- improve transport intelligence and revenue collection systems;
- support evidence-based investment decisions;
- improve transparency, accountability and financial sustainability.

6.3 Programme Phases

The Programme will be delivered progressively through two integrated phases.

Phase 1

Programme Establishment, Legislative Reform, Investment Decision & Priority Programme Projects

Phase 2

System Design, Procurement, Implementation, Deployment & Optimisation

Phase 2 combines the former systems-readiness and national implementation stages into a single integrated delivery phase, allowing approved solutions and Programme Projects to progress from design and procurement through implementation, deployment and optimisation without an artificial phase break.

Progression of individual Phase 2 activities remains subject to applicable Government and PNG Road Fund approvals, funding availability, procurement requirements and investment decisions.

7. SCOPE OF PROGRAMME MANAGEMENT SERVICES

The Programme Management Partner shall provide all professional services necessary to successfully manage and coordinate the National Road User Charging Programme throughout the 24-month contract period, including Phase 1 reforms, priority National RUC Programme Projects already under development or procurement, and approved Phase 2 systems, procurement, implementation, deployment and optimisation activities.

The scope shall include, but not necessarily be limited to, the following work packages.

Work Package 1 – Programme Management

- Programme mobilisation
- Programme planning
- Programme scheduling
- Programme governance
- Programme administration
- Programme reporting
- Programme quality assurance
- Programme controls
- Programme management of National RUC Programme Projects
- Procurement and implementation oversight
- Programme and project interface management
- Contractor, consultant and supplier coordination
- Project schedule and milestone monitoring
- Programme-level budget and expenditure monitoring
- Project risk and issue management
- Reporting on National RUC Programme Projects

Work Package 2 – Policy Development

Preparation of the National Road User Charging Policy including:

- policy research
- stakeholder consultation
- international benchmarking
- policy drafting
- implementation strategy

Work Package 3 – Legislative Reform

Preparation of legislative reforms including:

- review of existing legislation
- drafting instructions
- National Road User Charging Bill
- supporting Regulations

- consequential legislative amendments

Work Package 4 – Institutional Framework

Development of:

- Governance Framework
- Institutional Functions and Responsibilities Framework
- Collection Framework
- Compliance Framework
- Revenue Administration Framework

Work Package 5 – Economic and Financial Analysis

Preparation of:

- National Business Case
- Cost-benefit analysis
- Revenue modelling
- Financial modelling
- Funding scenarios
- Economic impact assessment

Work Package 6 – Stakeholder Engagement

Management of stakeholder engagement with:

- Government Agencies
- Provincial Governments
- Industry
- Transport operators
- Development Partners
- Private Sector

Work Package 7 – Programme Communications

Preparation and implementation of:

- Communication Strategy
- Consultation Plan
- Public Awareness Strategy
- Executive Briefings

Work Package 8 – Implementation, Transition & Deployment Planning

Preparation of:

- Implementation Roadmap
- Procurement Strategy
- Programme Transition Plan
- Phase 2 Implementation and Deployment Readiness Assessment

Work Package 9 – Specialist Advisory Services

Where approved by PNG Road Fund, coordinate specialist advisers including:

- Legislative drafting
- Transport economics
- ITS
- Revenue systems
- Data analytics
- Financial modelling
- Procurement
- ICT architecture

Work Package 10 – National RUC Programme Projects

The Programme Management Partner shall provide programme management, coordination, oversight and integration of priority projects forming part of the National RUC Programme, initially including:

- Nadzab Land Transport Precinct – RUC Data and Monitoring Base
- National Weigh-in-Motion Systems (WIMS) Programme
- National Weighbridge Programme

Services shall include programme planning, procurement and implementation coordination, schedule and milestone monitoring, risk and issue management, stakeholder coordination, specialist and contractor interface management, reporting, implementation readiness and integration with the broader National RUC Programme.

The Programme Management Partner shall not displace the contractual, professional or statutory responsibilities of appointed contractors, suppliers, consultants, engineers or Government agencies.

8. PROGRAMME DELIVERABLES

The successful Proponent shall deliver, at a minimum:

1. Programme Management Plan

- Programme Governance Framework
- National RUC Policy
- Legislative Framework
- National Road User Charging Bill
- Institutional Framework
- Revenue Collection Framework

2. Business Case

- Economic Assessment
- Revenue Models
- Financial Models

3. Stakeholder Engagement Strategy

- Communications Strategy
- Programme Risk Register
- Monthly Reports
- Quarterly Reports
- Board Reports
- Final Programme Completion Report

Additional or revised deliverables within the scope of the Programme Management Services may be agreed during Programme delivery. Any material expansion of the contracted scope shall be subject to an approved Programme Variation and applicable procurement and financial requirements.

9. PROGRAMME GOVERNANCE

The Programme shall be governed through the following structure.

1. PNG Road Fund Board
2. Chief Executive Officer
3. Programme Steering Committee
4. Programme Management Partner
5. Specialist Advisers
6. Technical Working Groups

The Programme Management Partner shall report directly to the Chief Executive Officer or an authorised delegate.

10. PROGRAMME TIMELINE

Milestone	Date
Issue of RFP	17 August 2026
Closing Date	31 August 2026
Evaluation	1 September 2026
Negotiations	2 September 2026
Contract Award	3 September 2026
Programme Mobilisation	4 September 2026
Programme Commencement	7 September 2026

PNG Road Fund reserves the right to amend these dates.

11. PROPOSAL REQUIREMENTS

Proponents shall submit:

Technical Proposal

- Understanding of the assignment
- Proposed methodology
- Programme delivery approach
- Work programme
- Risk management approach
- Quality assurance
- Organisation structure
- Key personnel
- Relevant experience

Financial Proposal

The Financial Proposal shall include:

- Lump sum fee proposal
- Schedule of rates
- Reimbursable expenses
- Assumptions
- GST (where applicable)

12. EVALUATION CRITERIA

Criteria	Weight
Understanding of Assignment	30%
Methodology and Delivery Approach	20%
Relevant Experience	15%
Key Personnel	15%
Organisational Capability	10%
Financial Proposal	10%
TOTAL	100%

Understanding of Assignment will assess the Proponent's demonstrated understanding of the National RUC Programme objectives, legislative and institutional context, Programme phases and interdependencies, priority Programme Projects including Nadzab, WIMS and weighbridges, key implementation risks, and the relationship between policy reform and practical implementation.

The evaluation panel may request interviews or presentations from shortlisted proponents.

13. QUALIFICATION REQUIREMENTS

Proponents shall provide:

- IPA Certificate
- IRC TIN Certificate
- GST Registration (where applicable)
- Company Profile
- Key Personnel CVs
- Relevant Project References

14. LODGEMENT OF PROPOSALS

Proposals shall be received no later than 4:06 pm PNG Time on Monday, 31 August 2026.

Late submissions may not be considered.

The submission shall comprise:

- Technical Proposal
- Financial Proposal
- Completed Schedule of Particulars
- Supporting documentation

The method of submission and contact details are specified in the RFP Particulars.

15. SCHEDULE OF PARTICULARS

RFP Title: National Road User Charging (RUC) Programme – Programme Management Services

Project No.: RUC PMS 01/26 **Date of Issue:** 17 August 2026

Please complete this Schedule in full and submit it as the first page of your Proposal.

Particular	Details
Registered Company Name	
IPA Registration No.	
IRC TIN No.	
Registered Address	
Postal Address	
Contact Person	
Position	
Telephone	
Mobile	
Email	
Authorised Representative	
Signature	
Date	

APPENDIX A



NATIONAL ROAD USER CHARGING (RUC) PROGRAMME FRAMEWORK

2026–2030

1. PROGRAMME OVERVIEW

The National Road User Charging (RUC) Programme is a national transport funding reform programme established to strengthen long-term road maintenance funding sustainability and support implementation of the Road (Management and Fund) Act 2020.

The Programme responds to:

- Expansion of Papua New Guinea's national road network to more than 13,750 kilometres;
- Increasing maintenance obligations arising from Connect PNG and future network growth;
- Growing freight demand and heavy vehicle impacts on road infrastructure;
- Increasing pressure on existing road funding mechanisms;
- The need for improved transport intelligence, road asset preservation and road safety outcomes;

- The need for sustainable, transparent and accountable road funding arrangements.

The Programme supports the objectives of the Road Maintenance Management Plan (RMMP) 2025–2040 and establishes a pathway towards a sustainable, predominantly user-funded road maintenance funding framework.

2. PROGRAMME VISION

A sustainable, transparent and technology-enabled road funding system that supports the long-term maintenance, preservation, safety and resilience of Papua New Guinea's road network.

3. PROGRAMME MISSION

To develop and progressively implement governance, policy, legislative, institutional, operational and technological frameworks required to support sustainable road funding and future Road User Charging systems in Papua New Guinea.

4. PROGRAMME OBJECTIVES

The Programme will:

- Strengthen implementation of the Road (Management and Fund) Act 2020;
- Support implementation of the Road Maintenance Management Plan (RMMP) 2025–2040;
- Improve long-term road maintenance funding sustainability;
- Establish a user-pays road funding framework;
- Improve road asset preservation;
- Improve transport intelligence capability;
- Improve freight monitoring and heavy vehicle management;
- Improve road safety outcomes;
- Strengthen institutional coordination and accountability;
- Establish future readiness for modern Road User Charging systems.

5. GUIDING PRINCIPLES

Sustainable Road Funding

Funding arrangements must support long-term maintenance obligations and future network growth.

User Pays

Road users should contribute fairly toward the maintenance and preservation of road infrastructure.

Road Asset Preservation

Funding and monitoring systems must support protection of national road assets.

Transparency & Accountability

Revenue collection, administration and expenditure must be transparent, auditable and accountable.

Institutional Separation

Funding administration, revenue collection, regulation, infrastructure management and enforcement functions shall remain clearly defined and separated.

Data-Driven Decision Making

Policy, planning and investment decisions shall be supported by reliable transport intelligence and evidence.

Provincial Participation

Provincial Governments shall be afforded opportunities to participate within the national road funding framework through approved Road Authority arrangements and maintenance planning processes.

6. STRATEGIC BENEFITS

Government

- Sustainable road funding;
- Reduced dependence on direct budget appropriations;
- Better infrastructure planning and investment decisions;
- Reduced maintenance backlogs.

PNG Road Fund

- Stronger implementation of statutory functions;
- Improved revenue sustainability;
- Enhanced planning and monitoring capability;
- Improved accountability and governance.

Provincial Governments

- Improved road maintenance outcomes;
- Greater participation through Road Authority provisions;
- Enhanced planning capability;
- Improved economic connectivity.

Road Users

- Better roads;
- Safer roads;
- Improved freight efficiency;
- Reduced vehicle operating costs.

Industry

- Improved network reliability;
- Reduced transport costs;
- Improved freight movement;
- Enhanced economic productivity.

7. GOVERNANCE PRINCIPLE

The Programme adopts the principle of institutional separation.

PNG Road Fund

Responsible for:

- Revenue administration;
- Funding management;
- Programme coordination;
- Monitoring and reporting.

Statutory Collecting Bodies

Responsible for:

- Collection of prescribed road-related revenues;
- Remittance in accordance with legislation.

Road Traffic Authority

Responsible for:

- Road transport regulation;
- Licensing;
- Compliance functions.

Department of Works & Highways

Responsible for:

- Infrastructure ownership;
- Asset management;
- Engineering standards.

Enforcement Agencies

Responsible for:

- Enforcement;
- Compliance monitoring;
- Operational support.

8. PROVINCIAL GOVERNMENT PARTICIPATION FRAMEWORK

The Programme recognises Provincial Governments as important stakeholders in sustainable road funding.

Phase 1 shall examine mechanisms through which Provincial Governments may participate within the national road funding framework where recognised as Road Authorities under applicable legislation.

Key areas include:

- Road Authority eligibility;
- Provincial maintenance planning;
- Work plan frameworks;
- Funding application processes;
- Performance-based funding arrangements;
- Provincial transport intelligence requirements;
- Coordination with national agencies.
- Expected benefits include:
- Improved maintenance outcomes;
- Better access to road funding opportunities;
- Improved connectivity;
- Enhanced planning capability;
- Improved road safety outcomes.

9. PROGRAMME DELIVERY PRINCIPLE

The National RUC Programme recognises that delivery of complex governance, policy, legislative, economic and technological reforms may require specialist expertise.

Specialist advisers may be engaged where required, including:

- Legislative Drafting Specialists;
- Legal Advisers;
- Transport Economists;
- Revenue Modelling Specialists;
- Financial Modelling Specialists;
- Road User Charging Specialists;
- Intelligent Transport Systems Specialists;
- Transport Intelligence Specialists;
- Technical Review Consultants.

Specialist services shall be funded separately from consultancy fees through approved programme budgets.

10. PROGRAMME PHASES

PHASE 1

Governance, Policy, Legislative Development, Priority Programme Projects & Investment Decision

Programme Establishment and Foundation Period

Purpose

Establish the governance, institutional, policy, legislative and investment foundations required for Government and the PNG Road Fund to determine and authorise the future direction of the National Road User Charging System, while actively managing and progressing priority National RUC Programme Projects already in development, procurement or implementation preparation.

Reform Areas

Governance & Institutional Reform

- National RUC Governance Framework;
- Institutional Functions & Responsibilities Framework;
- Statutory Collecting Bodies Framework;
- Provincial Government Participation Framework.

Sustainable Road Funding Reform

- Sustainable Road Funding Framework;
- Revenue Sustainability Assessment;
- Funding Gap Assessment;
- Cost Allocation Framework.

Policy & Legislative Reform

- National RUC Policy;
- RFMA Review & Reform Recommendations;
- Legislative Gap Analysis;
- National Road User Charging Bill (Finalised).

Business Case & Investment Assessment

- National RUC Business Case;
- Revenue Modelling;

- Economic Assessment;
- Cost-Benefit Analysis;
- Investment Assessment.

System Options Assessment

Assessment of:

- Fuel Levy Reform;
- Registration-Based Charging;
- Distance-Based Charging;
- OBU-Based Charging;
- Electronic Tolling;
- Hybrid Charging Models.

Programme Development

- National RUC Programme Framework;
- National RUC Concept of Operations;
- National RUC Implementation Roadmap;
- Phase 2 Integrated Investment, Implementation & Delivery Plan.

Priority Programme Projects

Nadzab Land Transport Precinct – establish and progress the RUC Data and Monitoring Base and Programme Project Office;

National WIMS Programme – oversee current procurement, technical coordination, implementation readiness, programme interfaces, risk and schedule management;

National Weighbridge Programme – oversee current procurement and preparatory activities, implementation readiness, programme interfaces, risk and schedule management;

Integrate WIMS and weighbridge activities with the emerging National RUC policy, institutional, transport intelligence, compliance and charging architecture.

Strategic Outcome

Government possesses a complete governance, policy, legislative and investment package supporting an informed decision regarding implementation of the National RUC System, including a finalised National Road User Charging Bill ready for Government and Parliamentary consideration.

Indicative Investment

TBA

PHASE 2

System Design, Procurement, Implementation, Deployment & Optimisation

Integrated Delivery Phase

Purpose

Translate approved Phase 1 recommendations and investment decisions into designed, procured, implemented and progressively deployed National RUC and Transport Intelligence solutions, with ongoing optimisation as systems and Programme Projects enter operation.

Delivery Areas

Transport Intelligence, WIMS & Weighbridge Delivery

- National Transport Intelligence Framework and operating model;
- National WIMS architecture, procurement, implementation and progressive deployment;
- National Weighbridge architecture, procurement, implementation and progressive integration;
- ANPR and complementary transport intelligence framework and deployment planning.

System Architecture & Digital Delivery

- Detailed National RUC System Architecture;
- Back Office and customer management design and implementation;
- Data Governance and Data Sharing Frameworks;
- Revenue Management, payment and reconciliation architecture;
- ICT integration with relevant PNG Road Fund and Road Traffic Authority systems.

Charging Technology & Revenue Systems

- e-Tolling and electronic charging design and implementation where approved;
- OBU and distance-based charging design and implementation where approved;
- Unified payment and revenue collection arrangements;
- Customer, compliance and account management capability.

Procurement, Implementation & Programme Project Delivery

- Procurement strategies, technical specifications and tender documentation;
- Procurement and evaluation support;
- Implementation planning, contract and supplier interface coordination;

- Programme management of Nadzab, WIMS, Weighbridge and other approved National RUC Programme Projects.

Pilot, Deployment & Operational Transition

- Pilot corridor selection and implementation where approved;
- Pilot testing, revenue testing and compliance validation;
- Progressive national deployment and operational transition;
- Performance monitoring and optimisation.

Institutional Readiness, Compliance & Change

- Capacity building and change management;
- Operating procedures and regulatory implementation;
- Compliance, audit and assurance arrangements;
- Operational readiness of PNG Road Fund, Road Traffic Authority and relevant delivery partners.

Strategic Outcome

Papua New Guinea possesses an approved, designed and progressively implemented National RUC solution, supported by operational transport intelligence, WIMS and weighbridge capability, strengthened revenue collection arrangements and a pathway for continued national deployment and optimisation.

Indicative Investment

TBA

PHASE 2 – CONTINUED

National Implementation, Deployment & Optimisation Activities

Delivered progressively within the integrated Phase 2, subject to approvals, funding and procurement.

Implementation Focus

Implement, operate and optimise approved Road User Charging and Transport Intelligence systems and Programme Projects as they become implementation-ready.

Reform Areas

National Deployment

- National RUC Deployment;
- Progressive National Expansion;
- Operational Service Delivery.

Transport Intelligence Operations

- WIMS Deployment;
- Weighbridge Integration;
- ANPR Deployment;
- Freight Intelligence Systems.

Revenue Operations

- Revenue Collection Operations;
- Revenue Monitoring;
- Compliance Management;
- Audit & Assurance Framework.

Road Asset Protection

- Heavy Vehicle Monitoring;
- Corridor Monitoring;
- Asset Preservation Programmes.

Optimisation & Future Expansion

- Revenue Optimisation;
- Performance Monitoring;
- System Enhancements;
- MDC Readiness.

Integrated Phase 2 Strategic Outcome

Papua New Guinea progressively operates a sustainable, technology-enabled and increasingly user-funded road maintenance funding framework supported by modern Road User Charging, revenue collection and Transport Intelligence systems.

Indicative Investment

TBA

11. CONSEQUENCES OF INACTION

Failure to strengthen road funding sustainability may result in:

- Increasing maintenance backlogs;
- Accelerated road deterioration;
- Higher rehabilitation costs;
- Reduced freight efficiency;
- Reduced road safety outcomes;
- Increased pressure on Government finances;
- Reduced ability to maintain the expanding national road network.

12. PROGRAMME OUTCOME BY 2030

By 2030, Papua New Guinea will possess:

A Sustainable Road Funding Framework

- A dedicated and sustainable funding framework capable of supporting long-term maintenance and preservation of the national road network.

A User-Pays Road Funding System

- A modern road user charging framework founded on the principle that road users contribute fairly towards the maintenance and preservation of road infrastructure.

A Complementary Legislative Framework

- A fully implemented Road (Management and Fund) Act 2020; and
- A complementary Road User Charging Act establishing modern charging, collection, compliance, enforcement and technology-enabled road user charging arrangements.

A Strengthened Road Maintenance Trust Fund

- Sustainable and predictable road-related revenues supporting the Road Maintenance Trust Fund through ring-fenced funding arrangements.

Improved Road Asset Preservation

- Reduced road deterioration through sustainable funding, transport intelligence and road asset protection systems.

Improved Maintenance Outcomes

- Improved road condition outcomes and reduced maintenance backlogs across the national road network.

Enhanced Transport Intelligence Capability

- National capability for freight monitoring, corridor intelligence, heavy vehicle monitoring and transport analytics.

Improved Road Safety Outcomes

- Safer roads through improved maintenance standards, asset preservation and evidence-based planning.

Stronger Institutional Coordination

- Clearly defined roles, responsibilities and accountability across agencies involved in road funding, transport regulation, infrastructure management and enforcement.

APPENDIX B

STATEMENT OF REQUIREMENTS

Project No.: RUC PMS 01/26

1. PURPOSE

The purpose of this Statement of Requirements (SoR) is to define the minimum services required by the PNG Road Fund for the provision of Programme Management Services for the National Road User Charging (RUC) Programme over the 24-month contract period.

The PNG Road Fund seeks to appoint a suitably qualified and experienced Programme Management Partner capable of providing strategic leadership, technical expertise and programme management services to support Programme establishment, reform, Programme Project delivery, systems development, procurement, implementation, deployment and optimisation in accordance with the two-phase Programme architecture.

This Statement of Requirements establishes the required outcomes, responsibilities and performance expectations. Proponents are expected to demonstrate how they will achieve these outcomes through their proposed methodology, delivery approach and programme management capability.

2. PROGRAMME OBJECTIVE

The objective of the Programme Management Services is to support the PNG Road Fund in establishing and progressively implementing a sustainable, nationally coordinated Road User Charging framework that strengthens road funding, improves transport governance, builds transport intelligence and revenue collection capability, and supports the long-term maintenance and preservation of Papua New Guinea's road network.

3. REQUIRED SERVICES

The successful Proponent shall provide Programme Management Services including, but not limited to, the following.

3.1 Programme Leadership and Management

Provide overall leadership and management of the National RUC Programme, including:

- Programme planning and mobilisation;
- Programme coordination;
- Programme administration;
- Programme scheduling and monitoring;
- Governance support;
- Performance monitoring;
- Programme reporting; and

- Quality management.
- Programme management and oversight of National RUC Programme Projects;
- Procurement and implementation coordination for WIMS and weighbridge projects;

Manage the 24-month Programme across Phase 1 and Phase 2, including controlled transition from policy and investment decisions into approved design, procurement, implementation, deployment and optimisation activities.

- Programme/project interface, risk, schedule and performance monitoring.

3.2 Strategic Advisory Services

Provide strategic advice relating to:

- Road User Charging policy;
- Sustainable road funding;
- Institutional reform;
- Legislative reform;
- Emerging transport technologies;
- Revenue collection systems;
- Transport intelligence; and
- National implementation strategies.

3.3 Policy and Legislative Support

Support the PNG Road Fund in the development and implementation of:

- National policies;
- Legislative reforms;
- Regulations;
- Governance instruments; and
- Other documentation necessary to facilitate implementation of the National RUC Programme.

3.4 Institutional Development

Support the review, design and strengthening of institutional arrangements necessary for the implementation and ongoing management of Road User Charging within Papua New Guinea.

3.5 Financial and Commercial Advisory

Provide financial, commercial and economic advisory services including:

- Revenue analysis;
- Funding options;
- Financial modelling;
- Cost-benefit assessments;
- Commercial strategy; and
- Investment advice.

3.6 Stakeholder Engagement

Support engagement with:

- National Government agencies;
- Provincial Governments;
- Industry stakeholders;
- Development partners;
- Private sector organisations; and
- Other stakeholders identified by the PNG Road Fund.

3.7 Communications and Change Management

Support the development and implementation of communication and change management initiatives that promote understanding, awareness and stakeholder participation throughout the Programme.

3.8 Programme Reporting

Provide regular reporting to the PNG Road Fund on:

- Programme progress;
- Key achievements;
- Programme risks;
- Issues requiring management attention;
- Financial status; and
- Recommendations.

3.9 Specialist Advisory Services

Provide, coordinate or procure specialist expertise where necessary to support Programme delivery.

Specialist expertise may include, but is not limited to:

- Legislative drafting;
- Transport economics;
- Financial modelling;
- Intelligent Transport Systems (ITS);
- Information and Communications Technology (ICT);
- Data analytics;
- Revenue administration;
- Procurement;
- Civil engineering;
- Commercial advisory; and
- Communications.

4. PERFORMANCE EXPECTATIONS

The successful Proponent shall demonstrate the ability to:

- manage complex national programmes;
- coordinate multidisciplinary teams;
- deliver strategic advice to Government;
- engage effectively with multiple stakeholders;
- maintain sound programme governance;
- proactively manage programme risks;
- produce timely, accurate and professional reports;
- deliver value for money; and
- maintain high standards of integrity, professionalism and accountability.

5. COLLABORATION

The Programme Management Partner shall work collaboratively with the PNG Road Fund and its key stakeholders, including:

- PNG Road Fund;
- Road Traffic Authority;
- Department of Transport;
- Department of Finance; and
- Other Government agencies and stakeholders nominated by the PNG Road Fund.

The Programme Steering Committee shall provide strategic oversight of the Programme and shall comprise representatives from:

- PNG Road Fund;
- Road Traffic Authority;
- Department of Transport; and
- Department of Finance.

The Programme Management Partner shall report to the Chief Executive Officer of the PNG Road Fund and support the Programme Steering Committee through the provision of reports, advice and programme updates.

6. PROPOSAL REQUIREMENTS

Proponents are expected to demonstrate how they propose to deliver the Programme.

Submissions should include, as a minimum:

- Understanding of the Programme;
- Proposed Programme Management Methodology;
- Programme Delivery Strategy;
- Proposed Governance Approach;
- Organisation Structure;
- Key Personnel and Resource Plan;
- Proposed Deliverables;
- Proposed Milestones and Programme Schedule;
- Risk Management Framework;
- Stakeholder Engagement Strategy;
- Communications and Change Management Strategy;
- Quality Management Approach;
- Innovation and Value-Added Services; and
- Financial Proposal.

7. PROGRAMME DELIVERY

The PNG Road Fund has intentionally adopted an **outcomes-based procurement approach**.

Accordingly, proponents are **not required to follow a prescribed methodology**. Instead, proponents are encouraged to apply recognised international programme management principles and best practice in developing their proposals.

The successful Proponent will be expected to demonstrate a delivery approach that is practical, innovative, achievable and appropriate to Papua New Guinea's legislative, institutional and operational environment.