



Annual Report



2012

Certification

The Electoral Commission of Papua New Guinea Annual Management Report 2012 describes the major highlights of the Commission as linked to performance measures and is in accordance with the statutory obligation of the Commission and requested by the Office of the Chief Secretary to Government.

The report reflects the Commission's internal reporting process that manages reports from the Key Results Areas and is subject to and issued in connection with the provisions of the roles and responsibilities of the Electoral Commission to the Independent State of Papua New Guinea and its citizens.



ANDREW S. TRAWEN, CMG, MBE
Electoral Commissioner

Abbreviations and Acronyms

'ABA'	means Activity Bank Account
'ABG'	means Autonomous Bougainville Government
'AEC'	means Australian Electoral Commission
'AIDS'	mean Acquired Immuno-Deficiency Syndrome
'BRIDGE'	means Building Resources in Democratic Governance and Elections
'CFC'	means Cash Funds Certificate
'CSO'	means Civil Society Organisations
'DEC'	means Deputy Electoral Commissioner
'EM'	means Election Manager
'ESP'	means Electoral Support Program
'GEFCO'	means General Election Finance Committee
'GoPNG'	means Government of Papua New Guinea
'HIV'	means Human Immuo-Deficiency Virus
'ICAB'	means Information Communication Awareness Branch
'ICT'	means Information and Communication Technology
'IDEC'	means Inter-Departmental Election Committee
'LLG'	means Local Level Government
'LPV'	means Limited Preferential Voting System
'MTDP'	means Medium Term Development Plan
'PESC'	means Provincial Election Steering Committee
'PASC'	means Provincial Election Steering Committee
'PFM'	means Public Finance Management
'PNG'	means Papua New Guinea
'PNGEC'	means Papua New Guinea Electoral Commission
'SMR'	means Six Monthly Report

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Statement by Electoral Commissioner of Papua New Guinea

31st March, 2013

Mr Manasupe Zurenuoc, OBE
Chief Secretary to Government
Department of Prime Minister and NEC
P.O. Box 639
Morauta Haus
WAIGANI
National Capital District

My Dear Chief Secretary,

RE: ANNUAL REPORT FOR THE YEAR ENDING 31 DECEMBER 2012

The Commission began to fully implement its preparation plan for the 2012 National General Elections in 2011 under its revised Corporate Plan taking into account new priorities.

Individual Branch Plans were updated to ensure activities implemented by the Electoral Commission achieved the desired objectives set out in the Corporate Plan. Personal activity plans of all the staff were also updated to ensure they worked towards achieving the Commission's goals and objectives.

In 2011, the single most important activity the Commission implemented was the maintenance and update of the Electoral Roll in preparation of the 2012 National Elections.

Prior to the nationwide roll update exercise which began in August, Returning Officers for the 89 Open Electorates were appointed replacing those appointed in 2007 as provided for under the Organic Law on National and Local Level Government Elections. Some Election Managers were transferred while two new Election Managers were recruited for the new provinces of Hela and Jiwaka. Enrolment agents were also appointed to assist Election Managers to carry out electoral roll update throughout the country.

In early August 2011, the Commission and the Royal Papua New Guinea Police Constabulary held a joint security conference in Lae with their stakeholders and looked at ways to effectively deliver a security plan that would accommodate and increase security presence in all the polling stations nationwide during the elections. This conference culminated in the signing of an agreement in October 2011 between the PNGEC and RPNGC to work in collaboration with call-out agencies (PNG Defence Force, Correctional Services and the National Intelligence Organization to deliver the 2012 National Elections.

By 27 October 2011, Southern, New Guinea Islands and Momase regions had sent in most of their elector data collected during fieldwork to Port Moresby for auditing and processing while most provinces in the Highlands region were still conducting fieldwork. The late start of the enrolment exercise in the Highlands was mainly due to the untimely release of funds by the Treasury Department.

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Voter enrolment for 2012 elections was carried out using two methods. The first method was the alphabetical order while the second was done by rearranging the roll in family order better known as “Family Order Listing”. Voter enrolment for the rest of the country except Manus was done in the normal alphabetical order while Manus province and the Highlands region had their rolls maintained and updated using the Family Order Listing. The family order listing method was adopted following successful trials done by the Commission in Manus Urban LLG and Yagaria LLG in Lufa, Eastern Highlands province in November 2010.

In 2011, the Commission submitted a funding request of K240 million to the National Government to successfully conduct the 2012 National Elections but was unfortunately allocated only K180 million - a shortfall of K60 million of the total estimate. The reduction forced the Commission to forgo some of its key activities for the 2012 elections. One of the activities was the application of Electronic Verification which was trialed in the Rai Coast, Kandep, North Bougainville and Kundiawa Open electorate by-elections since 2009 and was hailed a success by scrutineers, supporters, candidates and the general public as the best method to scrutinize votes during counting because it has been user friendly and transparent.

With a budget shortfall of K60 million, the Commission revised all its activities in order to work within the limits of the K180 million appropriated in the 2012 National Budget to conduct the 2012 National Elections. The National Government did provide additional budget support of K45 million but there is still a funding shortfall of K15 million. As a result, the Commission is unable to pay all its service providers in the 2012 elections.



ANDREW S. TRAWEN, CMG, MBE
ELECTORAL COMMISSIONER

Statement by Deputy Commissioner – Corporate Services

STEVEN YAKALI
Deputy Commissioner – Corporate Services



Last year (2012) was most challenging for the Corporate Services Division as the three branches of Finance, Human Resource (HR) and Information Communication Technology (ICT) played vital supportive roles to the Election Administration Division to manage the 2012 National General Elections.

Most officers had to work long hours and traveled extensively to assist Election Managers and provincial administration staff to carry out their duties professionally.

Officers at the Finance Branch were up to their necks most of the time processing payments for service providers in the 2012 National General Elections while at the same time carrying out routine duties. The Branch also hired several casual staff to ease the burden of extra work load brought about by increased funding to finance national elections activities.

The Electoral Support Program (ESP3) assisted well by providing five regional accountants to supervise expenditure and enforce compliance while the Electoral Commission hired 22 Provincial Accountants to assist Election Managers manage funds in the provinces.

The Information Communication Technology (ICT) Branch played another important role in providing IT services during the entire election period. ICT staff worked extra hours to assist Data Operators entering data for the electoral roll update. They also assisted in setting up the media centre at the Datec building in Gordons where all election results were received from electorates and the Electoral Commissioner's media conferences were held. Transmission of election results was made possible with templates that were introduced late but had been successfully applied by staff from all counting centers throughout the country.

The Human Resources Branch (HR) also had its fair share of the work load. Although short of staff, they lived up to expectation by managing both permanent staff and casuals and a very high number of temporary election workers amounting to more than thirty thousand people. They also executed contracts for Returning Officers and Assistant Returning Officers while at the same time taking care of all personnel matters of permanent staff of the Commission.

Despite many challenges the Corporate Services Division played a vital role in assisting Electoral Commission to successfully deliver the 2012 National General Elections by facilitating the election of all 111 Members to Papua New Guinea's Eight Parliament.

Statement by Deputy Commissioner – Elections Administration

JOHN KALAMOROH
Deputy Commissioner – Elections Administration



The 2012 year was indeed very hectic for the Division. The three branches of Election Operations, Information and Communication and Awareness, and Policy were heavily involved in making sure all the necessary preparations for the conduct of the 2012 National Parliament Elections were in place and then ensuring the actual polling and counting of the results of the nationwide event.

A general national election reaches all units and locations where our people live. Reaching out to the people is not easy as many places are not reachable by road and take many days of travel. The PNGEC therefore works with other government agencies to deliver an election. Important stakeholders from the government include the RPNGC and the PNGDF and the CS. These agencies provided security during the election. The Chief Secretary provided the Chairmanship for the committee that was formed. The Policy Branch became the secretariat to support the IDEC.

The 111 Writs for the election were coordinated by the Branch as well. Copies were made and that was followed by the signing of these by the Governor General. The writs were all sent to the provinces and have all been successfully returned since.

Getting the electoral roll ready by the date set for the issue of the writ was a huge task in itself. Permanent and casual staff worked tirelessly day and night to get it ready. AusAID through the ESP2 Program provided more new computers to assist with the task. The timing was very short and the activity was just managed, printed and sent out for use during the election.

The procurement of materials and supplies, including the printing of the ballot papers and then their dispatch to all the provinces was massive. Our staffs were ably assisted by the Australian Civil Corps, (ACC) staff as well. Coordination was a daily activity but this ensured all the delivery to their destinations in preparations for the actual poll training and the conduct of polling and counting.

Communicating and creating the awareness essential for the election was an enormous task successfully implemented by the Information and Communication and Awareness Branch. The branch was assisted in all the provinces by an array of civil society groups.

The three branches have also provided additional details of activities that were undertaken and are narrated here. In all the 2012 national election was successfully conducted and all the Electoral Commission staff have to be commended for their contributions.

Our Vision, Mission, Values and Primary Responsibilities

Our Vision

A professionally run statutory authority striving for excellence in the planning and conduct of free, fair and safe elections in PNG.

Our Mission

To work with the community, government authorities, media and civil society to plan, and conduct free, fair and safe elections in PNG.

Our Values

The Electoral Commission aims to maintain high standards of ethical behavior and actively encourage all staff to behave in accordance with the following core values:

- To be honest when carrying out electoral duties.
- To respect others (staff, voters, candidates, stakeholders and civil society supporters).
- To support and promote the role of women in elections.
- To be professional and reliable at all times.
- To encourage teamwork and cooperation.
- To be open and transparent, and encourage public participation.

Our Primary Responsibilities

The primary responsibilities of the Electoral Commission are to:-

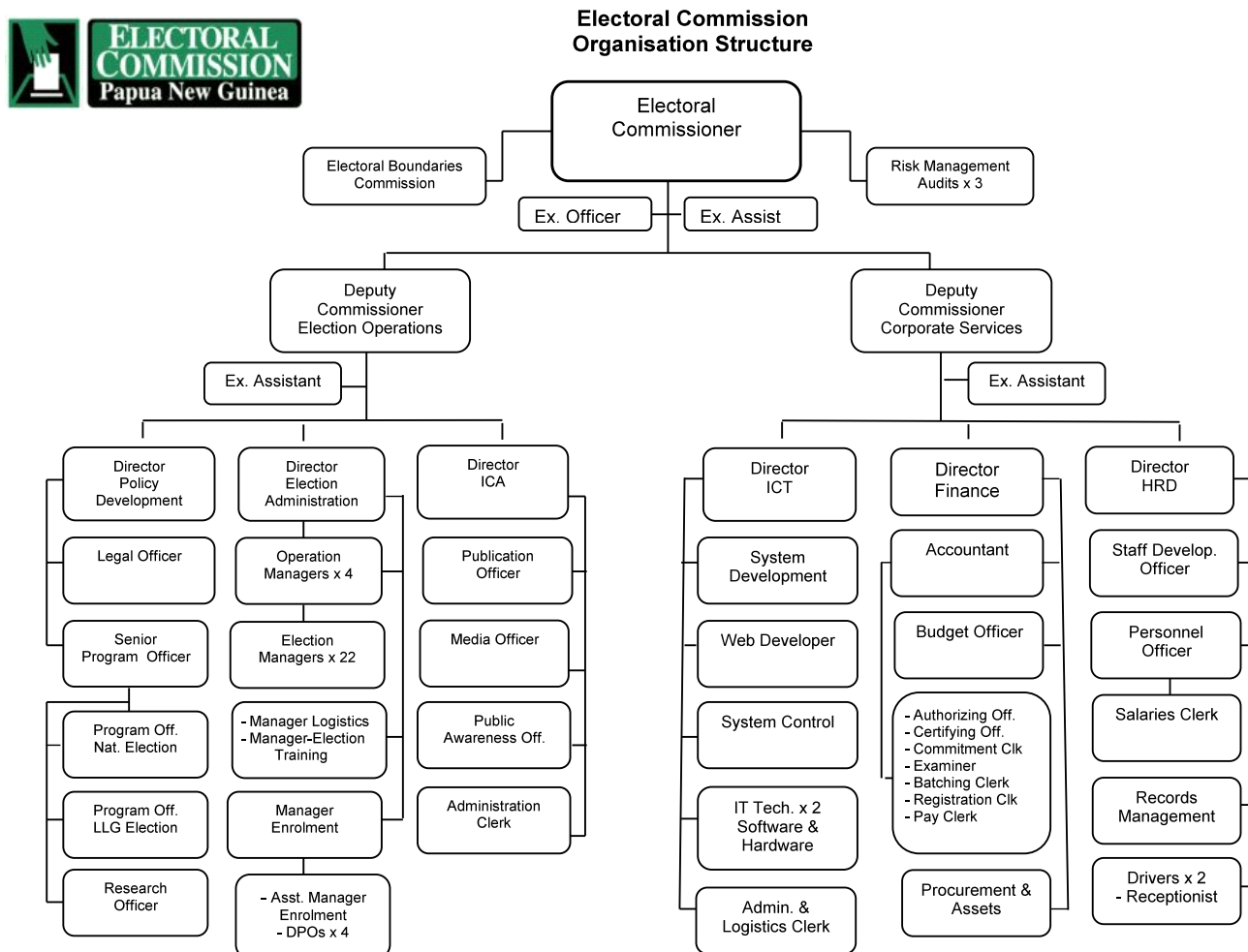
- Organize and conduct elections for the National Parliament, Local-level Government and Industrial Organizations as provided for under the Constitution
- Prepare and maintain the Electoral Roll
- Educate and inform the community
- Support the work of the Boundaries Commission

Organizational Structure

The Commission's organizational structure is completed with five positions already filled following a restructure exercise three years ago which saw an increase in staff strength from 60 to 85 personnel.

The increase was necessitated by job demand brought about by the growth in population resulting in the creation of new LLG wards and the increase in electorates resulting from the creation of two new provinces of Hela and Jiwaka.

The current structure has two deputy commissioners as opposed to the previous arrangement with only one. They are responsible for supervising three branches each with specific functions as illustrated in the diagram below:



BRANCH HIGHLIGHTS ELECTIONS OPERATIONS

MR. JOHN ELLEE Director – Elections Operations



What an exciting year for the Election Operations Branch in our overall performance towards the success of the 2012 National Parliamentary Elections. Being the election year as we all know, this year has brought many new opportunities as well as challenges in our election management processes. As the Director, I am pleased to report that through the committed team efforts in operations, training, logistics and enrolment, we have together contributed towards this successful milestone. Before I discuss our performance, I would like to acknowledge the invaluable support provided by Aus Aid through the deployment of a team of staff under the Australian Civil Corps (ACC) program to work side-by-side with the Operations team facilitate and deliver our election activities. We are also most grateful to both the Australian and New Zealand governments for their 'just-in-time' use of military assets and personnel in our massive logistics distribution and delivery plan.

Our key election preparation activities for the 2012 national elections were to produce an acceptable electoral roll, review all election training manuals and guides, engage and train the temporary election workers across the nation at different levels, and procure and distribute all the necessary logistic requirements for field operations in the 22 provinces. During January and February our focus was concentrated on the completion and delivery of the electoral roll. Pressed for time and despite many criticisms from stakeholders, the government and the wider community, the Electoral Roll maintenance and update program was completed and a principal roll of electors produced for the June elections. The roll was produced in two different formats with the Highlands region using the family order format and the rest of the country with the normal alphabetical format. However, the question of integrity and accuracy of the electors roll continues to be an on-going challenge not only for the branch but the Electoral Commission as an organization. Apart from being heavily involved in the first two months of the year with the electoral roll activities, we also recruited 339 Assistant Returning officers and more than thirty thousand poll workers across the entire country. With the assistance of the Human Resource Branch every temporary electoral worker was recruited and engaged with the signing of a formal contract.

The training of temporary election workers across the country at various levels was conducted successfully by our training team. The team firstly reviewed all the election training manuals and developed a number of new training guides such as the flipcharts and quick-reference guides. Consisting of two consultants, eight master trainers and complimented by a further team of AEC and ACC support personnel, I am happy to report that training for the 2012 elections were well covered beginning with the training of returning officers, assistant returning officers and the record number the polling officials in all aspects of election duties. Our training team also carried out various election trainings for our key stakeholders such as the Police and the Media using the BRIDGE concept on security, media and elections.

The cross-branch coordination of the nomination process will continue to be a challenge due to the ever increasing number of candidates that are nominating to contest in the general elections. Between Policy, ICT and Operations Branches, we processed over four-thousand nomination records for candidates that nominated and contested in this year's election. From these records the candidate posters were produced for the twenty-two provincial and 89 open electorates. A few of these posters were printed off-shore.

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Again with cross-branch support, I am grateful to report that the ballot paper numbers were calculated just-in-time for the printing and packaging and distribution. . I would like to acknowledge and commend everyone who gave in their support to achieve this task successfully.

The procurement and distribution of election logistics on the other hand has always been a major challenge. This massive operation alone consumes a huge chunk of the election logistics budget combining the costs of land, air and sea transport for distribution put together. However, as we say, ballot boxes, voting compartments, indelible ink and the serial plastic seals are our so-called big-name ticket items in elections and without these items, elections could not have been conducted. Apart from the voting compartments that were procured locally, three of these big-name items were procured off-shore. Thirty-thousand pieces of translucent plastic ballot boxes were acquired and distributed with a similar number of plastic tags and indelible ink. Once again, the distribution of these logistics particularly for air transport was made possible with the help of our friends from the Australian and New Zealand air forces.

The Branch has identified some main challenges for next year as we prepare for the 2013 LLG elections. Of course with lack of sufficient funding to conduct these elections our main focus would be to establish dialogue with provincial departments, district administrations and Local Level Governments to co-share this responsibility and are hopeful to deliver the elections successfully with this arrangement. Logistics planning, procurement and distribution continues to be an on-going challenge, but we have commenced planning and have developed a responsive schedule to deal with transport and materials requirements.

We are proud of our achievements from 2012, and look forward with confidence to face the challenges for next year.

MR. JOHN ELLEE

Director – Elections Operations

INFORMATION AND COMMUNITY AWARENESS

MARGARET VAGI

Director – Information and Community Awareness



Information and Community Awareness Branch made a significant contribution in improved awareness and understanding of voters and the community of the PNG Electoral System during the 2012 National Election. There were successful electoral awareness activities around 2012 National Elections and a subsequent shift in focus, involving community participation in support to Civil Society Organizations and non-governmental organizations. The Communication Strategy was fully implemented in 2012 with the core guiding principles with the Information and Community Awareness Branch. The branch officers have been working closely with Civil Society Organizations, Key stakeholders and other networking partners to achieve our activities. There are four regional help desks officers who co-ordinate all the civil society engagements and contracts.

The Training of Trainers Everybody's Business Manual has been re-produced in February 2012 which copies have been printed and given to Civil Society Organizations. The Manual contains topics on Good Governance, Illegal Behavior, Enrolment, LPV and Cross-cutting issues.

The PNGEC has increased its community participation in involving and contracting around 121 civil society organizations based around twenty-two (22) provinces. Most contracted groups were selected in the Highlands Region due to high risk and the remoteness of some of these provinces. Some provinces currently have greater CSO coverage due to their locality and the challenges of communicating information to the particular voting population.

We have also developed new materials on enrolment, family listing, gender, people with disabilities, HIV/Aids and also the amendment of old posters and brochures on LPV, Dos and Don'ts. Materials have been packed and distributed to Election Managers and the Civil Society Organizations.

The Tertiary Youth Networking Partners has been increasing with the involvement of students engaged by the Electoral Support Program 3 at the PNGEC Headquarters each assigned with a Region. There were around 23 Student Group Associations who had undergone training by the branch to conduct election awareness during their Semester Holidays. Out of these groups, the Oro and New Ireland Students have been funded by Electoral Support Program to carry out awareness.

The focus on the advertising campaign has been on enrolment and early campaigning for this year. Most media outlets through electronic and print media have been engaged to disseminate these messages.

For the first time, Information and Awareness Branch engaged a Research Consultant Group who did a survey on the Voter Awareness Program. A report compiled containing this information was presented to the Senior Management Team for their noting. These survey findings indicated that most voters are willing to vote in 2012 National Elections and Momase Region needs greater election awareness to its voters.

Another achievement for the Information and Community Awareness Branch was the establishment of the 2012 National Election Media Centre at Datec Training Centre. The Media Centre had the support staff of three prominent Media Relations officers who were able to support the Electoral Commissioner in his Press Conferences and other media related issues. They were able to have direct contact with Election Managers and Returning Officers for election updates. Access to information released at the Media Centre was more transparent and accountable.

POLICY DEVELOPMENT

BOKI RAGA

Director - Policy Development Branch



The highlight of the year 2012 was the completion of all IDEC meetings in Port Moresby and PESC meetings within various Provinces extending our linkages and networking between the PNGEC and Provincial Administrations in preparations for the 2012 National Elections.

Further to this we had successful joint Workshops for PNGEC/RPNGC held in Lae, Morobe Province, four (4) joint Regional Forums with PNGEC/OC/TIPNG and two workshops for PNGEC/Registrar of Political Parties held in Port Moresby Hideaway Hotel respectively. These workshops were constructive initiatives to support improved Election Governance and co-ordination.

The most significant achievement was the creation and establishing of two new Provinces, Hela Province in the Southern Highlands and Jiwaka Provinces in the Western Highlands Province which brought the total number of Provinces from 20 to 22 Provinces including NCD.

Another achievement was for Policy Branch to facilitate the five (5) Whole-Of-Government Co-ordinators positions through the Electoral Support Program, ESP 3. These positions were (4 Regional and 1 at HQ) was to strengthen the co-ordination between National level (IDEC) and Sub-National (PESC) and were engaged until the conclusion of the 2012 National Elections.

The Policy Development Branch is proud again of its achievements from 2012, and look forward with confidence to face the challenges for this year 2013 and beyond.

HUMAN RESOURCE DEVELOPMENT

CECILY SEVARU

Director - Human Resource Development Branch



The Human Resource Branch worked steadily throughout 2012 to achieve progress both for the Electoral Commission as an Institution and to develop the officers within the branch. HR branch focused to ensure that the Electoral Commission maintained the approved establishment structure, and recruitment was conducted for all position

Human Resource Branch was responsible to recruit over 20,000 election officials in the conduct of election but lacked manpower to implement the process. The support provided by Australian Civil Corp (ACC) assisted and successfully implemented step by step recruitment process. The processes covered: merit base recruitment, formal application forms, established clear contractual obligations through the temporary electoral workers standard services agreement between the Electoral Commission and temporary electoral workers

The management framework for the administration of temporary electoral workers (TEW) is designed the processes and procedures for fair and transparent recruitment and selection of temporary polling officials was developed as a guide. The other highlight is support provided through Electoral Support Program 3, a database an information system developed the temporary electoral workers (TEW) database is an information system developed and used to store temporary electoral workers information. The information system provides the total number officials recruited in each province, electorate or LLGs, and data also indicated 25% females were temporary electoral workers with the large number of females recruited in the National Capital District.

INFORMATION AND COMMUNICATION TECHNOLOGY

ISAIAH AIRE

Director – Information and Communication Technology



Information and Communications Technology Branch is the discipline whereby all of the technology resources of the Commission are managed in accordance with its needs and priorities. These resources include tangible investments like computer hardware, software, data, networks and data centre facilities, as well as the staffs who are employed to maintain them. Managing this responsibility within the Commission entails many of the basic management functions, like budgeting, staffing, and organizing and controlling, along with other aspects that are unique to technology, like change management, software design, network planning, technical support etc.

Year 2012 has now come to pass, in which, ICT Branch has again experienced challenges of trying to cope with business needs to the Commission and advancements in technology. The ICT Branch has been struggling to ensure maintaining value creation made possible by technology. This requires the alignment of technology and Commission strategies. While the value creation for the Commission involves a network of relationships between internal and external environments, technology plays an important role in improving the overall value chain of the Commission. However, this increase requires business and technology management to work as a creative, synergistic, and collaborative team instead of a purely mechanistic span of control.

Most of the major highlights from the ICT Branch were support activities for the 2012 National General Elections and these include:

- ICT user support services within the Commission evolved from the need to devolve support services to all users utilizing the Commission network services and products. This task is handled by ICT user support technicians which acts as the interface between the Commission ICT users and the various network services, developed or acquired by the Commission through ICT Branch. The technicians ensure that users are able to productively, effectively and efficiently access and exploit available network services and resources. The ICT Branch is challenged to ensure that network services are at all times maintained and users are satisfied and happy.
- Support for services required for processing and production of the Electoral Roll is an ongoing major challenge. This includes providing the appropriately developed system for the processing, recording and management of the Electoral Roll data. Further development and enhancements were done to the system to facilitate for auditing processes and printing requirements. Technical assistance was required to support up to 100 computers and about 200 data processing offices during day and night shifts.
- A communication plan designed and implemented that supported 520 electoral officials with the use of the Digicel Close User Group (CUG), three month plan mobile phone service during the 2012 National General Elections. The communication plan also included using the PABX telephony system.
- The use of Tablets was an innovative technology that was used in the transmission of election results from counting centers to a central repository database at headquarters. The results were then automatically forwarded to the website for publishing. This allowed the redesign of the website to facilitate for the publishing of the results and other electoral information.

FINANCIAL MANAGEMENT

MR. REX AU

Director – Financial Management Branch



The Finance branch was restructured together with other branches which increased the number of positions in Finance branch from seven to eleven positions and currently 90% of the positions are substantively filled. The increased staff strength in Finance Branch contributed to a number of achievements since 2010. One of the major achievements was the preparation of both the recurrent and 2012 election budgets. These two PNGEC budgets were appropriated funds in 2012. Moreover, through its whole-of-government approach the Commission reviewed the role of the General Election Finance Sub-Committee (GEFCO) in conduct of the 2012 National General Elections.

At an organizational level an Audit Committee was also established to ensure stringent financial controls were in place for the Commission which promoted zero tolerance to fraud and corruption. To improve the procurement and assets management, financial policies and guidelines on the procurement and asset management were developed and are now used by the Commission staff.

The branch also purchased a procurement and asset management software to assist in the management of procurement and assets. Furthermore, there were refresher finance trainings on the PFM Act, Budget System, Cash Flow Management Reporting and continuous review of the Chart of Accounts.

There was a general shift of focus on financial management. All branches were involved in preparation of PNGEC branch annual plans with clear linkages between the plans and the budget. Finance staff also developed daily individual work plans as linked to the Annual Branch Plans. Some of the finance staff have also attended AEC Bridge Workshops. All branches were involved in the Auditor General's report through responses to queries and concerns during the trial audit sessions. Some of the challenges that are faced by the PNGEC Financial Management include late submission of expenditure reports from provinces and the reconciliation of nomination fees for the 2007 National and 2008 Local-level Government Elections.

Moreover, Provincial Operating Accounts in majority of the provinces are yet to be completed. There are also cash advances paid to certain officers without proper acquittals. Finally, some expenditure was made outside of the actual budgets and also lacked supporting documentation.

INTERNAL AUDIT AND RISK MANAGEMENT

JOAN SAWARABA
Principle Internal Auditor



Internal Audit Branch is independent from all other functions and reports directly to the Electoral Commissioner. Our corporate goal is to monitor and deliver timely and effective financial, audit and risk management policy advice and services. The Internal Audit activity is an independent objective assurance and consulting activity designed to add value and improve the organizations operations. It helps the organization to accomplish its objectives by bringing a systematic disciplined approach to evaluate and improve the effectiveness of risk management control and governance process. Our role is basically to:

- Monitor, asses and analyze organizational risk and controls (Risk Management/Internal Control)
- Review and confirm information and compliance with relevant laws, regulations, contracts, policies and procedures (governance)
- Provide assurance to the Audit Committee, Chief Electoral Commissioner, Management and External Auditors that risks are mitigated and the organizations corporate governance are strong and effective and
- Make recommendations for improvement.

The Public Finances Management Act (PMFA) sets the standards for compliance.

In 2012, Internal Audit planned to audit the funds allocated to the twenty two (22) provinces for Electoral Roll Maintenance programs and election awareness activities. The objective was to gain reasonable assurance that expenditure control mechanism's were in place, accounting records were not materially misstated and there was compliance with laws, regulations, policies, procedures and controls. We completed audits on at least three regions of Momase, New Guinea Islands and the Highlands.

Some issues of major concern raised from the audits related to the many number of cash advances paid out to certain officers and the volume of the advances that still remained un –acquitted, expenditures made outside of the budgeted limits, insufficient documentation to support expenditure, inadequate records and safeguarding of assets.

From the audits, we identified control weaknesses in certain areas and these findings have been reported with appropriate recommendations for improvement.

We also completed three (3) special investigations during that year.

Although our staff strength was reduced by the retirement of our Chief Internal Auditor Mr. Billy Irukovu in August, this has not been a setback. In fact, internal audit completed a record number of audits in 2012 as acknowledged by the Auditor General Office during the interim audit on the Electoral Commission.

The Highlight for the internal audit branch was the privilege to attend trainings and conferences organized through the International Institute of Internal Auditors in Australia and the PNG Institute of Internal Auditors as this provided an outstanding opportunity to stay up-to-date with the latest development, trends and research relevant to the internal audit profession and at the same time enabled the audit team to learn new techniques or to explore emerging issues in greater depth. We also received additional training through the Capacity Building and Mentoring Program arranged by the Department of Finance, Audit and Compliance Division and conducted by Deloitte Touché Tohmatsu.

The only set-back for the year was that the scheduled Audit Committee Meetings did not eventuate due to the hectic Election period.

STRATEGIC ISSUES

- 1. Electoral Roll Improvement**
- 2. Institutional Strengthening to improve the Election Processes**
- 3. Support to Boundaries Commission Review**
- 4. Development of an Electoral Compliance Unit**
- 5. Advocate for PNG Medium Term Development Strategy to include appropriate levels of funding for the Electoral Commission's continuous Improvement Program.**

ELECTORAL ROLL IMPROVEMENT

- Complete an Electoral Commission review of the Family Order Listing Process
- Complete a review of the Roll Display/Verification process
- Bio-metrics: Legislative review/assessment of how to integrate the bio-metrics system. Ensure to maintain/secure PNGEC interest and input for any development by GoPNG for introduction and use of a biometrics system
- Develop/strengthen electoral roll database systems (with ITC)

INSTITUTIONAL STRENGTHENING TO IMPROVE THE ELECTION PROCESS

- Institutional Re-organisation and Personnel
- Review Election Training Model
- Pre Recruitment Training/Accreditation
- Review Procurement to improve PNGEC "Value for Money"
- Establish Standards for Count Centers
- Review Terms of Reference for IDEC and PESC
- Review activities that could assist to re-balance the Security Dominance Costs v Cost of other Election Expenses
- Review/Research the developing a PNGEC Chart of Accounts aligned to GoPNG coding

SUPPORT TO BOUNDARIES COMMISSION REVIEW

- Boundaries Review Commission
- Electoral Commission to provide 2012-2013 electoral roll information to the Boundaries Commission to supplement Census information and to assist with assessment of population distribution to boundaries
- Conduct Public Enquiries regarding boundaries
- Legislative Review: The review should look into an alternative mechanism so as to improve the chances for carriage of the Boundaries Commission's recommendations - maybe establishment of an independent authorizing body.

DEVELOPMENT OF AN ELECTORAL COMPLIANCE UNIT

- Research/Review Legislation regarding Polling and campaigning.
- To be undertaken by Policy Branch. The review would result in a clear understanding of what the current legislation about polling and campaigning.
- Establishment of Investigative/Compliance Unit
- Establishment of an “Investigative/Compliance Unit would be the conduit to develop methods address illegal behaviour during the campaign and polling periods and to apply the law for breaches of Election Laws
- This would cover behaviour of:
 - Voters
 - Candidates
 - Electoral Commission officials
 - External Partners (Security Forces)

ADVOCATE FOR PNG MTDS TO INCLUDE APPROPRIATE LEVELS OF FUNDING

We recognise that improving the Election Processes is a long-term continuous cycle and our improvement initiatives and activities are planned over a five year program. PNGEC will focus on Budget development and submission based on that cycle; however this will also require recognition from GoPNG that appropriate levels of funding are made available throughout 2013-2017.

KEY RESULT AREAS

KEY RESULT AREA I:

ELECTIONS ADMINISTRATION

Corporate Goal 1

To conduct free, fair and safe elections in accordance with the Organic Law on National and Local-Level Government Elections and supporting Regulations.

Objectives

- Election planning is improved using detailed plans, schedules and objectives
- Effectiveness of the provincial electoral office operations is improved
- Learn from action learning, problem solving and trialing improvement strategies.
- Develop effective networks and encourage collaboration at the provincial level.
- Well coordinated logistics planning and implementation

Corporate Goal 2

To continually improve the accuracy and integrity of the Electoral Roll.

Objectives

- To Improve the Electoral Roll and voter identification processes.
- To improve the management of Electoral Roll data systems.
- To encourage the participation of government officials, civil society and the community in the development of the Electoral Roll.

2012 Highlights	Our Performance
Recruitment & Training of ROs	<ul style="list-style-type: none"> • Recruitment of 89 ROs in collaboration with HR and Policy Branches
Conducted Regional Workshops	<ul style="list-style-type: none"> • Enrolment Training of Ems and ROs in 4 Regions
Implemented various election and operational trainings	<ul style="list-style-type: none"> • Bridge Media & Elections • Bridge Security Training • Family Order Training • Review & implemented FO listing manuals
National Electoral Roll Update	<ul style="list-style-type: none"> • Implemented nation-wide Roll Update with Development Budget Funding for the first time. • Family Order Listing (Highlands) • Alphabetical listing (rest of the country) • Recruitment of DPOs at the Enrolment Section
Implementation of Logistics Management Plan	<ul style="list-style-type: none"> • Securing of Warehouse in Port Moresby • Commenced procurement of big-name items such as Ballot Boxes, Indelible Ink, Plastic Seals and Ballot Paper • Preparation of logistics schedules (transport and procurement) • Receiving of EOLs from Service Providers

Major Challenges and Lessons Learnt:

- 2013 Election Plan
- 2013 Training Plan
- Completion of Electoral Roll Update
- Managing Quality Control on Roll update
- Poor monthly reporting by Ems on the activity plans and lack of acquittals/expenditure reports
- Reporting and monitoring of the Development Budget expenditure
- Availability of funds when required/needed (internal management)
- Monitoring and control of Electoral Budgets
- Recruitment of Assistant Ems, AROs
- Drawing-up of Transport(air, land and sea) and Polling Schedules
- Engagement of the Required number of choppers
- Lack of Operations Managers backup support
- Management of Activity Plans



Pictured left is the Director Elections Operations Branch and the four regional Operations Managers while pictured right is the Enrolment Section team.

KEY RESULT AREA 2: INFORMATION AND COMMUNITY AWARENESS

Corporate Goal I

To deliver voter information and awareness campaigns through vibrant partnerships with government, business and community organisations.

Objectives

- To establish and maintain effective partnerships with key stakeholders to deliver voter education
- To educate voters in urban, rural and remote locations on the importance of the electoral process
- To produce with stakeholders a range of awareness materials which mainstream positive HIV/AIDs and gender equality messages
- To run an effective media campaign leading up to the 2012 Elections.

2012 Highlights	Our Performance
CSO Refresher Awareness Training	<ul style="list-style-type: none"> • Refresher Trainings conducted for CSOs in the four regions. • 4 Regional Training Workshops with CSOs, Community Policing and other stakeholders • Provincial TOT for Morobe, Madang, Autonomous Region of Bougainville, East New Britain provinces • Extension of contracts for 20 CSO groups • ICA staff are able to facilitate training, contracts for CSOs, as well as acquittals and report progress. • Site visit to see CSOs on field visits • Database established for CSOs to monitor performance
Contractual Arrangements	<ul style="list-style-type: none"> • Contracts signed for 121 CSO groups • Extension of engagement of 2 CSO Contract Officers • CSO Monitoring and Evaluation Assessment • Branch staff are able to communicate effectively with CSOs and also
Field Reports to support Awareness Training by Staff, CSOs and Youths	<ul style="list-style-type: none"> • Field Reports on TOT from ICA staff • Reports on Youth Networking from Tertiary Students • Reports from CSO Contracted officers and groups
Development of Awareness Materials	<ul style="list-style-type: none"> • New awareness materials for enrolment, disability, good governance, gender, billboards, t-shirts • Every body's Business Manual for Awareness and Training • Mainstreaming gender HIV/Aids materials on materials • Reviewing and Re-printing of awareness materials on LPV
Deliver ongoing awareness Programs in Headquarters and Provinces	<ul style="list-style-type: none"> • Awareness programs by CSOs in Central, Madang, West Sepik, New Ireland and NCD. • Election Awareness in Namatanai during Mask Festival
Networking with Stakeholders to deliver election awareness	<ul style="list-style-type: none"> • Establishment of Committee for People with Disabilities • Two consultative meetings for People with Disabilities

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2012 Highlights	Our Performance
Advertising with Media Outlets on Election Messages	<ul style="list-style-type: none"> • Production of advertisements for TV, Radio and Newspapers • Radio Talk-back shows with NBC, FM 100 • Electoral Notices, Press Releases, Speeches, Publications • Advertising Contracts with PNG FM, FM 100, Wantok Radio Light, NBC, EMTV, Kundu2 TV • Advertisements inclusive of messages on enrolment, family listing, early campaigning, gender, disability, HIV/Aids etc • Engagement of 3 Media Relations Support staff • Voter Awareness Project Survey
Youth Partnership	<ul style="list-style-type: none"> • Election Walks in NCD, Popondetta, Vanimo and EHP Provinces. • Battle of the bands for NCD Secondary Schools • Training conducted for Youth Networking Tertiary Students in NCD, Gulf, Morobe, Western Highlands, Oro, EHP and Chimbu. • IBS School debate support • Funding of Tertiary Institutions for Awareness programs
Conduct of Debrief for CSOs , Content and Advertising Campaign	<ul style="list-style-type: none"> • Conduct of de-brief workshop with CSOs and Election Managers on challenges and improvements • Conduct of Content Review Workshop on Advertising Campaign and Awareness Materials.

Major Challenges and Lessons Learnt:

- The co-ordination of Tertiary Youth Networking at HQ and provinces
- Development of new Website, New Domain
- Establishing and progressing of the Information Resource Centre
- The need for Staff Commitment and response to deadlines on allocation of tasks
- The need to emphasis on the Code of Conduct for CSO and PNGEC Staff
- Development of creative and targeted awareness materials with CSOs
- Response on the effectiveness of Media Policy for PNGEC



Pictured is the Information and Community Awareness Branch team.

KEY RESULT AREA 3: POLICY DEVELOPMENT

Corporate Goal 1

To facilitate an organization wide approach to development of policies and guidelines

Objectives

- To ensure consistent approach across the organization to policy development and management
- To maintain currency and accuracy of all electoral forms, instruments and election manuals

Corporate Goal 2

To empower voters and candidates to participate in free, fair and safe elections and strengthen the nations' democracy through legislative reform

Objectives

- On-going review of electoral laws and regulations
- Provide information to candidates and political parties
- Develop strategies to decrease electoral fraud, improve safety and security at elections and reduce the number of election petitions

Corporate Goal 3

To foster a whole of government approach to election management

Objectives

- To use the Interdepartmental Electoral Committee (IDEC) as the cornerstone for Whole of Government (WoG) action to support election management
- Building a strong network of Provincial Election Steering Committees (PESC) and Sub-Committees

2012 Highlights	Our Performance
The completion of all IDEC meetings in Port Moresby and PESC meetings in various Provinces	<ul style="list-style-type: none"> • Extending our linkages and networking between the PNGEC and Provincial Administrations for the 2012 National Elections
Conducted joint Workshops for PNGEC/RPNGC/Registrar of Political Parties & Candidates/OC and TIPNG	<ul style="list-style-type: none"> • Workshops were constructive initiatives to support improved Election Governance and co-ordination between various stakeholders
The creation and establishment of two (2) new Provinces, Hela in the Southern Highlands Province and Jiwaka in the Western Highlands Province	<ul style="list-style-type: none"> • Additional (2) new Provinces brought the total number of Provinces from (20) to (22) including NCD.
Facilitation of the five (5) Whole of Government Co-ordinators positions through ESP 3	<ul style="list-style-type: none"> • To strengthen the co-ordination between National level (IDEC) and Sub-National (PESC)

Major Challenges and Lessons Learnt:

- Improvement on management of Branch Activity Plans
- Further review and improvement of electoral laws and regulations
- Lack of proper reporting by Ops Managers and Ems on regional PESC meetings
- Lack of proper reporting and preparations of IDEC business papers by branch Directors
- Reporting and monitoring of the Development Budget expenditure
- Branches to manage own branch budgets for proper monitoring and control purposes



Pictured is the Policy Development Branch team.

KEY RESULT AREA 4: HUMAN RESOURCE DEVELOPMENT

Corporate Goal:

To ensure skilled, experienced and committed staff are available to deliver quality services to all internal and external clients of the Electoral Commission

Objectives

- Staff have the skills and flexibility to meet the changing business needs of the PNGEC now and in the future.
- Effective management of casual employees
- A performance management system that recognizes and rewards good performance.
- A disciplined workforce that conforms to the Commission Code of Conduct and Values
- Build the capacity of Human Resource (HR) Branch staff skills
- Provide high quality Records Management
- Efficient and effective management of the payroll and attendance processes and system
- HIV & AIDS and gender are mainstreamed into the PNGEC workplace.

2012 Highlights	Our Performance
Staff Development Training Plan	<ul style="list-style-type: none"> • Five staff development and training plan designed to be incorporated with Annual Branch Plans aligned with the Corporate Plan and fully-cost training and development plan accompanied with its policy principles
Recruitment of Assistant Election Managers	<ul style="list-style-type: none"> • The recruitment of Assistant Election Managers (16 females recruited out of 22 provinces) through the support of ESP 3 has improved and supported the Election Managers and strengthen the linkage between the Provincial office and Districts by working closely with the Returning Officers and Assistant Returning Officers.
Implementation of the temporary electoral workers recruitment policy and systems	<ul style="list-style-type: none"> • Developed guidelines and procedures for the temporary electoral workers (TEW) on merit base, fair and transparent recruitment and selection.
Development and implementation of temporary electoral workers (TEW) database	<ul style="list-style-type: none"> • An information system provides for number officials recruited. HR database developed and recorded 19,000 temporary electoral workers names into the system, includes ROs and AROs
Performance management system	<ul style="list-style-type: none"> • Coordinated and implemented the process of the Staff Performance Appraisals and branches and have completed the appraisals for 2012.
A disciplined workforce that conforms to the Electoral Commission Code of Conduct and Values.	<ul style="list-style-type: none"> • Steps taken on disciplinary matters which lead to charges against staff on misconduct of office.
HIV & AIDS are mainstreamed into the Electoral Commission activities	<ul style="list-style-type: none"> • Implementation of workplace policy within an election context

Major Challenges and Lessons Learnt

- Communication is an ongoing challenge both headquarters and provinces
- Under staff is an ongoing challenge for Human Resource Branch to achieve annual planned activities
- Poor attitudes towards work and lack punctuality by staff
- Appointment of ROs and AROs delayed contractual arrangements
- Recruitment (TEW)



Pictured is the Human Resource Development Branch team.

KEY RESULT AREA 5: FINANCIAL MANAGEMENT

Corporate Goal

To monitor and deliver timely and effective financial, audit and risk management policy advice and services.

Objectives

- All staff contribute to achieving compliance with Public Financial Management (PFM) procedures
- To develop and maintain budgetary systems that achieves full funding of PNGEC activities and proper allocation of funds
- To continually improve cash flow management and payment systems
- A procurement process that ensures value for money in the purchase of goods and services
- Asset management procedures and practices that safeguard PNGEC's assets
- Financial management reporting that provides appropriate information on all financial matters
- To conduct regular internal audits of records management, branch plans, projects, procurement and administrative functions
- Provide full support to the Auditor-General's annual audit of the Electoral Commission
- To maintain a risk management framework that safeguards PNGEC's staff, operations and assets.

2012 Highlights	Our Performance
Preparation of the 2012 Election Budget	<ul style="list-style-type: none"> • PNGEC appropriated K140 million on the development budget for the conduct of the 2012 General Elections • Additional K45million allocated
An Audit Committee was established within the Commission	<ul style="list-style-type: none"> • An audit committee established in 2010 to assist in the management of finance and other risks faced by the Commission. • Treasury Department commended the PNGEC being up to date with the Bank Reconciliations
A handbook on procurement and asset management was developed and available for use by personnel.	<ul style="list-style-type: none"> • A software for procurement and asset management has been purchased; • Handbook distributed to election managers and senior management used as a guide tool during election
Finance Training on the Public Finance Management (PFM) Act , Budget System, and Financial Management Reporting Completed;	<ul style="list-style-type: none"> • Budget preparation, execution process including policies and procedures are in place. • Training provided on the use of the Chart of Accounts in regional workshops; • Timely budget development. • Expenditure matched budget priorities. • Policies and procedures were clearly presented and understood.
Financial reporting participation by all six (6) branches.	<ul style="list-style-type: none"> • Cash flow requirements were met in timely fashion.
Settlement of outstanding legal claims	<ul style="list-style-type: none"> • All legal bills partly been settled

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Major Challenges and Lessons Learnt:

- Ensuring the branch plans are link up with the budget plan through an effective internal audit system;
- Provincial bank reconciliations;
- Implementation of asset management system;
- Planning and budgeting by EMs and reporting from the provincial level is quite effective in 2012;
- Challenge to standardize and outsource service providers in advance.
- Proper financial acquittals and reporting to be in place
- Audit involved in Audit and Compliance Division of Finance (PSAP)
- Communicating the shift of focus on financial management, Financial Management and controls is everyone's business
- PNGEC Election Budget links with National Govt. development Plan
- Provincial Financial Reports not received on time
- Reconciliation of Nomination fees (Nat/LLG)
- Provincial Bank Reconciliation not update since 2006
- Acquittal of cash advances
- Lack of supporting documents on paid vouchers
- Identification on bogus claims
- Expenditures not in line with the Budgets
- Financial in-house manual to be developed
- Implement of Asset Management System
- PNGEC (HQ) Authorizing EM to Pre-commit in Accommodation and Transport
- Purchase Authority not fully utilized by Election Managers
- Implementation of Poll Pay System

Missing Achievements

- Election Manager's Proper Financial Acquittals- Electoral Roll Field Work and during the general elections
- Corporate Financial Management System
- Nomination fees to be shared between PNGEC and Finance 50% basis

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Achievements

- For the first time PNGEC is allocated funds on Election Budget of K140m
- Audit Committee set up
- Policies and guidelines on procurement Asst Management now in place
- Software for Procurement & Asset Management is purchased
- 99% Finance Branch positions are filled
- Finance Training on PFM, Budget system, FM Management Reporting completed
- All branches involved in the screening of 2012 Election outstanding claims & pre-audit on claims
- All branches involved in PNGEC Local-level govt. election Budget preparation
- Treasury Department commended PNGEC being up to date with Bank Reconciliation
- Internal Audit Report present to Audit Committee
- All election legal bills incurred in 2012 paid
- Finance staff attend "Bridge" workshops
- Recurrent budget K26.2m
- New PGAS Equipment purchased
- Special Finance Circular Instruction reviewed and issued
- Revised Chart of Accounts
- Purchase Authority Manual developed
- Purchase Authority link to COA
- Chart of Accounts link to Budget, Cash book
- PNGEC Procurement Committee in place
- Engagement of 3 Regional Accountants and 22 Provincial Accountants
- Expenditure Reporting by Branch



Pictured is the Financial Management Branch team.

KEY RESULT AREA 6: INFORMATION AND COMMUNICATION TECHNOLOGY

Corporate Goal:

To develop and maintain information and communication systems that supports all organizational functions and the Commission's capacity to conduct free, fair and safe elections.

Objectives

- Maintain ICT assets and continually develop, upgrade and improve applications software and systems
- Improve the PNGEC's ITC documentation
- Implement and maintain a reliable communication system
- Improve and maintain the Electoral Roll Management System
- Provide quality and timely support to staff that ensures minimal loss of productivity and efficiency.

2012 Highlights	Our Performance
Support for technical services required for processing and production of Electoral Roll	<ul style="list-style-type: none"> • The Electoral Roll System was used to process, record and manage the Electoral Roll and technical support required was provided
Design and implementation CUG	<ul style="list-style-type: none"> • The CUG through the support of Digicel was used during the 2012 National General Election
Improvements to the use of PABX telephony system	<ul style="list-style-type: none"> • The PABX telephony systems was configured to facilitate the use of various types of calls
Development and implementations of the Results System	<ul style="list-style-type: none"> • Tablet technology was used to transmit results from the counting centres to headquarters
Improvements to the Website	<ul style="list-style-type: none"> • The website was improved to facilitate for the publishing of election results and other electoral information
User support	<ul style="list-style-type: none"> • Users were satisfied and happy in the use of ICT services

Major Challenges and Lessons Learnt:

- Website content management system

The vendor responsible to provide the application and training on the management of our website contents are yet to deliver this service

- Communication to the provinces

Communication to the provinces is an ongoing challenge that the Commission is struggling to achieve

- Remote backup service

The vendor responsible to provide the remote backup service is yet to deliver this service

- Telephone services

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Maintaining the telephony services is a challenge when new technical requirements are requested

- Coordination with internal and external stakeholders

It has been a challenge trying to negotiate or discuss with internal and external stakeholders in ensuring activities planned for are implemented and are done in time

- User support - This is an ongoing challenge where It is not always the case where all uses will have their requests attended to and fixed immediately
- Development and use Polling Schedules

Matching locations in the Polling Schedules database and the main database is an ongoing challenge which will require coordination and cooperation from concerned stakeholders

- Electoral Roll Management System

It is an ongoing challenge to maintain a robust Electoral Roll Management System when changes to enrolment policies, processes and procedures are made especially when there is not enough time to do systems developments and enhancement before an election.



Pictured is the Information and Communication Technology Branch team.

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KEY RESULT AREA 7: AUDIT AND RISK MANAGEMENT

Corporate Goal I

To monitor activities and manage risk to ensure that the PNGEC operates in full accordance with all relevant legislation and guidelines.

Objective I	An effective audit function that conducts regular internal audits and provides full support to the Auditor General's annual audit of the PNGEC.	Completion of 2012 Internal Audit Plan	Chief Internal Auditor/Audit Inspector	Jan	Audit Plan is submitted to the Internal Audit Committee/SMT/ Chief Electoral Commissioner	
		Development of Internal Audit Capacity Increase staff performance and knowledge of internal audit methodology: <ul style="list-style-type: none"> - Attendance of trainings, conferences, workshops, - Attendance of short courses, Membership of internal audit charter/ institute	Chief Internal Auditor Internal Audit Inspector	Jan – Dec		Archive full knowledge of effective reporting and Risk Matrix plan and risk management. Familiar with Public Sector Auditing
		Audit Development Budget Expenditure Ensure Development Budget funds are properly utilised by Branch Directors: <ul style="list-style-type: none"> - Check expenditure against budget and activity plans - Vouch expenditure and ensure their validity Procurement correctly done and ensure assets taken up in the FAR , etc.	Chief Internal Auditor Internal Audit Inspector	Apr - Dec	Training of Procurement process and acquittals and assets in provincial office	

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		20 Provincial offices Audits Audit selected provinces with outstanding financial and operations issues	Chief Internal Auditor Internal Audit Inspector	Feb - Dec	Five Highlands provinces	Audit on 2011, Development funds throughout the 20 province. Highlands region
		HQ office Operation and administrations' audits Conduct audits and regulator checks of branches include; HR, Finance, IT, Policy, ICAB, etc	Chief Internal Auditor Internal Audit Inspector	Jan - June	Administration and operation manual including policies are adhered to ensure appropriate policies and guidelines are in place to give effect to the relevant election laws and supporting Elections in PNG	
		Procurements and Assets Audits IA to conduct regular audits of procurement processes and asset management:- <ul style="list-style-type: none"> • Procurement Committee& meeting minutes, • Procurement Process and approval • Procurement of Assets and accounting 	Chief Internal Auditor Internal Audit Inspectorx2	Apr - Dec		
		Audit Committee Meetings <ul style="list-style-type: none"> • Arrange meetings and agenda's with compliance Audits (Finance Dept) • Follow up on actions items for discussion • Compile for meeting 	Chief Internal Auditor Internal Audit Inspectorx2	Quarterly	4 Audit Committee Meetings have been convened Minutes recorded Recommendations have been recorded. Action from appropriate responding Branches has been monitored.	

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Objective 2	An effective and responsive special investigations function that conducts timely investigations sanctioned by the Commissioner.	Special Audits/ investigations IA will conduct special investigation as and when requested by Commissioner for special purpose investigations	Chief Internal Auditor Internal Audit Inspector	As requested		
Objective 3	A risk management framework that safeguards PNGEC's staff, operations and assets	Review previous PNGEC risk management plan with a focus to update it to 2012 circumstances <ul style="list-style-type: none"> • Ensure all risk management activity should be aligned to corporate aims, objectives and organizational priorities, and aims to protect and enhance the reputation and organization • Risk analysis will form part of PNGEC Strategic planning, project appraisal procedures • Risk management will be founded on a risk-based approach to internal control, which embedded in day-day operations of the organization • Ensure Senior Management Team at all levels has a responsibility to identify, evaluate and manage or report risk, and will be equipped to do so. 	Chief Internal Auditor	4th Quarter	Risk Management review has been conducted	

KEY RESULT AREA 8 ORGANIZATIONAL CAPABILITY

Objective

- To build a level of organizational capability to enable the PNGEC to deliver its services efficiently and effectively.

KRA-8 Goal 1 Objective 1	PNGEC Organizational Planning includes Executive and Senior Management levels.	Senior Management Team (SMT) meetings	Com, DEC x 2 Directors x 6	Monthly	<ul style="list-style-type: none"> • Branches implement SMT directives • Branch submissions to SMT are focused on improvement to PNGEC as an institution.
		Strategic Planning Subcommittee Meetings	DEC-CS and Branch Directors	Quarterly	<ul style="list-style-type: none"> • PNGEC has Corporate Plan in place • Institutional Annual Plan in place
Objective 2	An organization structure with the right people in the right jobs supported by policies, processes, systems and culture to enable the PNGEC to be efficient and effective	Review of Organizational Structure	DEC-CS and Director HR		<ul style="list-style-type: none"> • Structure adjusted as necessary. Staff on strength reflects structure.
		Staff Selection Committee	DEC-CS and Director HR		<ul style="list-style-type: none"> • Committee meets regularly • Recruitment processes are demonstrated to be in line with policy
		Strategic Staff Professional Development	DEC-CS and Director HR		<ul style="list-style-type: none"> • Programs are identified for staff that will add value to PNGEC conducting the 2012 Election
Objective 3	Teamwork, communications and decision-making that link all PNGEC HQ and provincial activities.	Provincial EM's into HQ for briefings	SMT		<ul style="list-style-type: none"> • Number of team projects across PNGEC • Communications plan implemented. • Quality of outcomes judged by stakeholder feedback.

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Objective 4	Links with external organisations that contribute to organisational capability	Support IDEC/ PESCs	DEC – EA and Director Policy		<ul style="list-style-type: none"> • Number of organizational partnerships formed. • Quality of linkages and outcomes judged by stakeholder feedback.
		Treasury/Finance	DE – CS and Director Finance		
		Department of National Planning	DEC – CS and Director Finance		
Objective 5	An environment in which staff feel valued for their knowledge, skills, service orientation, flexibility, commitment and the creativity they bring to the PNGEC	Action Learning Work Groups	DEC– CS		<ul style="list-style-type: none"> • Staff satisfaction judged by annual survey. • Staff feedback reported and acted on.
		Complete relocation and office furnishing	All Branch Directors		
		PNGEC Code of Conduct	Director HR		
		Gender, HIV and EEO Policies	Director HR and Director ICA		
Objective 6	Monitoring of Branch performance	Quarterly Budget Reviews	Director Finance		<ul style="list-style-type: none"> • Quarterly Reports
		Quarterly Development Budget Report	DEC - CS		
		Quarterly Branch Activity Reports	All Branch Directors		
Objective 7	Reporting to External Stakeholders	Annual Management Reports	DEC - CS and all Branch Directors		<ul style="list-style-type: none"> • Annual Management Report is tabled
		Auditor General Report	Executive Management		<ul style="list-style-type: none"> • Formal response to any Audit Report and recommendations are

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Pictured is the Elections Training team.



Pictured is the Election Logistics team.

FINANCIAL REPORT 2012 (UNAUDITED)

ITEM	DESCRIPTION	Revised Appropriation	Warrant	CFC	ACUTAL	VARIATION
111	Salaries & Allowances	2,440,000	2,440,000	2,440,000	2,232,974	207,026
112	Wages	190,000	190,000	190,000	147,658	42,342
113	Overtime	154,000	154,000	154,000	143,334	10,666
114	Leave Fares	208,000	208,000	208,000	168,428	39,572
121	Travel & Subsistence	775,500	775,500	775,500	725,401	50,099
122	Utilities	1,607,000	1,607,000	1,607,000	1,553,177	53,823
123	Office Materials & Supplies	363,800	363,800	363,800	363,730	70
124	Operational Materials & Supplies	640,000	640,000	640,000	630,066	9,934
125	Transport and Fuel	436,000	436,000	436,000	403,266	32,734
126	Administrative Consultancy Services	435,000	435,000	435,000	435,000	0
127	Rental Properties	2,268,000	2,268,000	2,268,000	2,267,293	707
128	Routine Maintenance	220,000	220,000	220,000	139,520	80,480
135	Other Operational Expenses	13,186,000	14,456,700	14,456,700	14,401,972	54,727
136	Training	105,000	105,000	105,000	54,010	50,990
141	Retirement benefits etc	502,000	502,000	502,000	306,978	195,022
142	Membership Fees, Subscriptions & Contrib.	23,000	23,000	23,000	14,552	8,448
221	Office Furniture & Equipments	926,000	926,000	926,000	780,196	145,804
222	Vehicles	450,000	450,000	450,000	450,000	0
225	Construction, Renovation & Improvement	0	0	0	0	0
	TOTAL	26,200,000	26,200,000	26,200,000	25,217,557	982,443

135. OTHER OPERATIONAL EXPENSES

Details	Expenditure (K)	
Bougainville	K	3,578,869
Central	K	4,966,802
East New Britain	K	3,066,092
East Sepik	K	10,857,258
Eastern Highlands	K	13,538,749
Enga	K	9,151,780
Gulf	K	2,988,268
Hela	K	5,090,292
Jiwaka	K	4,378,199
Madang	K	7,739,186
Manus	K	733,269
Milne Bay	K	3,049,631
Morobe	K	7,359,354
National Capital District	K	4,930,809
New Ireland	K	1,395,914
Oro	K	2,234,781
Simbu	K	9,598,521
Southern Highlands	K	11,078,897
West New Britain	K	1,325,600
West Sepik	K	5,127,011
Western	K	3,947,070
Western Highlands	K	5,306,756
HEAD QUARTERS		
2007 General Election Outstanding Debts	K	0
2008 Local-level Government Outstanding Debts	K	0
Election Petitions (Legal Bills)	K	3,899,154
Information and Community Awareness	K	6,489,329
Information Technology	K	412,356
Audit	K	10,151
Finance	K	2,804,867
HRD	K	1,464,699
Executive	K	0
Election Operations	K	87,977,420
National Election (2012 Development Budget)	K	224,501,082



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