



**ELECTORAL
COMMISSION**
Papua New Guinea



Papua New Guinea Electoral Commission
Annual Management Report

2013

Certification

The Electoral Commission of Papua New Guinea Annual Management Report 2013 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 processes 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



Mr. Trawen flanked by his two deputies and staff of the Executive Branch.

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 Awareness Steering Committee
- 'PFM'** means Public Finance Management
- 'PNG'** means Papua New Guinea
- 'PNGEC'** means Papua New Guinea Electoral Commission
- 'SMR'** means Six Monthly Report
- 'SMT'** means Senior Management Team

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Statement by
Electoral Commissioner of Papua New Guinea

ANDREW S. TRAWEN, CMG, MBE
ELECTORAL COMMISSIONER

31st March, 2013

31st March, 2014
Sir 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
2013**

It gives me great pleasure to submit the 2013 Annual Performance Report from the Electoral Commission. It is the record of achievements for 2013 and how the challenges that were encountered were resolved.

The PNGEC has already adopted this corporate approach and will continue to do so to improve its internal affairs.

A handwritten signature in black ink, appearing to read 'Andrew S. Trawen'.

ANDREW S. TRAWEN, CMG, MBE
ELECTORAL COMMISSIONER

Statement by

Deputy Commissioner – Elections Administration

STEVEN YAKALI

Deputy Commissioner - Elections Administration



Last year 2013 was another challenging year for the Election Administration Division of PNG Electoral Commission. While we had just completed the 2012 National General Elections and began settling the bills, we were confronted with another task of organizing and managing the 2013 Local Level Government and the Motu/Koita Assembly elections.

This was a mammoth task as election was conducted throughout the entire country which required equal amount of resources equivalent to the cost of conducting another national general election.

Ironically PNG Electoral Commission was appropriated an amount of K50 million which was far less compared to K240 million that was allocated for the conduct of 2012 election. Consequently we had to seek assistance from provincial administrations throughout the country by getting them to sign a memorandum of agreement (MOA) which was an initiative for us to partner with provincial administrations to share cost and run Local Level Government elections throughout PNG.

The outcome was challenging as some of them particularly those in Momse and the Highlands regions failed to honor their commitments and

refused to contribute while others did quite well by mobilizing their financial and material resources in their respective provinces toward the conduct of elections resulting in its successful completion.

However, the Commissioner had to fail the election of 27 Local government in the highlands using provision 19 of the Organic Law following wide spread reports of corrupt practices of bribery, undue influence and vote rigging in those affected provinces of Hela, Southern Highlands, Western Highlands, Enga, Jiwaka and Eastern Highlands.

We also had many election petitions challenging the results of various wards throughout the country but so far most petitions been either have been disposed off by the courts or withdrawn by petitioners themselves for various reasons.

I wish to commend the Directors for Election Operations, Margaret Vagi, Director Policy, Boki Raga and Director ICAB, John Ellee who head the three branches which are administered by the Election Administration Division for effectively implementing their respective branch plans resulting in successful completion of all activities in 2013 and I look forward for similar performances this year.

Statement by

Deputy Commissioner – Corporate Services

JOHN KALAMOROH

Deputy Commissioner – Corporate Services



The main focus for year was the conduct of the Local-level Government Elections. Support for the field preparations and the eventual conduct of the elections were provided by the Finance, Human Resource and the Information Communication and Technology Branch.

An appropriated ceiling of K50 million was made available for the LLG Elections. This was despite the initial estimate of K80 million that was submitted to the Department of Treasury. These funding were disbursed to all the provinces according to budgets submitted from each respective province. The shortfall has again been reflected by the outstanding LLG elections costs. The challenge is to offset these in a timely manner.

The Human Resource Branch supported the event through the use of the Temporary Election Workers Agreement for the temporary workers engaged and to coordinate the payments due to polling officials and other appointed election staff. This intervention will be continued for the future.

The ICT Branch provided the electoral roll database support for the printed rolls used during the elections. As with any roll produced the challenge of elector names not on the ward electoral roll persist. And much more effort is required to ensure the reliability of the electoral roll.

Other highlights are described in the Branches reports.

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



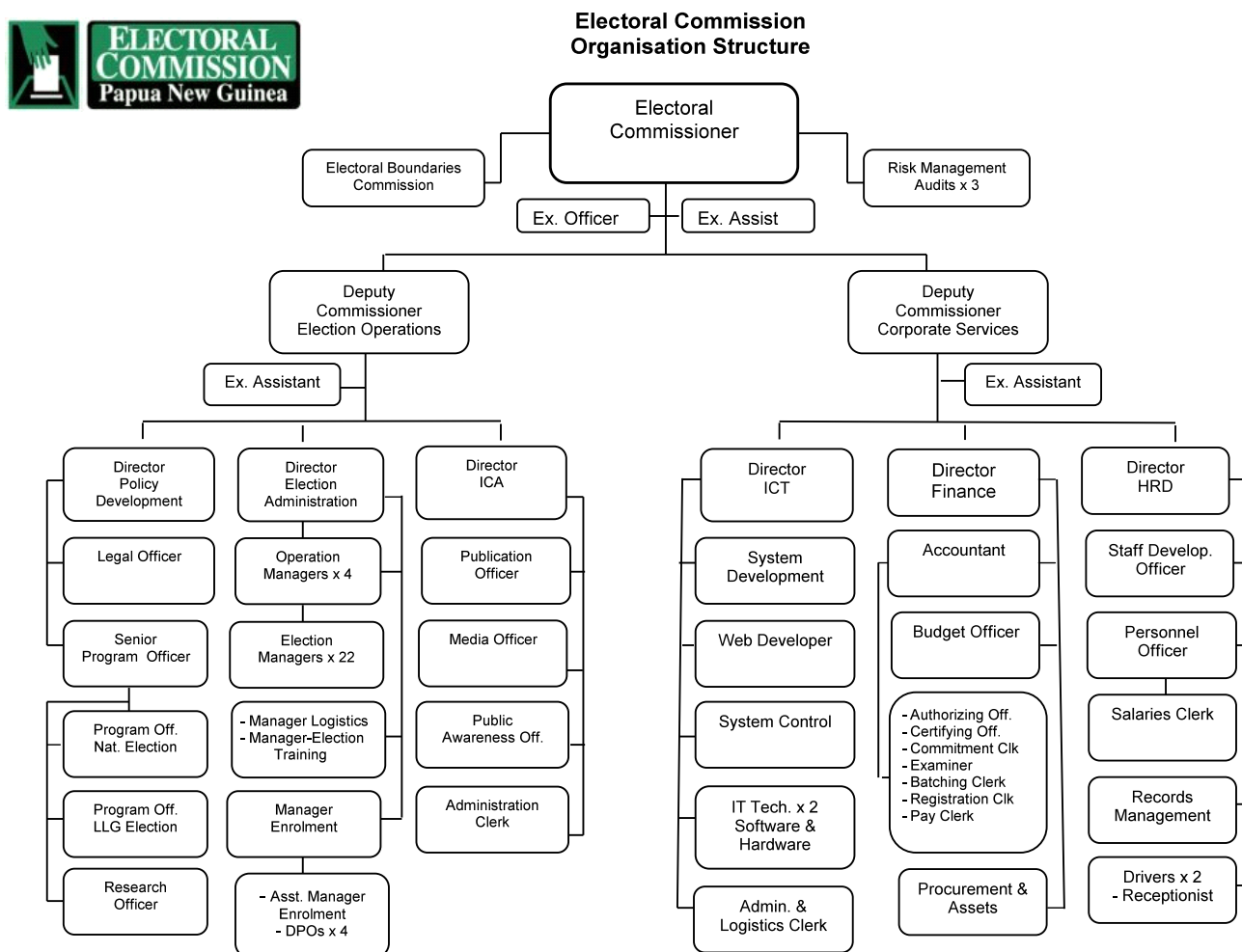
Elections Operations Branch.

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 69 to 81 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

MARGARET VAGI

Director – Elections Operations



ELECTIONS OPERATIONS

The Elections Operations Branch in 2013 had significantly achieved most of its key activities in the conduct of the Local-level Government elections, by-elections and recounts ordered by the Court.

Team effort has once again contributed to the success of this election with the Operations Planning Team that strategically put in a plan for 2013 LLG Elections.

Enrolment, Training, Logistics, Election Managers, Assistant Election Managers and all other staff of the Election Operations Branch. Everyone contributed one way or another to this Implementation Plan that was directed and supervised by the Project Management Team. A Performance Review Workshop was conducted for all Operations Branch as well as the Election Managers and Assistant Election Managers.

Above all, the successes and failures of these elections were dependent on everyone who participated, whether internally or externally, and those that played a role in the management of elections commencing from issue of writs until the declaration of results.

We would like to acknowledge the support and contributions of our special friends, Ched Flego and Ross Mackay, who supported the team throughout during their engagement with the Electoral Support Program 3.

Despite challenges faced during polling in the Highlands Region, the team maintained its progress on the conduct of the elections and declared the candidates – LLG presidents and ward councilors. On behalf of the Elections Operations Branch team, I would like to extend our sincere appreciation to our colleagues from the Electoral Support Program Team,

the logistic support from the Australian Civilian Corps (ACC) Team and the Provincial Election Steering Committees in the provinces.

The 2013 LLG Elections was the first key activity that saw the Branch prepare for the election which saw the direct election of LLG Presidents and Ward Councilors. This was the first time all provinces had their presidents and ward councilors elected directly by the voters. A total of 318 LLGs and 6,187 wards were contested. Almost ten million (10,000,000) ballot-papers were printed for this project.

The by-election for Angoram Open electorate was held concurrently with the LLG elections. There were two judicial recounts ordered by the Supreme Court which were the Usino-Bundi Open and the Gumine Open electorates. Following on these recounts, we had two more by-elections for Madang Open electorate which was held in November, 2013 and the Kairuku-Hiri Open electorate by-election was held between November 2013 and February 2014.

Enrolment Section had several activities achieved in 2013 which included the updating the roll for LLG Elections, integration of the LLG and Ward proclamations, updating of the database on new LLGs, Wards & Locations. The Enrolment Team participated in the pilot project to enroll People with Disabilities (PWDs) in Chimbu, Eastern Highlands, East New Britain, Morobe and National Capital District. Tablet technology was used for the cleansing of the roll for Motu-Koita, Voter ID used in Chimbu province, data entry on LLG nominations and LLG Elections Presiding Officers journals.

Election Training Section made an enormous

improvement on management and delivery of election training for the election officials. The Section developed new manuals and materials used in the delivery of the Local Level Government elections training in 2013. The materials developed were for the training of the temporary election workers with the assistance of two Australian Electoral Commission (AEC) staff temporarily engaged for two weeks under the twinning arrangements between PNGEC and AEC. The two AEC officers contributed in developing these materials from the existing training manuals with the assistance of the Election Training Officer.

The new manuals developed include Nomination Procedures Manuals for the Assistant Returning Officers, Nomination Trainers Guide developed for the Trainers to use while delivering Nomination trainings.

Other manuals and materials developed were Presiding Officers' Election Journals, Assistant Returning Officers' Election Journals, Polling and Counting Procedures Manuals, Polling and Counting Trainers Guide, A3 Counting Flowcharts, A3 Sorting process flowchart, A3 Excluding Candidates Flowchart, A3 Counting Overview, A3 Candidate's Draw Flowchart and Badges for Polling Officials (trialed in Madang, Ambunti/Drekikir by-elections) Badges for Counting Officials (trialed in Madang & Ambunti/Drekikir by-elections).

Furthermore, five Master Trainers were engaged under the Electoral Support Program 3 for three months and they assisted the Election Training Officer in delivering the election trainings for the Temporary Election Workers who conducted the 2013 LLG Elections.

Despite difficulties and impediments, the Logistics Section did extremely well in ensuring adequate support was given to conduct the 2013 LLG Elections, the Angoram and Madang Open electorate by-elections and the Judicial Recounts for Usino-Bundi and Gumine Open electorates. This was by way of procurement of goods and services, arrangement of

transport and dispatching of election materials to provinces.

The difficulties we had faced included late procurement and delivery by suppliers leading to heavy reliance on air support like due to lack of timely information from Election Managers, late release of funds and delays in the release of election roll figures to the Government Printing Office. There were also delays in processing of payments (cheques) leading to delays in the delivery of goods & services as well as the difficulty faced in the movement of small quantities of stores cost effectively.

For the first time ever, in any election-related event in Papua New Guinea, PNG Electoral Commission went totally civilian in the freighting of all election supplies & materials in that there was no use of any military crafts, both in maritime element and air support.

With the recent conduct of the National De-brief for our partners and stakeholders in November 2013, the team has collated information on issues that needed improvement in the management of elections and recommendations that can be accounted for in the way forward planning for the future.

The team also participated in the Performance Review Workshop that was conducted by Operations Team for other officers in the Branch. The purpose of the workshop was to fully understand the process and procedures of having a staff appraisal and what is required of staff to improve their performance management.

Otherwise, we at Operations Branch have fully implemented our activities for this challenging year and look forward for a more successful year again. We would like to see the PNGEC to be more engaged with stakeholders in terms of more networking and participation in quarterly workshops and reviews in order for the Commission to achieve its activities.

JOHN ELLEE

Director – Information and Community Awareness



INFORMATION AND COMMUNITY AWARENESS

Our core business is to ensure that the voting population and the general public including men, women and children of this country are continuously educated and kept informed of the electoral process. We believe that this can be achieved through a greater community involvement and participation strategy.

This strategic view was captured well with the theme, “strengthening partnerships & networks in elections” for this year’s LLG Elections. In 2013, we have made some progress in building our networks across the country both at the national and sub-national level. Overall we have seen some opportunities and more challenges in our efforts to deliver civic education and voter awareness information across the length and breadth of our geographically diverse landscape.

In preparation for the 2013 LLG Elections, our key activities included mobilizing & training of CSO partners at provincial and district/LLG level, management of CSO contract grants, update and distribute awareness materials & training guides, coordinate youth election network initiatives and coordinate media awareness campaign with the support of our stakeholders.

With the focus on reaching the most remote and high risk localities and wards/LLGs in the country, we began in the first quarter to deliver refresher training on election awareness for CSO groups

and provincial partners at the regional level. These training workshops were successfully conducted in Wewak, Kokopo and in Port Moresby separately for Southern and Highlands groups. Mobilizing of CSO groups and awarding of contract grants proceeded immediately after with a total of 81 receiving funding for the program activity.

We also provided support to the Angoram By-Election with specific election awareness messages particularly on the use of three ballot papers. Similar support was again provided late in the year for two more by elections in Ambunti Dreikir and Madang Open electorates.

In terms of election awareness materials review and update, we only did particular updates especially on the training flip-charts to incorporate 2013 LLG Election themes. The rest of the other generic materials on LPV, good governance and cross-cutting issues remained the same from the previous updates done for 2012 National Elections.

Another particular highlight in 2013 for the branch was the Youth Networking initiative. Youth Election Awareness featured prominently with three very successful youth election awareness festivals carried out involving schools across primary, secondary and tertiary institutions and youths in Lae, Vanimo and Popondetta. Apart from educating young people in these provinces on LPV, the enrolment process, good governance issues, and cross-cutting issues



Information & Community Awareness Branch.

such as HIV/AIDs, gender and corruption, another objective was to enable youths to participate and become good leaders and be advocates of change in their communities.

Media Awareness Campaign on the other hand continues to be a very important activity in terms of awareness information dissemination as it stands out as a vital and most useful link to the general public. We are always grateful for the support provided by our partners from the print media, radio and TV stations.

The Branch has identified some challenges as we prepare for the next general elections in 2017. However, with lack of funding we will continue to focus our effort to establish dialogue with our stakeholders and partners in order to extend our networks both at the national and sub-national levels. We believe that by building strong networks, we will be able to provide an avenue to channel voter awareness information more effectively and less costly in the longer term. We are happy with our achievements for 2013, and look forward with confidence to face the challenges in 2014.

BOKI RAGA

Director - Policy Development Branch



POLICY DEVELOPMENT

The year 2013 has been a year of many achievements and challenges for Policy Development Branch. One of the major achievements was the engagement of two additional Law Firms namely Harvey Nii lawyers and Kimbu & Associates Lawyers bringing a total number of Law Firms to four including the current law firms previously engaged by the Commission namely, Niugini Legal Practice Lawyers and Parua Lawyers.

Due to expected high increase of 2012 National Election Petitions these two reputable law firms were formally engaged in 2012. The branch with its Commission four law Firms namely Niugini Legal Practice lawyers, Parua Lawyers, Harvey Nii Lawyers and Kimbu & Associates Lawyers have been heavily involved in election petitions both for 2012 National and 2013 Local-level Government Elections.

Law Firms were allocated one per region each such as Niugini Legal Practice taking carriage of the Highlands Region, Parua Lawyers Southern Region, Harvey Nii Lawyers Momase Region and Kimbu & Associates Lawyers New Guinea Islands Region. The same allocation was done for the 2013 LLG elections petitions.

The Branch was also busy with issuance of various LLG and Ward writs for 2013 Local-level

Government Elections as well as three National By-election Writs resulting from the Court of Disputed Returns.

At the time the Branch had to attend to three Court Ordered recounts which were the Usino-Bundi Open and Gumine Open electorates.

Since 2012, PNGEC's four law firms have done their best to dispose all outstanding petitions well before the 2017 National General Elections. The highlights of 2013, firstly, was the failing of LLG's and Ward elections in various Highlands Provinces by the Electoral Commissioner using his powers under the Organic law on National and Local-level Government Elections except Chimbu Province. Secondly, for the first time in election petition history, the NGI Region completed all its 2012 National Election Petitions courtesy of Kimbu & Associates Lawyers within the period of one year while Harvey Nii Lawyers disposed all except two for the Momase Region.

Niugini Legal Practice has 14 remaining while Parua Lawyers has three remaining for trial and Supreme Court Reviews. We are proud of our achievements from 2012 to 2013 and look forward with confidence to face the new challenges for this year 2014 and beyond.



Policy Development Branch.

CECILY SEVARU

Director - Human Resource Development Branch



HUMAN RESOURCE DEVELOPMENT

Human Resource Core/Maintenance Activities is to manage, direct and oversee the implementation of the policy and strategy in the areas of: staff recruitment in terms of current and future staff and skill levels ensuring all vacancies are filled by appropriately experienced and qualified persons who are capable of meeting the job accountabilities.

It is responsible for the training and development services and programs that improve individuals, groups and organizational effectiveness and give staff the best opportunities to advance their career in the Electoral Commission.

Human Resource also promotes and supports Gender balance in training opportunities within Electoral Commission. Also ensure that set procedures in General Order are complied with in decisions relating to Human Resource Development and Training.

It also implements a performance management system that measures and manages performance within an agreed framework of objectives and results in continuous improvement in group and individual performance within the Electoral Commission. Remuneration and benefits management policies and procedures that are equitable and applied consistently to attract, retain and motivate high performing staff.

Appropriate employee relations and Human Resource policies, including HIV & AIDS and Gender, to maximize the commitment and discipline of staff and minimize conflict, ensuring all policies conform to legislation and are relevant to the Electoral Commission's needs.

ISAIAH AIRE

Director – Information and Communication Technology



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 2013 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.

Apart from User and Systems Support which are ongoing activities, main highlights for 2013 include operational support for the Local Level Government Elections, Motu Koita Elections, By Elections and Judicial Recounts. Other support activities include pilot projects for Electoral Roll improvement and capacity improvement for Provincial offices. Also, ICT Branch has started with the challenge of integrating business functions through an Elections Management System.

A Road Map has been developed that provides guidance for ICT activities in preparation for 2017 National General Elections.

REX AU
Director – Financial Management Branch



FINANCIAL MANAGEMENT

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 on the 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 he 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.

JOAN SAWARABA
Principle Internal Auditor



INTERNAL AUDIT AND RISK MANAGEMENT

The internal Audit Branch worked steadily throughout 2013 to achieve our corporate goal to monitor and deliver timely and effective financial, audit and risk management policy advice and services to PNG Electoral Commission. Audits were conducted with the main objective to gain reasonable assurance that expenditure control mechanisms were in place, accounting records were not materially misstated and to ensure that there was:

- Accountability of funds
- Compliance to relevant laws, regulations, contracts, policies and procedures (governance)
- Orderly, Efficient, Effective, Economical & Ethical Operations.
- Adequate safeguarding of assets
- Adequate procedures to monitor asses and analyze risk and controls (Risk Management/ Internal Control).

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

In 2013, Internal Audit conducted audits into Provincial Election Offices in parts of Momase, Southern and New Guinea Islands regions.

We scrutinized records related to 2012 NATEL and during the later part of the year, expenditure related to 2013 LLG Elections.

One major role that Internal Audit was assigned to do is monitor controls on 2012 NATEL outstanding payments when the Financial Powers were withdrawal back to Headquarters.

Issues of major concern raised from the audits related to the many number of cash advances paid out to certain officers that are yet to be acquitted and the volume of the advances, Expenditures made outside of the budgeted limits, insufficient documentation to support expenditure, inadequate records and safeguarding of assets. We also completed three (3) Special Investigations during that year.

From the audits, we identified control weaknesses and risk factors in certain areas and these findings have been reported with appropriate recommendations for improvement. PNGEC is to derive an effective way to address and monitor the risks in order that control weaknesses are rectified and risks mitigated.

The highlight for the Internal Audit Branch was the privilege to attend trainings, workshops and conferences organized by the Department of Finance through the Capacity Building and Mentoring Program for all Internal Auditors in the Public Sector to stay abreast with the latest development, trends and research relevant to the Internal Audit profession.

At the same time enabled the audit team to learn new techniques and the opportunity to explore emerging issues in greater depth through direct interaction with others in the same profession. The only set back was that the scheduled Audit Committee meetings did not eventuate due to the Elections.



PNGEC's two Internal Auditors.

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 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 (Electoral) 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:
 - o Voters
 - o Candidates
 - o Electoral Commission officials
 - o External Partners (Security Forces)

Advocate for PNG MTDS (medium-term development strategies) 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 1: ELECTIONS OPERATIONS

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 improved strategies
- Develop effective networks and encourage collaboration at the provincial level
- Well developed logistics planning and implementation
- To develop and improve Election Training Procedures

Corporate Goal 2

To continually improve the accuracy and integrity of the Roll

Objectives

- To update and maintain an accurate electoral roll
- All eligible voters who have registered have their names correctly shown on the roll
- To improve database on local-level governments and ward names
- To improve data capture on list of candidates and nominations

2013 Highlights	Our Performance
Management of the Electoral Roll for LLG Elections	<ul style="list-style-type: none"> • Completion of the LLG Rolls • 4 Regional Launchings and Enrolment Registration were conducted in Lae, East New Britain, Goroka and NCD in April and May 2013. 4 Enrolment Supervisors participated with staff from ESP and Community Development. • Report provided by the Voter ID Team consisting of Roger, Claude and Brenda, Pilot project in Chimbu on voter ID. • Pilot Project that that was carried out in Motu-Koitabu election with preparations now underway • Voters names are captured on tablet and the Voter ID registry in Motu Koita

2013 Highlights	Our Performance
Improvement of the Management of the Electoral Roll data systems	<ul style="list-style-type: none"> • Capturing of newly amended LLG, Ward & Locations(Ward Proclamation) • Rolls are updated with corrected names as per used rolls received from provinces for the 2012 elections. • Enrolment of PWDs
Plan, manage and conduct elections including scheduling, logistics and resources at HQ and Provincial levels	<ul style="list-style-type: none"> • Election conducted in all current LLG & Wards and results declared • Participation in the budget preparation and cash flow for 2013 • Conducted four (4) regional workshops for provincial election managers, assistant election managers and provincial election steering committee members • Feedback indicates a high level of quality in the enumeration process and few complaints received from voters. • Development of new templates for budget expenditures against activity plan for recounts and by-elections • Monthly expenditure reports from Election Managers • Conduct of Operations Workshop on Staff Performance Review • Printing of 10,000,000 LLG Election ballot-papers • Conduct of the 2013 National Debrief with the theme of strengthening partnership with stakeholders • Conduct of judicial recounts for Usino-Bundi and Gumine Open Electorates • Conduct of Angoram, Ambunti-Dreikikir and Madang Open Electorates by-election • Support to ABG Elections
Management and delivery of training of Election Officials	<ul style="list-style-type: none"> • Nomination procedures manual developed for LLG election. • Nomination Trainers Guide (manual) developed for LLG election. • Conduct of training for Magistrates on LPV which trainers were engaged • Presiding Officers Election Journals developed for Presiding Officers. • Assistant Returning Officers Election Journal developed for the LLG elections. • Polling and counting procedures manual developed for the conduct of the LLG elections. • Counting Flowcharts developed for LLG elections. • Polling Official Badges (roles & responsibilities) developed for Madang and Ambunti/Drekikir by-elections.

	<ul style="list-style-type: none"> • Counting Officials Badges (roles & responsibilities) developed for Madang and Ambunti/Drekikir by-elections. • Support from two AEC staff under PNGEC/AEC Twinning Arrangements. • Engagement of Master Trainers through the Electoral Support Program 3. • TOT Concept introduced in the LLG elections. • Madang Re-count training of the counting officials. • Madang by-election training of the polling officials on polling and counting procedures. • Ambunti/Drekikir by-election training of the polling officials on polling and counting procedures. • CSO partners involved in election training.
LOGISTICS MANAGEMENT	<ul style="list-style-type: none"> • Well co-ordinated logistics arrangements for the LLG elections. • Timely received of election materials. • Additional manpower assistance in HQ

CHALLENGES AND LESSONS LEARNT

Election Management

- Lack of consultation and communication with relevant stakeholders on MOA
- The declaration of failed elections by the Electoral Commissioner
- Electoral Rolls inflated every election time
- Linking of electoral roll with polling schedules
- Re-arrangement of ward boundaries
- Difference of wards names and proclamations with PNGEC, DPLLGA, and NSO
- NCD un-proclaimed wards-major concerns
- Late arrival of election materials such as journals, TEWS and receipt books
- Need 4 permanent support staff for Operations Managers
- Succession plan for EMS and all other staff in PNGEC
- Conduct of performance review workshop for operations staff
- Staff overworked and underpaid on overtime/performance based salary annually
- Out-standings from previous elections that is 2007 and 2012

Election Training

- Understaffed, only one person on the job, require fulltime support staff
- Inadequate supply of POs Election Journals
- Late arrival of training materials to provinces

LLG Budget

- Insufficient funding
- Monitoring the spending against activity plans
- Late release of CFC's
- Logistical support
 - * Late chopper arrival
 - * No chopper funds
- Weather unpredictable
- Limited funding
- Provincial Administration's not honoring the MOA
- Provincial Election Offices not part of Budget appropriations.
- Extra payment to other stakeholders (Treasury, police, etc: on election related matters.



Scrutiny of the ballots for the 2013-2014 Kairuku-Hiri By-election PNGIPA hall in Waigani, NCD.

KEY RESULT AREA 2: INFORMATION AND COMMUNITY AWARENESS

Objective: To provide timely, relevant and quality education to the public about the electoral processes working in partnerships with government, business and community organisations.

Strategies

- Establish and maintain effective partnerships with key stakeholders to deliver voter education over urban, rural and remote locations
- Produce with stakeholders a range of awareness materials on the electoral system and voting which mainstream positive HIV/AIDS, gender equality and the rights of People with Disability messages
- To run an effective advertising and media relations campaign leading up to the 2013 LLG Elections, and the 2017 National Elections.
- To maintain a resource library so that Electoral Commission materials and documentation is managed, maintained and available for the relevant stakeholders.

2013 Highlights	Our Performance
Mobilizing & Training for CSO partners	<ul style="list-style-type: none"> • Conducted four regional CSO refresher training workshops in the regions • Engagement of Assistant Election Managers to coordinate CSO operations • Use of CSO trainers by Operations Training Section
Strengthening of Provincial Awareness Steering Committees (PASC)	<ul style="list-style-type: none"> • All provincial sub committees are re-established and in operation • Regular reports being submitted
Training of Judiciary Staff	<ul style="list-style-type: none"> • A joint training conducted for magistrates with Operations Training Section
Establish relationships and contractual arrangements	<ul style="list-style-type: none"> • A total of 81 CSO groups engaged for awareness activities. • Funding sourced from PNGEC, ESP3 and SPSN
Implementation of Youth Advocacy Network	<ul style="list-style-type: none"> • Conducted three successful Youth Election Awareness Festivals in three provinces • Production of Youth Election Awareness Posters and pamphlets

2013 Highlights	Our Performance
2013 LLG Election Media Campaign	<ul style="list-style-type: none"> Contracted Pacific View Multi-Media (PVM) to coordinate all media advertising for the 2013 LLG Election
Support to the functioning of an Information Resource Centre (IRC).	<ul style="list-style-type: none"> Purchase of IRC equipment through ESP3 and contract awarded to Datec for installation
VAP4 Research Report (2012 Nation Election & 2013 LLG Elections)	<ul style="list-style-type: none"> Research conducted by Tebutt Research Consultants Report produced
Major Challenges and Lessons Learnt	
<ul style="list-style-type: none"> Review of Communication Strategy Payment of CSO Contracts Management fees Submission of CSO awareness activity completion reports and acquittals Monitoring & Evaluation of CSO field operations Poor monthly reporting by AEMs Sustainability of electoral awareness and civic education - MOAs Establishment and management of a multi- media centre Continuous movement of ICA to other branches 	

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

Achievements

- Establishment of IDEC Committee – in 2012/2013
- Establishment of IDEC Committee – in 2012/2013
- Establishment of IDEC Committee – in 2012/2013
- Establishment of IDEC sub-committees – in 2011-2012
- o Temporary Electoral Workers;
- o Safety and Security;
- o Audit and Finance; and
- o Transport and facilities
- Establishment of PESC's in (18 Provinces);
- Completion of 2012 National election petitions for NGI Region by Kimbu & Associates Lawyers in record time;
- Settlement of part-payment Legal Bills about K3.1million in 2013;
- Policy Branch vacant position of Senior Program Officer filled;
- Updating of LLG Ward Proclamation listings in 2013;
- Successful completion of 2013 LLG General Elections for Momase, NGI, Southern and some parts of Highlands Region apart from 27 listed failed LLG Elections;
- Successful completion of Judicial Recounts for Usino-Bundi and Gumine Open electorates ;
- Successful completion of three National by-elections, Ambunti-Dreikirkir, Madang and Kairuku-Hiri Open Electorates;

Challenges

- Proper establishment of Compliance Unit in preparation for 2017 National and LLG Elections;
- Re-establishment of PESC for Buka, ARB in 2014;
- Lack of coordination of the linkages /process/ coordination for awareness between the Ems, PESC's, ICAB and CSOs.
- Lack of coordination/linkages between EMs and PESC Chair and members;
- Poor reporting by Ems on Provincial PESC meetings;
- Lack of communication link via email, phone, with the provinces;
- Minimal support by PESC on joint EC and Provincial Government's MOA;
- Full review of Electoral Boundaries before 2017 National Elections;
- Further review of Legislative reforms before 2017 National Elections;
- Further review and improvement on Election forms and training manuals;

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.

Human Resource Core/Maintenance Activities is to manage, direct and oversee the implementation of the policy and strategy in the areas of: staff recruitment in terms of current and future staff and skill levels ensuring all vacancies are filled by appropriately experienced and qualified persons who are capable of meeting the job accountabilities.

It is responsible for the training and development services and programs that improve individuals, groups and organizational effectiveness and give staff the best opportunities to advance their career in the Electoral Commission.

Human Resource also promotes and supports Gender balance in training opportunities within Electoral Commission. Also ensure that set procedures in General Order are complied with in decisions relating to Human Resource Development and Training.

It also implements a performance management system that measures and manages performance within an agreed framework of objectives and results in continuous improvement in group and individual performance within the Electoral Commission. Remuneration and benefits management policies and procedures that are equitable and applied consistently to attract, retain and motivate high performing staff.

Appropriate employee relations and Human Resource policies, including HIV & AIDS and Gender, to maximize the commitment and discipline of staff and minimize conflict, ensuring all policies conform to legislation and are relevant to the Electoral Commissions' needs.

2013 Highlights	Our Performance
Maintain the staff on strength within the approved establishment	<ul style="list-style-type: none"> Six (6) vacant positions advertised attempts made on selection was unsuccessful;
Recruitment of Temporary Electoral Workers during the Local-level Government elections	<ul style="list-style-type: none"> Temporary Electoral Workers standard service contract agreement - lack of understanding and reluctant to comply with process.
Performance management system	<ul style="list-style-type: none"> Performance management now becoming everybody business and aligned to their branch plans and onto their individuals work plans. 80% 2012 Staff Performance Appraisals received back from branches with their assessments and final assessment report completed
Effective management of temporary casual employees	<ul style="list-style-type: none"> Control measures are taken through short term contract agreement on the recruitment of the casual employees.
A disciplined workforce that conforms to the PNGEC 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.
Improvement of Records Management	<ul style="list-style-type: none"> Records Management officer attended training to better equipped with skills and knowledge and manage the records management effectively. Due to Local-level Government elections activities records management was not fully concentrated by both the HR and the branches.
Effective training and personnel development Programs	<ul style="list-style-type: none"> Training and development programs to enrich competencies and equip officers with practical skills in their endeavor to quality performances.
A policy drive for Gender-inclusive and Discrimination-free Society	<ul style="list-style-type: none"> Effective Policy promoting gender equality and discourages and eradicates work-place discrimination of all forms.

Achievements
<ul style="list-style-type: none"> • DPM commended Electoral Commission in facilitating the completion of, the One Position/One Person/One Pay (1PPP),, data cleansing of the establishment / position and employee details in the HR Payroll system (Alesco) • Casual Payroll Management Data base system implemented and control measures taken through Casual Pay Cycle • Equal participation on Training and personnel development • Assessments on 2012 Staff Performance Appraisals completed • Establishment Review conducted and created Assistant Election Manager positions submission with DPM for endorsement • Gender Work-Place and Social Inclusion Policy in place for Electoral Commission

Staff Development and Training Undertaken:

Course/Title	Participants	Branches	Course Fee K
Project Management	Karo Kila Ruth Papo Alice Lupalau Kila Vaname Francis Dakeni Simon Sinai Steven Gore Kaupa Tore Poevare Peter Malaifeope Dadu Daga Kila Egaba Terence Heitnu Bura Maro Rex Au Cecily Sevaru	Finance Finance Information Community Awareness Election Operations Election Operations Election Operations - Field Election Operations - Field Election Operations - Field Election Operations - Field Election Operations-Field Election Operations-Field Election Operations-Field Election Operations-Field Election Operations-HQ Finance Human Resource Management	2,750.00 2,750.00 2,750.00 2,750.00 2,750.00 2,750.00 2,750.00 2,750.00 2,750.00 2,750.00 2,750.00 2,750.00 2,750.00 2,750.00 2,750.00 2,750.00
MS Word Intermediate	Steven Yakali Joan Sawaraba Vetari Iamo Christine Tiane Wendy Lavapo	Executive Audits Information Community Awareness Human Resource Executive	990.00 990.00 990.00 990.00 990.00
MS Word Advanced	Steven Yakali	Executive	990.00
Personnel Assistant	Andau Garena Dianne Hayai	Executive Executive	1,760.00 1,760.00
Government Procurement	Norah Kome Louisah Pariningi Matilda Moe	Finance Finance ICT	Free Free Free

Course/Title	Participants	Branches	Course Fee K
Alesco Pay Roll (FTB)	Naiamo Bouauka Thomas Nokava	Finance Human Resource	Free Free
Library & Achives (Records)	Esther Minjihau	Human Resource	1,500.00
Certificate in Alesco Payroll Processing	Thomas Nokava Oscar Pomaleu Cecily Sevaru	Human Resource Human Resource Human Resource	4,100.00 4,100.00 4,100.00
Course Fees			64,510.00
EMs Accommodation			12,320.00
Course Forfeited			2,750.00
Total K			79,580.00

Training Courses Forfeited and Reserved:

Course/Title	Participant	Comments	Course Fee
MS Word Intermediate	Mathew Walaun	Forfeited	990.00
Personnel Assistant Part One	Wendy Lavapo	Forfeited	1,760.00
Project Management	Terence Hetinu Dadu Daga Bura Maro Rex Au Cecily Sevaru	Reserved Reserved Reserved Reserved Reserved	2,750.00 2,750.00 2,750.00 2,750.00 2,750.00

2013 Training Summary:

Course/Title	Male	Female
Project Management	9	6
MS Word Intermediate	2	3
MS Word Advanced	1	-
Personnel Assistant Part One	-	2
Government Procurement	-	3
Alesco Payroll (FTB)	2	-
Library & Achieves (Records)	-	1
Certificate in Alesco Payroll Processing	2	1

Major Challenges and Lessons Learnt

- **Training and Development**

- * Officers too busy for training

- **Temporary Electoral Workers (TEW) and Standard Service Agreement**

- * Late submission of TEW forms to provinces;
- * Lack of understanding by all parties on the TEW Contracts content;
- * Time consuming and a lot of paper work;
- * Last minute changes with polling officials did not allow for the use of forms as Standard Service Agreement form is lengthy;
- * Not all have TEWs have bank accounts;
- * Lack communication between HR and Election Managers on the limited understanding on the use of the forms;
- * Reluctant to comply with the terms and contracts (Breaches of Contract);
- * Some locations were too remote and the system was not feasible in those areas;
- * Limited forms sent to some provinces.

- **Records Management**

- * insufficient spacing;
- * lack communication between HR and Branches;
- * lack electronic data scan system;

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.

2013 Highlights	Our Performance
Settlement of some 2012 o/s claims	<ul style="list-style-type: none"> • K17m allocated by Treasury • Support from Audit Branch and Ops Managers in verifying claims for payment • Approval from the top Management made it possible to settle some more o/s claims from Re-current Budget worth K4m.
Fully settled All RO'ARO's allowances 2013 LLG Elections	<ul style="list-style-type: none"> • Funds reserved and kept away completely from been used for other services
An improved user friendly Election Budget Estimate Template accepted by EMs/AEMs & Ops Manager for use in future Budget Estimates	<ul style="list-style-type: none"> • Developed a user friendly Election Budget Template • Presented it during the EMs/AEMs Review W/Shop
Much Improved and more controlled Nomination fees collected throughout the nation.	<ul style="list-style-type: none"> • Conducted Training for collection of Nomination fees • 95 % of receipts captured in ICT main Database • Bank Reconciliation on nomination fees collected in June compiled and sent to Finance for checking of an imbalance of K36,372.80 which K36,057.60 is made up of (dishonoured cheques)
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"> • Fully settled 2012 Bills from Recurrent funds and also from Trust Account. • Obtained Legal advice from PNGEC Lawyers to settle bills Trust Account

2013 Highlights	Our Performance
No over expenditure experience on funds for (2) National election Re-Counts & (4) National By Elections. Easier & faster Reporting	<ul style="list-style-type: none"> • Election Operations Branch & Finance Branch worked very closely as a Team to prevent over expenditure • All efforts put in by Ops managers to make this possible • Status Exp Reports provided frequently • Separate CFC Numbers created for each By election
Finance Department commended PNGEC for being up to date with Bank Reconciliation (Drawing Account)	<ul style="list-style-type: none"> • Bank Reconciliation were prepared as soon BPNG makes the Bank Statement and paid cheques available • Every efforts taken in preparing the monthly Bank Rec's
Improved free flow of claims from the Commitment area	<ul style="list-style-type: none"> • Strong decision made by the superiors to reshuffle staff to suit work demands

Major Challenges and Lessons Learnt

- Implementation of asset management system (Hart Cat)
- Challenge to standardize and outsource service providers in advance.
- Acquittal of Cash Advances by EMS/HQ staff still a problem
- Communicating the shift of focus on financial management, Financial Management and controls is everyone's business
- Provincial Financial Reports not received on time consequently resulting in late issue of CFCs and equivalent cash remittance
- Reconciliation of Warrants against CFC's
- Reconciliation of Nomination fees by Provinces & LLGS
- Most of Provincial Bank Reconciliation o/s since 2006/2007
- Lack of supporting documents on provincial paid claims
- Identification of bogus claims
- Expenditures not in line with the Budgets
- Financial in-house manual yet to developed
- PNGEC (HQ) authorizing Election Managers to Pre-commit in Accommodation and Transport
- Purchase Authority not fully utilized by Election Managers
- Signatory issue with Trust Account (Finance Department)
- Payment of Provincial Claims at HQ (may lead to double payment)
- No Contracts drawn up for Chopper hires
- Staff restricted from taking Rec Leave
- LLG election budget underfunded by K30million
- No certified list of outstanding claims from Provinces and HQ to determine correct o/s figure.
- Long list of stale cheques
- Manual Asset Register not maintained
- Advance Register not updated
- TMs Reports not attended too
- Development of Corporate Financial Management System
- Implementation of new Trust deed on sharing of Nomination fees between PNGEC and Finance 50% basis

Achievements

- Program budgeting and reporting by branch within PNGEC
- Activity Budgeting for election Activities
- New vehicle hire strategy
- Reshuffled of Finance staff to suit work demands
- All branches involved in the screening of 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 for Drawing Account
- Full funded Recurrent budget of K26.3m
- Revised Chart of Accounts
- Purchase Authority link to COA
- Chart of Accounts link to Budget, Cash book
- PNGEC Procurement Committee in operation
- Engagement of 3 Regional Accountants
- Recounts and By Election Expenditures well controlled and monitored by Finance and Election Administration

Branch

- Revised Election Budget Template developed
- Briefings conducted on Nomination fee collections
- Creation of new CFC numbers for by election makes reporting easier
- All RO/ARO's allowances for 2013 LLG elections fully settled

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.

2013 Highlights	Our Performance
User and Systems Support	ICT user and systems 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 faced with the ongoing challenge of ensuring that network services are at all times maintained and users are satisfied and happy.
Communication during LLG Elections	A communication plan designed and implemented that supported senior headquarter staff and Returning Officers with the use of the Digicel Close User Group (CUG), three month plan mobile phone service during the 2013 Local Level Government Elections.
Election Operations Support	Other support services that were required and provided for the Local Level Government Elections, Motu Koita Elections, Angoram Open By Election, Ambuti/Draikikir Open By Election, Madang Open By Election and Kairuku Open By Election included; <ul style="list-style-type: none"> - Processing, production and delivery of respective Electoral Rolls

2013 Highlights	Our Performance
	<ul style="list-style-type: none"> - Provided printing requirements for Ballot Papers. - Provided Delimitation System for processing Wards and Locations changes - Initiated an Elections Management System that provided for; <ul style="list-style-type: none"> i. Internal Voter Name lookup ii. Processing of some 38,000 Presidents and Councillors records for the Local Level Government Elections iii. Organization Management
Electoral Roll Improvement	<p>Electoral Roll improvement has been an ongoing priority activity for the Commission. Pilot projects were conducted in search for improving the Electoral Roll and Voter Verification. The pilot projects included;</p> <ul style="list-style-type: none"> i. Updating the Motu Koita Electoral Roll using tablets ii. Use of Voter ID Cards in two of the Wards in Chimbu during the LLG Elections iii. Voter Name Search using the Internet <p>Also a Strategic Direction or Framework for Voter Registration has been initiated which should be used as the bases to develop the 2014-2016 project plan for Electoral Roll improvement.</p>
Judicial Recounts	<p>Two Judicial Recounts namely Usino Bundi Open and Gumine Open were conducted. During these recounts, the Electronic Verification Count System was used to assist in verifying the manual counting process to provide transparency and accuracy</p>
Improvement to Provincial office capacity	<p>Provincial ICT capacity was improved by providing Personal Computers (PCs) to all Provincial offices. The PCs were configured for Internet and Email access through the use of either Digicel or Telikom dongles.</p>
Support to ABG By Elections	<p>Support for five (5) ABG By Elections were provided by;</p> <ul style="list-style-type: none"> - Improving the ABG Electoral Roll Management System - Supervising Electoral Roll data entry - Printing the Electoral Rolls - Processing nominations data - Generating ballot papers - Assisting in printing ballot papers
Development of ICT Road Map	<p>Guidance is provided for ICT activities in preparation for 2017 National General Elections</p>

Major Challenges and Lessons Learnt

- ICT Assets Management

Although this is one of the ICT Branch strategies, lack of staff and necessary skills compounded with diversion of staff focus to other activities leads to the challenge of ensuring ICT Assets Management is maintained.

- User and systems 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. Also lack of staff and necessary skills compounded with diversion of staff focus to other activities leads to the challenge of ensuring systems are maintained to function efficiently and effectively.

- Electoral Roll Improvement

It is an ongoing challenge to put in place appropriate systems that can provide the means to improve the Electoral Roll so that it is credible to enforce one person one vote so that there is free and fair elections



Electronic verification of the ballots for the 2013-2014 Kairuku-Hiri By-election using the Electronic Counting System.

KEY RESULT AREA 7: AUDIT AND RISK MANAGEMENT

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

Objectives

- To provide an effective audit function that conducts regular internal audits and provide full support to the Auditor General's Annual Audit of the Electoral Commission
- An effective and responsive special investigations function that conducts timely investigations sanctioned by the Commissioner
- A risk management framework that safeguards Electoral Commission's staff, operations and assets

2013 Highlights	Our Performance
Pre-Audit of 2012 outstanding claims	<ul style="list-style-type: none"> • Audit investigations were conducted on the 2012 National Elections outstanding claims from the 22 provinces.
Investigations into Provincial Election Funds	<ul style="list-style-type: none"> • Special investigations relating to expenditure of public funds were conducted in the following provinces: <ul style="list-style-type: none"> ♦ Madang, ♦ New Ireland, ♦ West Sepik ♦ Southern Highlands ♦ Gulf
Internal Audit on Branches Performances to ensure compliance	<ul style="list-style-type: none"> • Investigations were carried out on branches:- <ul style="list-style-type: none"> ♦ Human Resource Branch of the organization on matters relating to Staff Appraisals, History Records of Staff and staff development records. Recruitment & Separation processes. ♦ Policy Branch ♦ Election Administration Branch
Provincial Audits on 2012 Election Funds	<ul style="list-style-type: none"> • Audits were conducted in Bougainville, Manus, East New Britain, WNB, West Sepik and Madang.
Auditor General	<ul style="list-style-type: none"> • Audits Finance and Human Resources Branches on Corporate Plan and the Branch Plans and Annual Reports Senior Management Meetings Minutes.

Major Challenges and Lesson Learnt

- Lack of Manpower
- Audit Recommendations not implemented by the Senior Management
- Non-function of Audit Committee (no meetings held)
- Asset records not updated by Branches/ No Asset register
- High Risk & un-control outstanding from Provincial Offices
- Insufficient information/ No feedback received from HQ Branches
- No feedback if recommendations from provincial audits are implemented
- No corrective action on Recommendations from Auditor General's Office (eg: finance asset register, HR segregation of duties and poor staff performance appraisals)
- Lack of open dialogue and support within Senior Management Team
- Auditor General's main focus on Finance & HR, while other areas are not covered
- Reports/ information are not willingly provided for by the Branch Directors and Operation Managers.
- External Auditors do not audit Provincial Funds
- Provincial audits and issue on Cash Advances to Returning Officers
- Audits on allowances by Paymaster/HQ
- No proper documents in place for engagement of Legal Firms through Policy Branch to verify huge and increasing Legal Bills.
- Need to outsource audit to External Audit Firms.

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.
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

FINANCIAL REPORT 2013 (UNAUDITED)

ITEM	DESCRIPTION	Revised Appropriation	Warrant	CFC	ACUTAL	VARIATION
111	Salaries & Allowances	2443,400	2443,400	2443,400	2,408,492	394,908
112	Wages	453,180	453,180	453,180	452,676	504
113	Overtime	166,000	166,000	166,000	163,237	2,763
114	Leave Fares	167,000	167,000	167,000	167,000	0
121	Travel & Subsistence	563,200	563,200	563,200	563,200	0
122	Utilities	1,140,000	1,140,000	1,140,000	1,140,000	0
123	Office Materials & Supplies	232,700	232,700	232,700	232,700	0
124	Operational Materials & Supplies	368,000	368,000	368,000	368,000	0
125	Transport and Fuel	377,000	377,000	377,000	377,000	0
126	Administrative Consultancy Services	600,000	600,000	600,000	599,769	231
127	Rental Properties	3,268,300	3,268,300	3,268,300	3,267,903	397
128	Routine Maintenance	180,000	180,000	180,000	180,000	0
135	Other Operational Expenses	14,551,750	14,551,750	14,551,750	14,551,750	0
136	Training	156,700	156,700	156,700	156,700	0
141	Retirement benefits etc	427,420	427,420	427,420	412,912	14,508
142	Membership Fees, Subscriptions & Contrib.	2,550	2,550	2,550	2,550	0
221	Office Furniture & Equipments	410,800	410,800	410,800	400,800	10,000
222	Vehicles	875,000	875,000	875,000	875,000	0
225	Construction, Renovation & Improvement	0	0	0	0	0
	TOTAL	26,383,000	26,383,000	26,383,000	25,959,690	423,310

135. OTHER OPERATIONAL EXPENSES (LLG ELECTIONS)

Details	Expenditure (K)
Bougainville	K 0
Central	K 1,350,000
East New Britain	K 948,000
East Sepik	K 1,737,395
Eastern Highlands	K 2,550,000
Enga	K 2,000,000
Gulf	K 750,000
Hela	K 1,470,000
Jiwaka	K 1,200,000
Madang	K 1,430,000
Manus	K 565,000
Milne Bay	K 1,550,000
Morobe	K 2,200,000
National Capital District	K 1,145,300
New Ireland	K 910,000
Oro	K 800,000
Simbu	K 1,925,000
Southern Highlands	K 2,400,000
West New Britain	K 890,000
West Sepik	K 1,470,000
Western	K 1,300,000
Western Highlands	K 1,750,000
HEAD QUARTERS	
2012 General Election Outstanding Debts	K 16,999,000
2013 Local-level Government Outstanding Debts	K 19,736,589
Election Petitions (Legal Bills)	K 10,387,737
Information and Community Awareness	K 1,904,838
Information Technology	K 112,080
Audit	K Nil
Finance	K 144,612
HRD	K 394,028
Executive	K Nil
Election Operations	K 17,105,640
Provincial Government Contribution	K 12,040,000

Note: These (provincial) figures are yet to be confirmed.

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