PAPUA NEW GUINEA
ELECTORAL COMMISSION

ELECTORAL COMMISSION
Papua New Guinea

2014

ANNUAL MANAGEMENT REPORT

Certification

The Electoral Commission of Papua New Guinea Annual Management Report 2014 describes the major highlights of the Commission as linked to performance measures and is in accordance with the statutory obligation of the Commission and required 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

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 Organizations

'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 Immuno-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**

 31st March, 2015

Sir Manasupe Zurenuoc, Kt, 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 2014**

It gives me great pleasure to submit the 2014 Papua New Guinea Electoral Commission Annual Performance Report. It is the record of the achievements and challenges that were encountered and resolved in 2014.

The PNGEC has already a adopted this corporate approach and will continue to do so to improve its internal affairs.
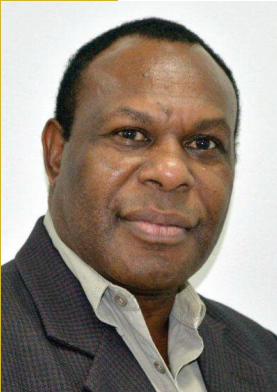
In summary, 2014 was a year PNGEC could not implement most of his key priority activities mainly due to lack of adequate funding support from the National Government.

ANDREW S. TRAWEN, CMG, MBE
ELECTORAL COMMISSIONER

Statement by
John Ellee | Acting Deputy Commissioner, Election Administration

One of the key responsibilities outlined under the Election Administration Division which oversees three key result areas of the organization in Policy Planning, Information & Community Awareness and Election Operations is to prepare and maintain a reliable and accurate roll of electors or an Electoral Roll.

In 2014, our primary focus was centered on identifying and trialing potential ICT solutions by way of using Tablet Technology to update the existing Electoral Roll.

The process involved uploading the electoral roll on these small computers or Tablets so that elector details are updated on the spot at the village or ward level.

A total of four (4) trials were successfully carried in selected wards in four provinces. These included Barakau, in Central Province, Kaselok, New Ireland, Forok in East Sepik and Gabutu in National Capital District. A further pilot scheduled at Kauwo ward in Ialibu/Pangia was cancelled.

Apart from these enrolment pilots projects a number of other activities were conducted by the three respective branches under Election Administration Branch. These included one judicial re-count for Madang Open seat, and a number of LLG Presidential and Councilors by-elections.

Overall, the year has been rather quiet for the Election Administration Division mainly due to funding constrains. Most of our planned activities as a result could not be implemented successfully.

However, despite these on-going challenges in terms of delivery, I would like to commend the team efforts of the three (3) branch heads in over-coming some of these impediments.

We are looking forward for more challenges in 2015 and beyond as we take on the lead role in preparations for the 2017 National General Elections.

Statement by

BOKI RAGA | Acting Deputy Commissioner – Corporate Services

Indeed 2014 was not a year of many achievements due to lack of funding where lot of branches did not carry out most of their planned activities. The only main focus and achievement was the introduction of new CTS "Claim Tracking System" which was developed and now in use by all branches of the Commission.

In addition to this an Audit Committee was also established to ensure that stringent financial controls were in place for the Commission which promoted zero tolerance to fraud and corruption which were experienced in the past elections. Also to improve Commission's procurement and assets management, financial policies and guidelines on procurements and assets management also now used by the Commission staff.

The use of new IFMS roll out program for budgeting and reporting was established by the Department of Finance doing away with the old PGAS system which will slowly roll out to all government institutions.

The few highlights in 2014 for the Human Resource Branch was the successful completion of the its recruitment and selection processes for the thirty-five vacant positions and twenty-four (24) new created positions for the Assistant Election Managers for the twenty-two (22) Provinces well before the end of the year.

The PNG Electoral Commission needs to recruit individuals with right skills, and the right attitudes to contribute towards the strategic goals and objectives of this small and vibrant organization.

2014 was another year of challenges for the ICT branch due to the rollout of photo roll project by using Tablets Technology based on Electoral Roll update system in six (6) Provinces. Apart from this the tablets were also used during the Kairuku-Hiri by-election electronic counting and Madang Open by-election Judicial re-counts. ICT branch is also continuing its work with the challenge of integrating business functions through an Election Management System, this work will continue in 2015 and onwards in preparation for the 2017 National Elections.

Other highlights are all stated in the three (3) respective branch reports under the Corporate Services Division and we are proud of our achievements from 2013 to 2014 and look forward with confidence to face the new challenges for this year 2015 and beyond.

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

PNG Electoral 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 81 to 104 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:
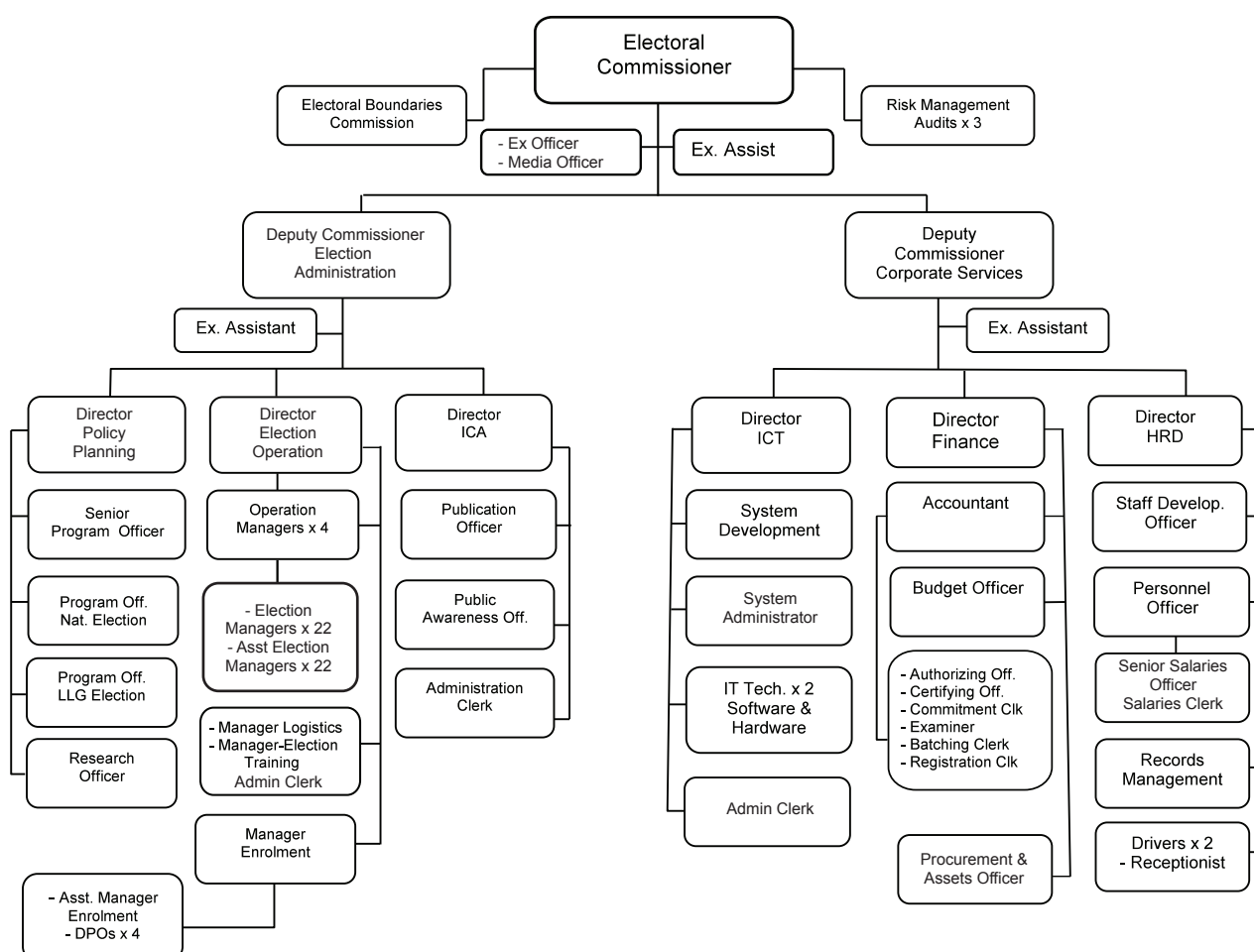
BRANCH HIGHLIGHTS

ELECTION OPERATIONS BRANCH

The Election Operations Branch in 2014 has significantly achieved a lot of its activities deriving from its Annual Branch Plan for the year in alliance with the PNG Electoral Commission Corporate Plan. The Strategic Theme for the Commission "Improving the Integrity of the Roll through Technology" was the key message that has driven the Branch's Activities for this year. Team Operations need to be commended for their loyalty, commitment and tireless effort that was showed during this year.

Key Focus Areas were on the Planning, Managing and conduct of By-Elections and Supplementary Elections in provinces. Several by-elections were conducted and these included the Kairuku-Hiri by-election, supplementary election for Oro Bay LLG, Milne Bay, East New Britain and Milne Bay provinces for vacant wards. Due to funding constraints faced by the Commission, the Provincial Administrations were responsible for providing funds for the conduct of these elections.

Election Training Section was fully involved in training of the Photo Roll Training for the officials as well as the Electronic Verification counting for the by-election.

The Improvement of the Electoral Roll using technology by way of Photo Roll was trialed out in four (4) Pilot Projects in Central, New Ireland, East Sepik and National Capital District. Unfortunately, the pilot in Ialibu-Pangia Electorate for the Highlands Region did not eventuate due to misunderstanding amongst the community.

The plan to roll out an Enrolment and Electoral Pilot (EEP) project was a way of updating

and improving the Electoral Roll through the integration of electronic voter registration and identification technology in selected locations throughout the country. This project, with the use of tablets recorded elector photographs, did certainly aid us to improve the roll and remove discrepancies. However to achieve the best outcomes a collective effort is needed from the PNGEC, its stakeholders as well as the community as a whole.

A Memorandum of Understanding was signed by the PNG Electoral Commission and the ABG Electoral Commission in 2014. Support was rendered in preparation work in the conduct of the ABG General Elections 2015 in Bougainville and will continue until the elections are over.

Another of the highlights of the Branch was the Performance Review Management that was conducted quarterly with branch officers. This was necessary as part of the Staff capacity building and mentoring so team members are able to produce their own Individual Work Plan

to follow through and also for the purpose of assessment on their performance.

There were two workshops conducted by the Branch for its Election Managers and Assistant Elections on their budgets and plans for the year as well as the Performance Review on their Individual Work Plans and Activities.

One of the issues one continuously faced by the Branch is the Outstanding from the 2012 National and 2013 Local-level Government elections which is yet to be sorted out and hope this will be done shortly with assistance from the National Government.

Year 2015 will be another challenging year for the Branch with the Key Focus Areas activities that needed to be implemented despite the funding constraints.

MARGARET VAGI
Director, Election Operations Branch

INFORMATION AND COMMUNITY AWARENESS BRANCH
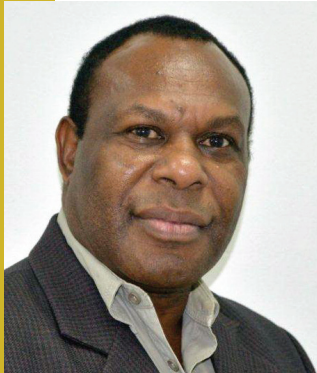
The Information and Community Awareness Branch continues to draw support from its external partners and stakeholders to deliver civic education and voter awareness programs across national and sub national levels in Papua New Guinea. Our focus in 2014 and beyond is to encourage Civil Society Organizations at the local government level to fully participate in our core business in ensuring 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 bipartisan approach using the established networks with provincial departments. In 2014 however, we have made very little progress in extending these networks across the country at the sub-national level. Overall we have seen more challenges than opportunities in the delivery of our program activities this year.

Our ongoing key activities includes mobilizing & training of CSO partners, management of CSO contracts, review of awareness materials & training guides and the delivery of youth election awareness activities. We are also able to maintain an on-going dialogue with our media partners. These main activities were adequately captured in our 2014 Annual Branch

Plan, however we were not able to execute the implementation of almost all of them due to various management constrains.

In the regions we could only deliver two CSO mobilization and training programs for Momase and Highlands regions. The remaining two programs for NGI and Southern were stalled basically for the reasons given. Another one of our activities that was successfully implemented was the youth election awareness festival conducted for the first of in a district setting in Aitape, West Sepik province. The Aitape District Administration as a result accepted the concept to partner with PNGEC to host the festival annually in their district. Apart from these we also provided support to the Photo Roll Pilot Project with specific awareness messages particularly on the underlying need to maintain and improve the quality and accuracy of the electoral roll.

Again as highlighted earlier, most of our annual branch activities were not fully implemented this year. We owe this challenge mainly on our in-house management constrains but look forward look forward with confidence to face more challenges for next year as we begin preparations for 2017 National General Elections.

JOHN ELLEE
Director, Information & Community Awareness Branch

POLICY DEVELOPMENT BRANCH

The year 2014 has been a quite year for the Policy Development Branch which did not enabled the Branch to complete most of its planned activities such as Electoral Boundaries Review, conduct of 2013 LLG failed Supplementary Elections, reactivating of Inter Departmental Election Committee (IDEC) due to lack of funds. However, one of the major achievements was the completion of almost 85% of the National Election Petition matters within 2 years and well before 2017 National General Elections which is in record time.

Another achievement was the completion of one of the most controversial Court Ordered Re-Count for Madang Open Electorate by-election. It was challenging event where lot of legal issues and implications were faced and highlighted from the start to the end of the counting.

Some of the main issues were the security of the storage containers and the ballot boxes without the proper plastic tag and refusal of outside security personnel's to take part in the whole counting process. In addition to this so many unnecessary court orders were issued to the Commission in particular the Returning Officer and his two Assistant Returning Officers to start the counting process even though the Commission had pleaded to the National Court that the Commission did not have the funding available and requested for more time to be given in order to start the counting as per the Court Order.

After lessons learnt from this re-count the Commission has to further improve on the administration of future elections and also to review specific election laws in order to stop illegal practices committed either by Election officials, Security personnel's and most importantly the petitioners and their supporters for future elections.

Election offences and penalties must be fully enforced in 2017 National Elections and beyond to RO's, ARO's and PO's if allegations are proven by the Court.
We are proud of our achievements from 2013 and 2014 and look forward with confidence to face the new challenges for this year 2015 and beyond.

BOKI RAGA
Director, Policy Development Branch

HUMAN RESOURCE MANAGEMENT BRANCH

Human Resource Management Core/ Maintenance Activities to manage, direct and oversee the implementation of the policy and strategy in the areas 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 jobs demands.

Training and Development function gives employees the skills and knowledge to perform their jobs effectively. In addition providing training for new or inexperienced employees. Provide training programs for experienced employees whose jobs are undergoing changes, training and development programs prepares employees for higher level responsibilities within the organization. Training and Development programs provide useful means of assuring that employees are capable of performing their jobs at acceptable levels.

The 2014 Staff Development and Training is categorized under Long Term and Short Term Competency Based Training. The Short Term trainings are sub-divided under Computer Applications for all computing related trainings and Soft Skill courses for all other enrichment training. Training and Development funds are fully utilized for both short and long term training which are highlighted in the report.

Performance appraisal monitors employee performance to ensure that it is at the acceptable levels. HR is usually responsible for developing and administering performance appraisal systems, although the actual appraisal of employee performance is the responsibility of supervisors and managers. Besides providing a basis for pay, promotion, and disciplinary action, performance appraisal information is essential for employee development since knowledge of results (feedback) is necessary to motivate and guide performance improvements. Electoral Commission has adopted very well and performance appraisals now become everybody's business.

The organization needs to recruit individuals with the right skills, and the right attitudes to contribute to the strategic goals of the organization. Employees should also have the personality that will fit into the culture of the organization.

A successful completion of the recruitment and selection process of thirty five (35) vacant positions, twenty four (24) are new positions created including the Assistant Election Managers' positions. The other thirteen (13) positions were left vacant by the substantive occupants either resigned or retired from the workforce.

Recording-keeping this function involves: recording, maintaining and retrieving employee related information for a variety of purpose. Records which must be maintained include application forms, health and medical records, employment history, seniority lists, hours of work and other employee data. Complete and up-to-date employee records are essential for most personnel function.

CECILY SEVARU
Director, Human Resource Management Branch

INFORMATION AND COMMUNICATION TECHNOLOGY BRANCH

Information and Communications Technology (ICT) 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 2014 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 experiencing an ongoing challenge 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.

User and Systems Support is an ongoing ICT activity. The major operational support activity for 2014 was in the conduct of pilot projects using Tablets Technology based Electoral Roll update system in six provinces. Other support activities included the Madang Open Judicial recounts, Kairuku Open by-election and capacity improvement for Provincial offices.

Also, ICT Branch has continued to work with the challenge of integrating business functions through an Elections Management System, this work will continue in 2015 and onwards in preparation for the 2017 National General Elections.

Late in the year work on the strategy for systems backup and recovery commenced and this will also continue in early 2015.

ISAIAH AIRE
Director, Information & Communication Technology Branch

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 99% 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 is continuation of branch budget branch preparations

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.

Claim tracking system developed and in used by all branches of the Commission.
PNG Electoral Commission using IFMS roll out program for Budgeting and Reporting.

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 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, there is also cash advances paid to certain officers without proper acquittals.

MR. REX AU
Director, Financial Management Branch

INTERNAL AUDIT AND RISK MANAGEMENT

The Internal Audit Branch is independent of all other functions and report direct to the Chief Electoral Commissioner. Our corporate goal is to monitor and deliver timely and effective financial, audit and risk management policy advice and services to PNG Electoral Commission.

We plan and perform audits to obtain reasonable assurance that systems are operating as required, expenditure control mechanisms are in place, accounting records are not materially misstated and to ensure that there is;

• Accountability of funds
• Compliance to relevant laws and regulations
• Orderly, Efficient, Effective, Economical and Ethical operations
• Adequate safeguarding of Assets.
• Adequate procedures to monitor, asses and analyze risk and controls.
• Mitigation of identified risks

In 2014, four (4) major audits and various special investigations were completed. Two (2) other major audits were outsourced to an external Accounting consultancy firm and were successfully completed. The control weaknesses and risk factors identified from these audits have been reported with appropriate recommendations for improvement. Throughout the year Internal Audit continued to stress that PNGEC is to derive an effective way to address and monitor the risks

in order that control weaknesses are rectified and risks are mitigated.

Internal Audit Branch highlights in 2014 included,
• Reviving the PNGEC Audit Committee with a record of four (4) Audit Committee Meetings conducted at the end of each quarter.
• Timely response to the AGO Management letter for 2013
• Physical verification of Assets maintained by Provincial Election offices. An exercise jointly conducted with the Finance Branch
• Attendance at trainings and workshops organized by DOF
• Attendance at trainings and conferences organized through the Institute of Internal Auditors (PNG) and IIA Australia.

The attendance at the trainings, workshops and conferences has helped to boost and enhance performance of our audit team, and has also given us the opportunity to explore emerging issues in greater depth through direct interaction with others in the same profession.

The only setback for the branch in 2014 was the lack of adequate manpower however, with the appointment of a Chief Internal Auditor towards the end of November; we anticipate an increase in work output in 2015.

JOAN SAWARABA
Acting Chief Internal Auditor

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 - Achieved

• 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. Roll update is now being done alongside the PNG National Identity Project and its implementing partners including National Planning Department, National Statistical Office and Civil & Identity Registry Office using Voter Identification Technology – Photo Roll.

• Develop/strengthen electoral roll database systems (with ITC) - Achieved

Institutional Strengthening to Improve the Election Process
• Institutional Re-organisation and Personnel – Achieved but needs further institutional strengthening to improve the election process in PNG.
• Review Election Training Model - Achieved
• Pre Recruitment Training/Accreditation - Achieved
• Review Procurement to improve PNGEC "Value

for Money" - Achieved
• Establish Standards for Count Centers - Achieved
• Review Terms of Reference for IDEC and PESC - Achieved
• Review activities that could assist to re-balance the Security Dominance Costs v Cost of other Election Expenses – Achieved but ongoing
• Review/Research the developing a PNGEC Chart of Accounts aligned to GoPNG coding – Achieved but ongoing

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 - Ongoing
• To be undertaken by Policy Branch. The review would result in a clear understanding of what the current legislation about polling and campaigning - Ongoing

• Establishment of Investigative/Compliance Unit – Not achieved but taken into consideration in 2015.

- 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 – Not achieved as it was not considered and recognized by GoPNG as a priority.

KEY RESULT AREAS

KEY RESULT AREA 1: ELECTION 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:
- Plan, manage and conduct elections including scheduling, logistics and resources at HQ and Provincial levels
- Co-ordinate, manage the development of Budget and to monitor and evaluate regularly
- Management and strengthening partnerships with relevant stakeholders
- Assist co-ordinate the management and recruitment of office casuals and temporary electoral workers(TEW)
- Management of Logistics and Inventory of Materials and Assets
- Management and delivery of training for Election Officials
- Performance Review Assessment

Corporate Goal 2:
To continually improve the accuracy and integrity of the Roll

Objectives:
- Continuous maintenance on the Wards and Location Boundaries in consultation with Local Level Governments throughout the country
- Continuous maintenance on the accuracy and integrity of the roll
- Improvement of the Management of the Electoral Roll data
- To improve data capture on list of candidates and nominations and election journals

2014 Highlights	Our Performance
CONDUCT OF THE BY-ELECTIONS AND SUPPLEMENTARY ELECTIONS IN PROVINCES	• Conduct of the LLG Elections for vacancies in Northern (Oro) and East New Britain provinces • Two successful By-elections for Kairuku Hiri Open & Oro Bay • Successful conduct of LLG Supplementary and By-elections in East Sepik Province • Conduct of Judicial Madang Recount • One supplementary election for Milne Bay • MOU signed with ABG Electoral Commission for support to be given by PNGEC in the conduct of ABG Elections 2015
PLAN, MANAGE AND CONDUCT ELECTIONS INCLUDING SCHEDULING, LOGISTICS, AND RESOURCES AT HQ AND PROVINCIAL LEVEL.	• Election conducted in all current LLG & Wards and results declared • Conduct of Operations Workshop on Staff Performance Review • Enrolment Photo Pilot Exercise in Barakau-Central, Kaselok-New Ireland, Forok-East Sepik & Gabutu-NCD • Performance Appraisal was conducted • PESC meetings conducted for Northern, Milne bay, NCDC, West Sepik, East Sepik, Madang, WNB, ENB , NIP, Manus, SHP, WHP, Jiwaka, EHP and Simbu • PASC meetings conducted for Central, Milne Bay and Northern. Others are NCD, West Sepik, East Sepik, WNB, ENB, NIP, Manus, SHP, WHP, Jiwaka, EHP and Simbu • Support rendered in preparation work in the conduct of the ABG General Elections 2015 (in Bougainville).
MANAGEMENT AND DELIVERY OF TRAINING OF ELECTION OFFICIALS	• Support from two AEC staff under PNGEC/AEC Twinning Arrangements. • Madang Re-count training of the counting officials • Electoral Roll Improvement Procedures Manual developed • This new concept involves; Roll Readers, Assistant Roll Readers, Tablet Operators & Queue Controllers • Evaluations: Positive feedbacks from people before and after the training and roll update pilot exercises • Trained approximately 190 enrolment agents/tablet operators, which were; LLG/Ward Officers; Teachers; Youths, CSOs and Provincial Admin Officers • Developed Quick Reference Guides for enrolment agents/tablet operators

	• Assistance to Bougainville Electoral Commission:
	  ❖Trained ABG Returning Officers and Assistant Returning Officer
	  ❖Developed Nominations Manual for ABG Electoral Commission
	  ❖Developed Polling Manual for ABG Electoral Commission
	  ❖Developed Counting Manual for ABG Electoral Commission
	  ❖Developed Candidate's Information Booklet for ABG Electoral Commission
	  ❖Developed Scrutineers Information Booklet for ABG Electoral Commission
	  ❖Developed Presiding Officer's Journal for ABG Electoral Commission.

LOGISTICS MANAGEMENT	• Key activity areas already identified and inserted into the work plan, coupled with the budget requirement to compliment the Activity plan • Regular review of work plan made and progress was monitored • Regular quotes obtained for goods and services, as part of PNGECs procurement regime, with copies of claims lodged being kept in file for record purposes • Assisted LLG By-Elections in East Sepik, East New Britain, Oro and Milne Bay provinces, with regard to partial procurement of stationers and ballot papers • Similar support given to the Photo ID Roll Pilot Projects in Barakau (Central) Kaselok (New Ireland), Forok (East Sepik) and Gabutu (NCD) • Support rendered to the Judicial Recount of the Madang Open Electorate • Lease agreement form obtained from landlord, for signing, and to prepare 2nd property at Hohola warehouse for occupancy • Couple of meetings held to progress this agreement • Shelves purchased, delivered and stored in the warehouse, to improve storage. HR Branch have progressed own arrangement. Installation being progressed • Partial stock-take done • Few samples of responses from Oro, ENB, East Sepik and Central provinces in regard to furnishing the Inventory List to HQ

	• Updated most of the old records of Services Providers from the Warehouse
	• Compilation of new Services Providers profile provided by the various branches within PNGEC, which also included updating these listings
	• Opportunities available to meet with supervisors to review progress of activities as per plan.
	• The bi-weekly branch meeting also used as an avenue to discuss activities, and update when required
	• Assistance to Bougainville Electoral Commission and PNGEC (Buka) Operations:
	   ❖ Assist in developing BECs logistics plan and implementation schedule
	   ❖ Budget developed for BECs logistics
	   ❖ Commencement of Phase I (by end of December 2014) of the procurement of goods and services of the BEC (Bougainville)
	   ❖ Progress made on resolving the Buka warehouse saga, with conclusion near sight, in consideration that BEC had secured an alternate warehouse
	   ❖ Willingness on the part of Bougainville's Electoral Commissioner to facilitate this arrangement, and the change-over from the previous warehouse.

ENSURING THE ROLE OF ENROLMENT SECTION IS STRENGHTENED	• Review and editing of Enrolment Form 11
	• Successful print of Supplementary & By-Elections Electoral Rolls
	• EEP Project conducted at Barakau in Central, Kaselok in New Ireland, Forok in East Sepik and National Capital District
	• 40 Tablets set up for EEP Project
	• Used Existing Electors Additional detail form in EEP Pilot Project
	• Electoral Photo Roll for Objection in the four Provinces
	• Support from AEC on EEP Project
	• Processing of Nominations and PO's Election Journals
	• Support from IT Consultant, Mr. Leonard Warusim for developing Election Management System (EMS) Reports
	• Receipt of proclamation list from Oro & East Sepik Provinces
	• Support to Bougainville Electoral Commission in regard to:
	   ❖ Assisted ABG in Printing of AGB Enrolment Forms
	   ❖ Enrolment Staff assisted ABG with quality check on field data.

CHALLENGES AND LESSONS LEARNT

Election Management

- Performance review management is quite enormous to monitor in Ops Branch.
- Roll statistics not agreeing with the roll database and printout of names on roll does not coincide and are displaced in wrong locations, wards and electorate.
- The base data on roll not matching roll PDF files against voter list.
- The use of technology for the first users and the lack of ICT staff on shift for counting during by – election electronic counting.
- Electoral Rolls inflated every election time.
- Conduct of performance review workshop for operations staff.
- Out-standings from previous elections that is 2012 and 2013.

Election Training

- Continuous changes to the RUP (Roll Update Pilot) processes.
- 60 % of people trained as enrolment agents/ tablet operators lack photo-taking skills.
- Understaffed, only one person on the job requires fulltime support staff.
- Family Order Roll is difficult and needs more analysis and deliberation.

Logistics Support

- Funding woes an issue to PNGEC. Inadequate funding continues to hinder or mutates progress, particularly in undertaking scheduled activities as listed.
- Reliance on others in undertaking certain tasks becoming an impediment to progress

activities. This results in inconsistency in how work is being progressed.

- Inconsistency in response time to make activities come to fruition; same for Bougainville. Very much dependent on Operations in regard to response from provinces which at times appear to be poor. Sometimes branches too busy with other responsibilities, thus receiving poor outcomes.
- Some tasks are subjected to requirement of a different entity other than PNGEC, thus indicating issues of control or lack of authority.
- There is much to be done within a constricted time frame, and at times there is collision with other activities.
- Getting organised to consolidate the two warehouses.
- Getting a meeting organised of branch heads to progress arrangements for full use of the warehouse two units.
- Perusal through agreement before putting pen to paper, for subsequent facilitation of the rental of warehouse properties through Office Allocation Committee.
- No "Disposal Policy". Documents and assets being dumped without any paper work being done. Further frustrated by the indecision of branch heads, appears to show less interest in matters relating to storage.
- Much information on hand now outdated.
- Daunting task in communicating with each vendor/service provider to provide up-to-date information on their business profiles.
- Getting the conversion right in the creation of a system in Access Format to capture all the data's captured to date in regard to the listing of service providers.
- Finalizing the lease agreement of the two (2) units at the Hohola warehouse.
- The mute response from respective branches in facilitating this arrangement in proper storage of assets and properties.

- With moves imminent out of 6-mile, it will take another time and effort to get this exercise underway.
- The need for shelves to be purchased.
- Inconsistency in the refueling of office vehicles.
- Monitoring the spending against activity plans

Bougainville

- Time frame in the election process relating to 2015 ABG General Elections yet to be decided.
- Timely processing of payments by ABG Administration in the procurement of goods and services.
- For BEC, getting slow feedbacks or response from AROs and supervising ROs in regard to getting election materials & supplies out of the previous warehouse into the new warehouse; pending approval from the landlord.
- Stubborn landlord in Buka with some unsavoury business practices holding onto election materials.
- Communication continuous to be problematic in regard to having reliable telephones, facsimile facilities, and the use of other electronic implements.

Enrolment

- Constant follow up with our Election Managers on the Nominations, PO's Journal & used Electoral Rolls 2013 LLG Elections.
- Filling in Form 11 properly.
- Duplicates, no first name, no last name, to be removed from the roll.
- Un-proclaimed wards.
- Upgrade Tablet.
- Some Provisional and New Enrolments, photos missed out on confirmed list. Form 11 filled signed but photos did not appear on the roll.

RECOMMENDATIONS

Election Management
- A committee to be in place for performance review.
- Roll to be decentralized to province for more accurate updating and ownership given to Provinces.
- Roll to be updated on a new data base and merge in to one centralization data linking provinces to HQ.
- Training section to be fully involved in training of the electronic verification counting process as well as assistant from ICT.

Election Training
- In house printing facilities must be serviced from time - to – time if we are to save cost.
- If RUP to be rolled out next year 2015, all training requirements must be prepared in advance.
- Roll Update Procedures Manual to be reviewed so that it is standardized and inclusive of all contexts.
- A quick Diagnostic Test or Competency-Based Training be developed and have the interested enrolment agents/tablet operators tested and trained to identify proficient enrolment agents/ tablet operators administered by Training Section and EMs/AEMs prior to engagement.
- Involve LLG/Ward officers if and when program is rolled out next year.
- Training for EMs/AEMs and enrolment agents/ tablet operators should be at least 2days intensively.

Logistic Support
- Continue to do as much as possible, and in compliance with MOA in place.
- Just continue to do what can be done best.
- To continue update the service providers listing when new profiles are received and update profile on their business and their activities.

Enrolment Section
- A data base for Election journal for Presiding officers to be developed for 2017 Elections.
- Form 11 – need more training.
- Permanent Data Entry screen used for the new updates.
- Tablet to be upgraded.
- Link Wards locations to LLG and Electorate.
- New Master List is copied on PNGEC share-Enrolment folder.
- Continue printing of Supplementary, By Elections & Form 11.
- Enrolment Staff to involve in Awareness Programs especially on Enrolment, especially form 11 and marking of working roll.
- Regional DPOs to travel to provinces to assist EMs on removal of duplicates etc.
- EM to have access in searching Elector's details on laptop/computer (read only).

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 using all available mediums.
• To maintain a resource library so that Electoral Commission materials and documentation is managed, maintained and available for the relevant stakeholders.

2014 Highlights	Our Performance
Mobilizing &Training for CSO partners	• Conducted two regional CSO refresher training workshops for Momase and Highlands regions
Photo Electoral Roll Pilot Project	• Provided support with Training and Awareness in all project locations • Production of Theme Songs
Strengthening of Provincial Awareness Steering Committees (PASC)	• Regular reports being submitted
Implementation of Youth Advocacy Network	• Conducted two successful Youth Election Awareness Festivals in Aitape District, WSP and NCD • Production of Youth Election Awareness Songs
Support to the functioning of an Information Resource Centre (IRC).	• Purchase and set-up of IRC workstations • Installation of TV Screens

MAJOR CHALLENGES AND LESSONS LEARNT:

• Use of branch funds by other branches

• Monitoring & Evaluation of CSO field operations

• Poor monthly reporting by AEMs/PASCs

• Engagement of CSO partners at all LLGs

• Establishment and management of a multi- media centre.

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

• Reactivating of PESC's in Nineteen (19) Provinces out of Twenty-two (22) Provinces in 2014
• Completion of 2012/2013 National and Local Level Government Program Officer filed election petitions for NGI and part Momase Regions by Kimbu & Associates for NGI and Harvey Nii Lawyers for Momase in record time
• Settlement of part-payment of Legel-Bills
• Policy Branch vacant position of Senior Program Officer filled
• Successful completion of Madang Open Electorate by-election Judicial Recount.

KEY RESULT AREA 4:
HUMAN RESOURCE MANAGEMENT

Objective: To ensure Electoral Commission has skilled and committed staff available to deliver high quality services to all internal and external clients

The key factors of HRM practices are:

Maintaining compliance and awareness with the Public Service Act, General Order, Labor and Industrial Laws and Employment Act.:
• Management of performance, behavior and conduct
• Design and development of an organization
• Training and development of the workforce
• Design and development of an organization
• Staffing – Recruitment and Selection
• Record-keeping of employees with confidentiality is equally vital
• Employee motivation and morale building
• Compensation and managing employee benefits
• Importance of industrial and employee relations
• Improve systems and processes that are user friendly and support staff

2014 Highlights	Our Performance
Staffing: **Maintain the staff on strength within the approved establishment.**	Recruitment and Selection process completed • thirty one (31) promoted, positions revised and reclassified • twenty nine (29) appointed on probation • four position withdrew
Newly created Assistant Election Managers positions **Redundancy Exercise**	Assistant Election Managers are appointed into the electoral commission establishment Redundancy exercise was conducted for three officers, one of them is a long serving officer who served the electoral commission for thirty eight (38) years, and retrenched on medical grounds.

2014 Highlights	Our Performance
Performance management system	• An indication that branch heads are adopting well with the appraisal reports for their subordinates and becomes everybody's business on staff appraisals process
Annual increments	• The staff annual increments effective from 2008 to 2013 was awarded to staff,
Training and Development	• The 2014 Staff Development and Training is categorized under Long Term and Short Term Competency Based Training. • In comparison to 2013 trainings in both competency and long term courses in 2014 had improved significantly which is reflected in the report • The 2014 appropriation on training and development was fully utilized
Gender Work-Place and Social Inclusion	A GESI policy was launched and promoted thereafter in recruitment and training which is reflected on the report

ACHIEVEMENTS

• Recruitment as the major achievement: includes the appointment of the Assistant Election Managers onto the electoral commission establishment
• Gender Work-Place and Social Inclusion Policy launched
• Training and Development as equal participation, the females officers are given the opportunities on various training programs includes: Bachelor, and Diploma

Staff Development and Training Undertaken:

Course/Title	Participants	Branch/Section	Course Fee (K)
Bachelor in Management	Kila Vaname	Election Operations	4,400.00
	Bura Maro	Election Operations	4,400.00
Diploma in Management	Alice Lupalau	Information & Comm. Awareness	8,250.00
	Kamate Onne	Policy Planning	8,250.00
	Terence Hetinu	Election Operations (Field)	8,250.00
Diploma in Accounting	Leonie Banian	Finance - (fees paid for in 2013)	
MPA (Masters in Public Administration).	Regina Lunge	Election Training	12,500.00
Ms Excel Intermediate	Andau Garena	Executive	1,125.00
	Wendy Lavapo	Executive	1,125.00
	Connie Billie	Executive	1,125.00
	Kala Rawali	Policy Planning	1,125.00
	Mathew Walaun	Policy Planning	1,125.00
	Kamate Onne	Policy Planning	1,125.00
	Alphonse Yapen	Election Operations	1,125.00
	Francis Dakeni	Election Operations (Logistics)	1,125.00
	Naiamo Bouauka	Finance	1,125.00
	Ruth Papo	Finance	1,125.00
	Norah Kome	Finance	1,125.00
	Louisah Pariningi	Finance	1,125.00
	Mathilda Moe	Finance	1,125.00
	Cheryl Onguko	Finance	1,125.00
	Aidah Samson	ICT	1,125.00
	Thomas Teine	HRM	1,125.00
	Oscar Pomaleu	HRM	1,125.00
	Esther Minjihau	HRM	1,125.00
	Bisia Robert	Election Operations (Enrolment)	800.00
	Keveo Sibona	Election Operations (Enrolment)	800.00
	Marisa Lavapo	Election Operations (Enrolment)	800.00
	Philomena Juddah	Election Operations (Enrolment)	800.00
Ms Excel Advance	Thomas Nokava	HRM	1,125.00
	Cecily Sevaru	HRM	1,125.00
	Karo Kila	Finance	1,125.00
Hardware Trouble shooting	Rolland Friday	ICT	1,000.00
MS Excel Level 1	Steven Gore Kaupa	Election Operations (Field)	1,000.00
	Philip Telape	Election Operations (Field)	1,000.00
	Martin Anskar	Election Operations (Field)	1,000.00
	Emily Kelton	Election Operations (Field)	1,000.00
	Dadu Daga	Election Operations (Field)	1,000.00

	Kila Egaba	Election Operations (Field)	1,000.00
	Tore Poevare	Election Operations (Field)	1,000.00
	David Wakias	Election Operations (Field)	1,000.00
MS Excel Introduction	Christine Tiane	HRM	1,125.00

SOFT SKILLS ENRICHMENT TRAINING			
Personal Assistant Part 1	Andau Garena	Executive	1,760.00
	Wendy Lavapo	Executive	1,760.00
	Connie Billie	Executive	1,760.00
Effective Reporting Writing	Tuau Kailap	Policy Planning	720.00
	Mathew Walaun	Policy Planning	720.00
	Kamate Onne	Policy Planning	720.00
	Kala Rawali	Policy Planning	720.00
	Alphonse Yapen	Election Operations	720.00
	Bura Maro	Election Operations	720.00
	Kila Vaname	Election Operations	720.00
	Alice Lupalau	Inform & Comm. Awareness	720.00
	Vetari Iamo	Inform. & Comm. Awareness	720.00
	Aidah Samson	ICT	720.00
TOT	Claude Laki	ICT	3,000.00
Certificate in HRM	Thomas Nokava	HRM	3,000.00

FINANCE MANAGEMENT TRAINING			
Bank Rec	Ruth Papo		free
	Louisah Pariningi		free
	Maretta Iamo		free
Accounts Receivable	Ruth Papo		free
	Norah Kome		free
	Mathilda Moe		free

2014 Summary - Training and Development

Training Programs Undertaken	Participants		Total Participants	Total Expenditure	2014 Appropriation
	Males	Females			
MBA		1	1	12,500.00	180,000.00
Bachelor		2	2	8,800.00	
Diploma	1	3	4	33,000.00	
Computer Application	15	19	34	36,950.00	
Competency Skills	6	9	15	17,760.00	
T/As for EMs				7,840.00	
Accommodation for EMs				16,000.00	
2015 Training Advanced Payment -				54,680.00	
Total Expenditure				**180,000.00**	

MAJOR CHALLENGES:

- Records Managements - insufficient spacing; for labeling, achieving,
- Casuals - Maintaining of casual employees
- Manpower - Insufficient manpower to attend employees queries

KEY RESULT AREA 5: INFORMATION & COMMUNICATION TECHNOLOGY

Objective:

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.

Strategies

- Provide appropriate hardware and software systems to support Electoral Commission continuous Roll management and improvement initiatives
- Provide reliable Information and Communication infrastructure and systems with appropriate user support so that the Commission has secure, efficient and collaborative technology systems
- Maintain Information and Communication Technology assets and continually monitor/renew hardware and software applications when appropriate

2014 Highlights	Our Performance
User and Systems Support	ICT user and systems support services within the Commission requires 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 who 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.
By Elections	Late in the year, work on the strategy for systems backup and recovery commenced and will continue in early 2015. Elections operational support services provided included assistance for the Kairuku Open By Elections
Electoral Roll Improvement	Electoral Roll improvement has been an ongoing priority activity for the Commission. Tablet Technology based Electoral Roll update pilot projects were conducted in; i. Barakau (Central Province) ii. Forok (East Sepik Province) iii. Gabutu (National Capital District) iv. Kaselok (New Ireland Province)

Judicial Recounts	ICT Branch assisted in conducting the Madang Open By Election judicial recount and Kairuku by-election count. Electronic Verification Count System was used in these counts to assist in verifying the manual counting process to provide transparency and accuracy.
Improvement to Provincial office capacity	22 Laptops and 8 printers/copiers for provinces were purchased but where not delivered. These equipment will be delivered early 2015
Software Development	ICT Branch assisted in the Tablet based Electoral Roll update system pilot projects by developing and enhancing the system. The development was done in four phase; i. Initial data capture, including photos ii. Assigning of unique global ID iii. Systematic photo capture iv. Systematic data integration and sharing A Claims Tacking System was developed so that Commission is able to systematically track and manage the Claims.

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. Procurement Officer from Finance is now assisting in the management of ICT assets.

• **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 and network services are maintained to function efficiently and effectively at all times and also users are happy and satisfied.

• **Electoral Roll Improvement**

Although Tablets Technology based Electoral Roll update system was piloted in 6 provinces, 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.

KEY RESULT AREA 6: FINANCIAL MANAGEMENT

Corporate Goal
To monitor and deliver timely and effective financial 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
• 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
• 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.

2014 Highlights	Our Performance
Settlement of some 2012, 2013 outstanding claims	• K15m 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 savings from Re-current Budget
Fully settled All RO'ARO's allowances 2013 LLG Elections	• Completely settled ROs and AROs allowances from K15.0 million allocated to PNGEC
An improved user friendly Election Budget Estimate Template accepted by EMs/AEMs & Ops Managers	• Developed a user friendly Election Budget Template and in use
Much Improved and more controlled Nomination fees collected throughout the nation.	• Refresher Training conducted for collection of Nomination fees for by elections
Financial reporting participation by all six (6) branches.	• Cash flow requirements were met in timely fashion.

Settlement of outstanding legal claims	• Partly settled 2012/13 Bills from Recurrent funds and from the K15.0 million allocated to the Commission.
No over expenditure experience on funds Madang Open Judicial Re-Counts	• Election Operations Branch, Audit & 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)	• 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
Claim Tracking System of claims from the Commitment area	• Each branch taking charge of processing of claims tracking them through cheques processing.
PNG Electoral Commission online preparation with IFMS roll out	• PNG Electoral Commission online with IMFS for budget and reporting

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 supplementary elections not funded

- No certified list of outstanding claims from Provinces and HQ to determine correct o/s figure.
- Manual Asset Register not maintained
- Advance Register not updated
- TMs Reports not attended too
- Development of Corporate Financial Management System

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 by elections Budget preparation
- Treasury Department commended PNGEC being up to date with Bank Reconciliation for Drawing Account
- Full funded Branch Recurrent budget of K43, 546,881
- Revised Chart of Accounts
- Purchase Authority link to COA
- Chart of Accounts link to Budget, Cash book
- PNGEC Procurement Committee in operation
- Claim Tracking System developed and in use
- PNG Electoral Commission online with IFMS roll out for budgeting and reporting
- Appropriations by Branches
- 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 7: INTERNAL 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

2014 Highlights	Our Performance
Audit carried out for the 2013 LLG Elections	• Audit inspections were conducted on the 2013 LLG funds.
Inspections/Investigations into Provincial Election Office Assets Management	• Special /Inspection investigations were conducted in the following provinces: • Madang, • New Ireland • Morobe • Gulf • Central
Increase 2014 Budget Allocation	• Budget allocation was used on timely basis according to plan activities
2015 Audit Committee Meeting	• Four Audit committee meetings conduct on schedule dates and Actions items implemented.
Annual Audits - Auditor General Office	• 2013 Management Annual Audit Electoral Commission Management Response completed

MAJOR CHALLENGES AND LESSONS LEARNT:

• Lack of Manpower
• Lack of dialogue between Branches and Audit Team
• Asset register not recorded from the Provincial Electoral Officers
• High Risk & un-control outstanding from Provincial Offices
• No regular meetings conducted within the Audit Branch to discuss Management Reports and Internal Audit reports to give proper recommendations for improvement
• No monitoring & Evaluation of Projects that are implemented through funding allocated to Branches
• Reports are not willingly provided for by the Branch Directors and Operation Managers.

FINANCIAL REPORT 2014 (UNAUDITED)

ITEM	REVISED APPROPRIATION	WARRANT ISSUED	EXPENDITURE	BALANCE
111	4,113,500	4,113,500	3,568,087	545,413
112	2,166,100	2,166,100	2,085,173	80,927
113	322,500	322,500	262,312	60,188
114	234,400	234,400	233,931	469
121	647,300	647,300	646,051	1,249
122	1,194,300	1,194,300	1,194,300	-
123	580,400	580,400	571,268	9,132
124	867,500	867,500	856,535	10,965
125	427,200	427,200	427,200	-
126	991,600	991,600	991,357	243
127	3,373,300	3,373,300	3,370,802	2,498
128	111,900	111,900	111,900	-
135	27,077,400	27,077,400	27,067,336	10,064
136	151,100	151,100	149,771	1,329
141	475,700	475,700	470,673	5,027
142	33,200	33,200	15,093	18,107
221	1,123,800	1,123,800	1,106,305	17,495
222	368,800	368,800	368,787	13
225	50,000	50,000	50,000	-
Total	**44,310,000**	**44,310,000**	**43,546,881**	**763,119**

135. OTHER OPERATIONAL EXPENSES (LLG ELECTIONS)

HEAD QUARTERS	
2012 General Election Outstanding Debts	K 15, 000, 000
2013 Local-level Government Outstanding Debts	K Nil
Election Petitions (Legal Bills)	K 36,663,160
Information and Community Awareness	K 2, 643,988
Information & Communication Technology	K 1, 844,080
Audit & Risk Management	K 252,305
Policy Planning	K 2, 325,436
Finance	K 7, 099,402
Human Resource Management	K 2, 379,855
Executive	K 465,170
Election Operations	K 3, 485,295