



**NATIONAL CULTURAL COMMISSION**



**— 2023**

**ANNUAL  
OPERATIONAL  
PLAN**



Ministry of Tourism, Arts and Culture



# NATIONAL CULTURAL COMMISSION

2023 ANNUAL OPERATIONAL PLAN

January 2023





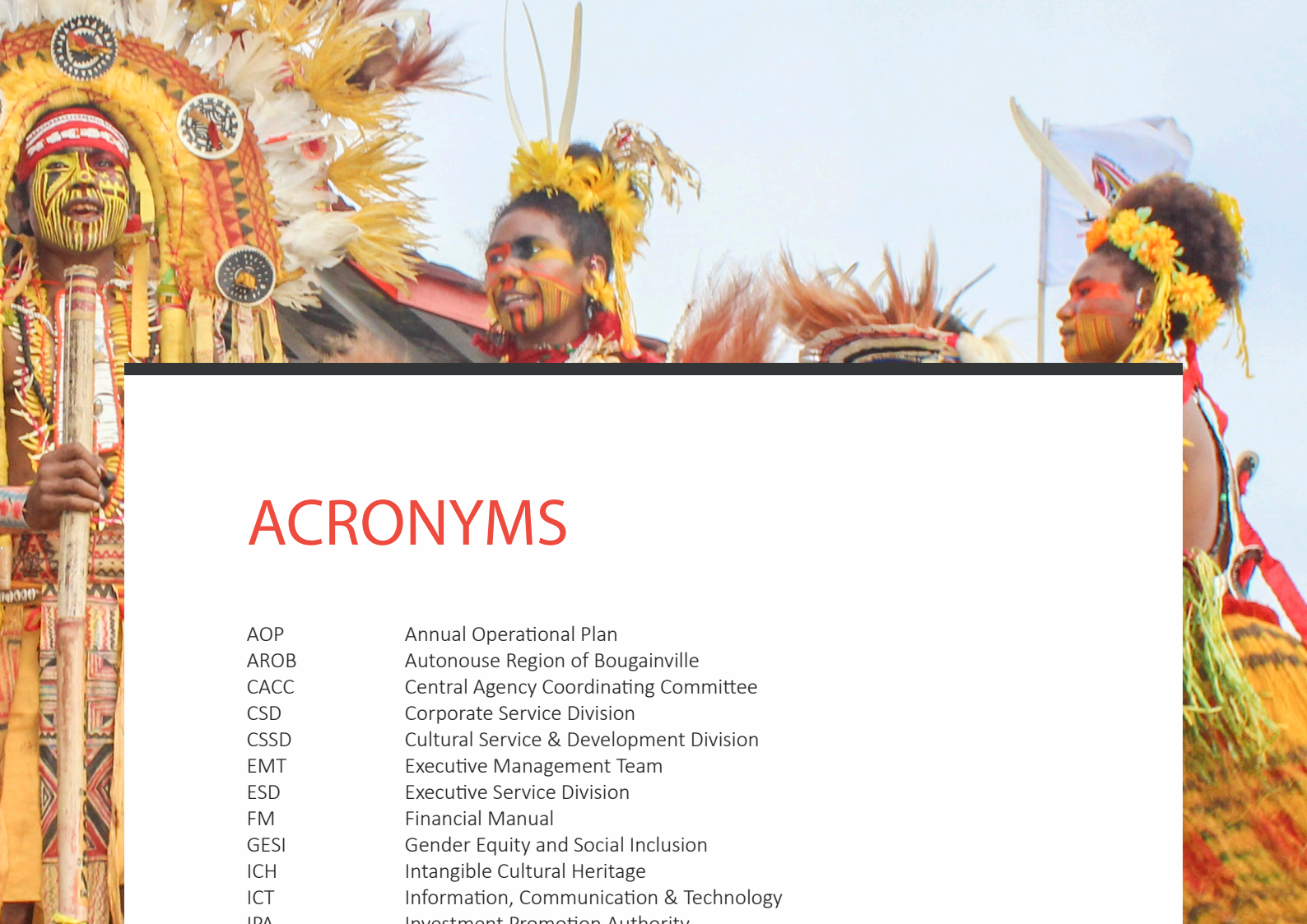




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## ACRONYMS

AOP	Annual Operational Plan
AROB	Autonomous Region of Bougainville
CACC	Central Agency Coordinating Committee
CSD	Corporate Service Division
CSSD	Cultural Service & Development Division
EMT	Executive Management Team
ESD	Executive Service Division
FM	Financial Manual
GESI	Gender Equity and Social Inclusion
ICH	Intangible Cultural Heritage
ICT	Information, Communication & Technology
IPA	Investment Promotion Authority
IPNGS	Institute of Papua New Guinea Studies
IPO	Intellectual Property Office
KRA	Key Result Area
LLG	Local Level Government
M&E	Monitoring and Evaluation
MOU	Memorandum of Understanding
MTDP	Medium Term Development Plan
NCC	National Cultural Commission
NDoE	National Department of Education
NEC	National Executive Council
NFI	National Film Institute
NGI	New Guinea Islands
NGO	Non Government Organization
NIP	New Ireland Province
NMAG	National Museum and Arts Gallery
NPAT	National Performing Arts Troupe
OLPLLG	Organic Law on Provincial and Local Level Government
PFD	Project Formulation Document
PFMA	Public Finance Management Act
PG	Provincial Government
PIP	Project Investment Programs
PNG	Papua New Guinea
PNGDSP	Papua New Guinea Development Sustainable Plan
PRRS	Policy, Research & Regulatory Service Division
PSC	Project Steering Committee
SMT	Senior Management Team
SPC	Secretariat of Pacific Communities
TKEC	Traditional Knowledge & Expression of Culture
TPA	Tourism Promotion Authority
UNESCO	United Nations Educational, Scientific & Cultural Organisation



# EXECUTIVE DIRECTOR'S FOREWORD



It brings me great pleasure to present our 2023 Annual Operational Plan (AOP) put together by our senior management team of the National Cultural Commission, including our three cultural institutions namely the Institute of PNG Studies (IPNGS), the National Film Institute (NFI) and the National Performing Arts Troupe (NPAT). This plan outlines some of the key priorities under our recurrent activities as well as programs for our development budget, for continuity towards institutional rehabilitation programs and of meeting our mandated obligations. Indeed, the 2023 AOP has adopted features of the National Cultural Policy 2022-2032 and Cultural Strategie Plan 2022-2026, both documents offering guidance in priority areas of cultural services and development in Papua New Guinea.

Speaking in terms of reporting processes, NCC has an effective Monitoring and Evaluation System in place that has assisted us to successfully review the performance of our 2022 AOP. The achievement reports compiled and presented by senior managers in the respective divisions of NCC including the three cultural institutions were used as basis for the review. We are very much satisfied with the outcome of the review, basically because much of our Key Result Areas in the 2022 AOP have been achieved as well as unplanned activities. Hence, the Department of Personal Management is working closely with NCC using the online Performance Management System to assess the performance of NCC against our KRA for 2022.

Last year 2022 was challenging for us, especially with the development and implementation of the first ever National Cultural Policy 2022-2032 for this country. Despite the challenge, we have developed the 5-year cultural strategic plan 2022-2026, adopted from the 10-year policy to give us a

strategic direction to identify the programs and activities for implementation with the stakeholders for the next 5-years.

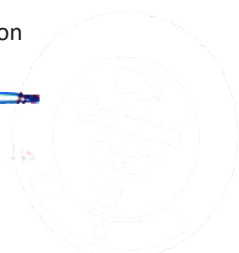
NCC is now working with the provinces to revive and develop Provincial Cultural Centres, and it will ensure that each province has a 5-year Provincial Cultural Development Plan. Such is the importance of promoting our cultures in the provinces that the Government will be investing money in cultural development programs and activities. Since the launching of the Culture Policy in June 2022, we have signed Memorandum of Understanding with Central Provincial government, Milne Bay Provincial government, Enga Provincial government, Madang Provincial government, West New Britain Provincial government and the AROB government for the delivery of cultural services. NCC is now encouraging other provinces to follow the initiative taken by these five esteemed Provincial Governments and one special region, to engage with the National Cultural Commission for productive collaborations.

Funding is crucial at this juncture, especially with the implementation of the 2023 AOP, however our budget ceiling for this year is far way lower than our expectation and submission request for 2023 fiscal year. NCC appropriation for 2023 stands at K1.0m for our operational activities and K5.0m for our development budget, which the K5m accounts for infrastructure rehabilitation program at K3m and K2m for national cultural events and festivals. We will be very realistic with our activity plans for this year, to ensure that we utilize whatever available resources we have for maximum result.

Apart from all the policies and legislative development that NCC will be initiating for this year 2023, the Traditional Knowledge and Expression of Culture Policy and Bill is a priority. We currently have a TKEC working committee in place spearheading the development of the TKEC Policy 2023-2033 and Bill. So far, two stages have been completed in the process. The internal consultation for gap analysis and developing logical framework, drafting of policy and meetings. The next stage that we will be undertaking this year are for the four regional consultation workshops in Momase, Highlands, NGI and Southern region and a validation workshop to complete the process.

Thank You,  
PNG National Cultural Commission

**MR. STEVEN ENOMB KILANDA**







## EXECUTIVE SUMMARY

The 2023 Annual Operational Plan is framed in accordance with the 5-year Cultural Strategie Plan 2022-2026 and National Cultural Policy 2022-2032 to provide direction and guidance in priority areas of cultural service delivery for this year 2023. Furthermore, the AOP gives direction in planning for our programs and is seen to be an useful tool when performance indicators are measured over the course of five years. This year 2023 will be the second year of implementing the National Cultural Policy 2022-2032.

As part of the process of developing the 2023 AOP, our policy and planning division has carried out a review and evaluation of the performance of our 2022 AOP based on the 2022 achievement reports compiled and presented by the respective directors of divisions within NCC, including the three cultural institutions. The review process was successfully completed and the management was informed on how well we have performed against our planned activities for 2022. This review now paves way for us to identify and develop our priority focus for 2023 to be more realistic to achieve with measurable indicators.

NCC has ended year 2022 on a high note, and whistle we will continue this year in implementing what we have left on from last year and continue on with the program on infrastructure rehabilitation, policies and legislative developments, partnership and MoU's with provincial governments, universities, embassies, to ensure that we deliver these priorities and other important program as captured in the 2023 activity plans.

2023 AOP captures all the priorities for the respective divisions in the commission, including the three cultural institutions. The latter are semi-autonomous

entities comprising IPNGS, NFI and NPAT and hence, responsible for the implementation and completion of their respective programs and activities but are required to report back to NCC on achievements and plans on a timely manner. The goal, objectives and outcomes provides the clarity on the context in which our programs and activities will be performed in this year.

Our AOP will be coordinated and monitored through the senior management team meetings on a quarterly basis, which the three cultural institutions will be part of this M&E process. The reporting process will be linked to the personal work plans to allow each staff and their managers to know how they are doing against their area of priority. SMT is held on quarterly basis where respective division present their achievement report and assessment on how well they have performed against their planned activities. These quarterly reports will add up to form quarterly review reports which when compiled will provides a progressive review of the implementation progress and financial results.





## ROLES AND FUNCTIONS OF THE COMMISSION

The National Cultural Commission Act 1994 established the National Cultural Commission and the three affiliated cultural institutions, namely the Institute of Papua New Guinea Studies, the National Film Institute, and the National Performing Arts Troupe, together with their specific mandates and functions. The NCC consist of four divisions, the Executive Service Division, Corporate Service Division, Policy, Research and Regulatory Service Division and Cultural Service and Development Division.

### Executive Service Division

Executive Service Division is responsible for the overall and effective management of the Commission on a daily basis. It also maintains strategic direction and partnerships with local, national and international organizations that are connected to the work of the culture.

### Corporate Service Division

Our Corporate Service Division is the support arm of the NCC, and is responsible for the provision of finances, human resources, administration, training, and management services. The divisions consist of three branches, the Finance, Human Resource, and Information Technology.

- Finance section is focused on developing and applying budgetary accounting and financial policies and procedures, financial management of approved budget in accordance with Public Finance Management Act 1995, accounting standards and other financial regulations.

- Human Resource section is more focused to assist employers build and maintain positive relationship to achieve the commissions goals and objectives.
- Information Technology section is focused on the upgrade of IT infrastructure (telecommunication, software, internet, hardware upgrade etc.).

### Policy, Research and Regulatory Service Division

Our Policy, Research and Regulatory Service Division is responsible for setting the direction and strategic priorities, research development and regulatory services. The division has three distinct functions which complements each other in the areas of.

- Policy formulation and development in the cultural heritage, arts, international organization programs and activities,
- Research, documentation and publication. Also research, analyzing and developing recommendation to inform policy and planning decisions.
- Regulatory compliance and monitoring, deals with matter relating to conventions covering the protection and safeguarding of cultural heritage, cultural diversity and arts, and the enforcement of cultural heritage enforcement.

### Cultural Service and Development Division

Our Cultural Service and Development Division is responsible for the development, implementation, marketing and the promotion of cultural services and products including artacts, festivals, shows,





NCC and IPNGS staffs during corporate uniform launching, Parilament Haus,2022

exhibitions and other cultural activities and programs at the national, district and local level government. The division consist of four branches, the Cultural Service, Festival, Marketing and Art Industry and Development.

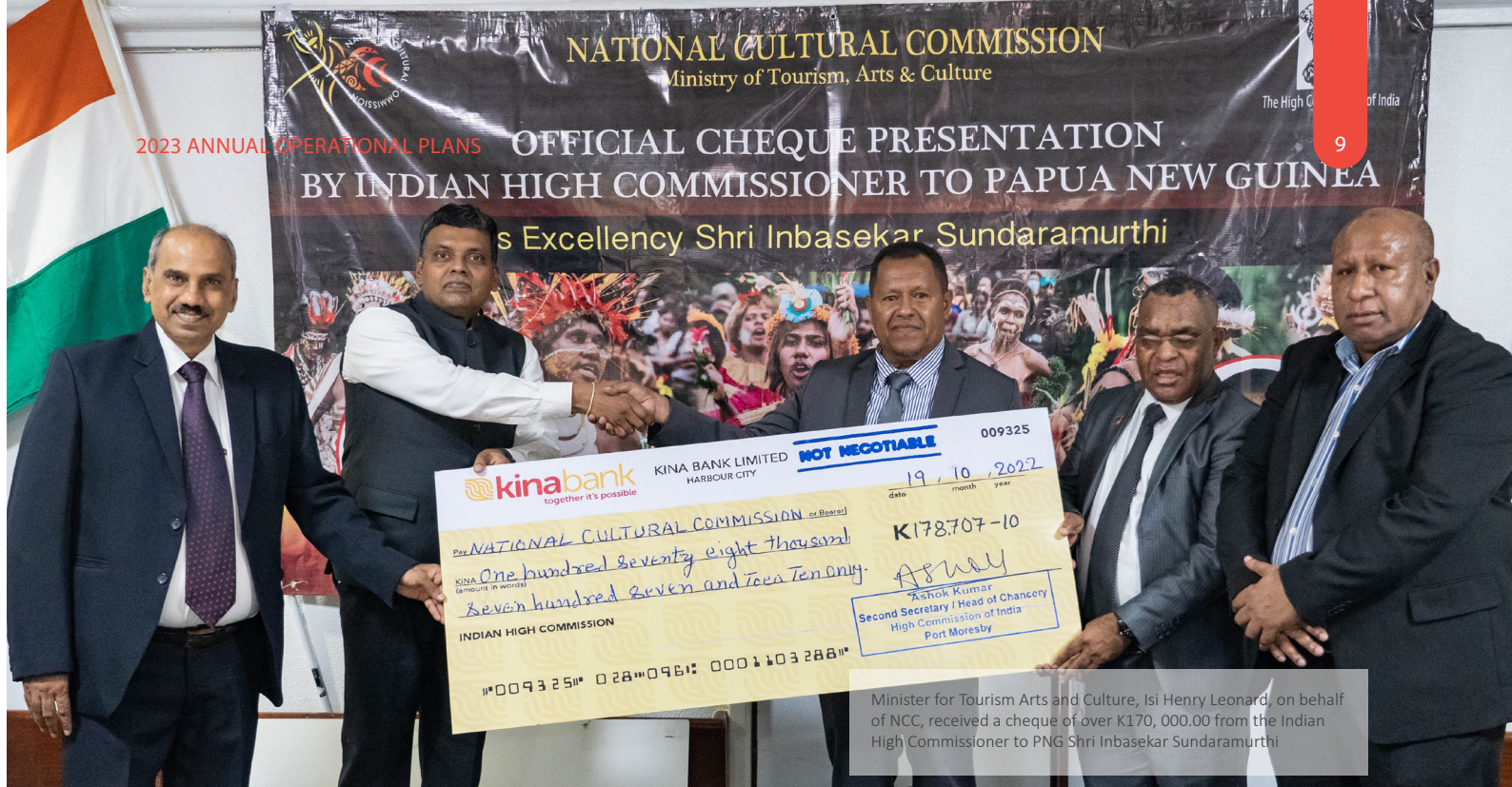
- Cultural Service deals with management of information and pertaining to pertinent to the culture and arts of PNG which must be recorded and retained in a cultural database. They deal with cultural registration as well as registration of creative industries, developing cultural service guideline etc.
- Festival branch is responsible for cultural festivals and events by providing the platform in maintaining, sustaining and transmitting of our culture and arts in live forms. These show and events include the Thematic festivals, Provincial Cultural Shows, and district festivals and shows.
- Marketing section is responsible for all the marketing and promotion to maintain the corporate image of the commission. One of their major task is to produce publicity materials for all festivals and shows.
- Arts Industry and Development section is responsible to create and provide a platform for promoting and developing the creative industry in PNG and is important in generating revenue for the communities and the Agency. Activities undertaken are staging of Arts Exhibitions, music festivals, arts and craft exhibition etc.

### Institute of Papua New Guinea Studies

The Institute of Papua New Guinea Studies' mandated functions are to:

- Carry out research, record, interpret, safeguard, and promote all aspects of the traditional and contemporary cultures of the indigenous and local peoples of Papua New Guinea;
- Research, record, document, and safeguard the music, folklore and dance of Papua New Guinea, and establish and maintain an archive of audio-visual and printed materials that are relevant to this subject;
- Ensure that the Institute's materials are available for the development of literature, drama, music, dance, and the visual arts;
- Develop and maintain a publications program that focuses on aspects of indigenous and local cultures in order to encourage knowledge of, and respect for, such traditions;
- Organize and host a National Literature Competition to promote creative writing and the authoring of cultural research; and
- Disseminate cultural information to educational institutions, provide appropriate cultural information for curriculum development and teaching, and conduct public awareness of cultural information.





### National Film Institute

The National Film Institute's mandated functions are to:

- Develop film production, which has Papua New Guinean cultural content, for a wider audience;
- Conduct and promote film production and skills dissemination training workshops to identify and develop young talent to become professional film makers;
- Encourage the making of Papua New Guinean documentary films, feature films, short films, comedy films, and television series;
- Develop cultural film documentaries for the preservation of traditional knowledge for use in educational programs;
- Promote Papua New Guinean Arts and Culture, globally, through film awards and festivals;
- Facilitate the establishment and development of a commercial film industry;
- Monitor and facilitate the activities of foreign film interests in Papua New Guinea;
- Regulate foreign film interests in Papua New Guinea; and
- Partner with the National Broadcasting Commission (NBC) and other television organizations to operate a television channel for arts and culture.

### National Performing Arts Troupe

The National Performance Arts Troupe's mandated functions are to:

- Develop instruments for communicating information concerning social and cultural change in Papua New Guinea, through theatrical productions;
- Conduct and promote theatre productions and skills dissemination training workshops in order to identify and develop young talents to become professionals;
- Coordinate, liaise, and partner with provincial theatre groups;
- Cultivate and promote a repertoire of traditional songs, music, and dance;
- Use theatre as a vehicle for driving and fostering Papua New Guinea's cultural identity; and
- Host and promote theatrical performances and activities through regular local, regional, and international arts and theatre festivals.





## STRATEGIC OVERVIEW

### VISION

We value culture as the source of our identity, strength, guidance and prosperity.

### MISSION STATEMENT

We endeavour to implement the government's development agenda by safeguarding, promoting, and investing in the arts and culture of Papua New Guinea.

### CORPORATE VALUES

#### Cultural Norms And Practices

All societies are defined and guided by culturally unique behavioral patterns, values and practices that direct individual behavior and common actions.

#### Traditional Knowledge

Traditional knowledge is intricately connected to people's social relations and their dependence on the environment, which plays an important role in shaping their character and vision.

#### Creativity And Innovation

Creativity and innovation in the cultural enterprises manifests the creative spirit in human beings.

#### Sustainability And Continuity

Sustainability and continuity of our cultural heritage and physical environment are used wisely and responsibly for the purpose of preservation and transmission to future generations.

### Respect

Equal dignity and respect accorded to all cultures, including the cultures of persons belonging to minorities and indigenous peoples.

### Partnership And Collaboration

Partnership and collaboration in mutually beneficial cultural exchange programs and fostering cooperation at local, regional and international levels.

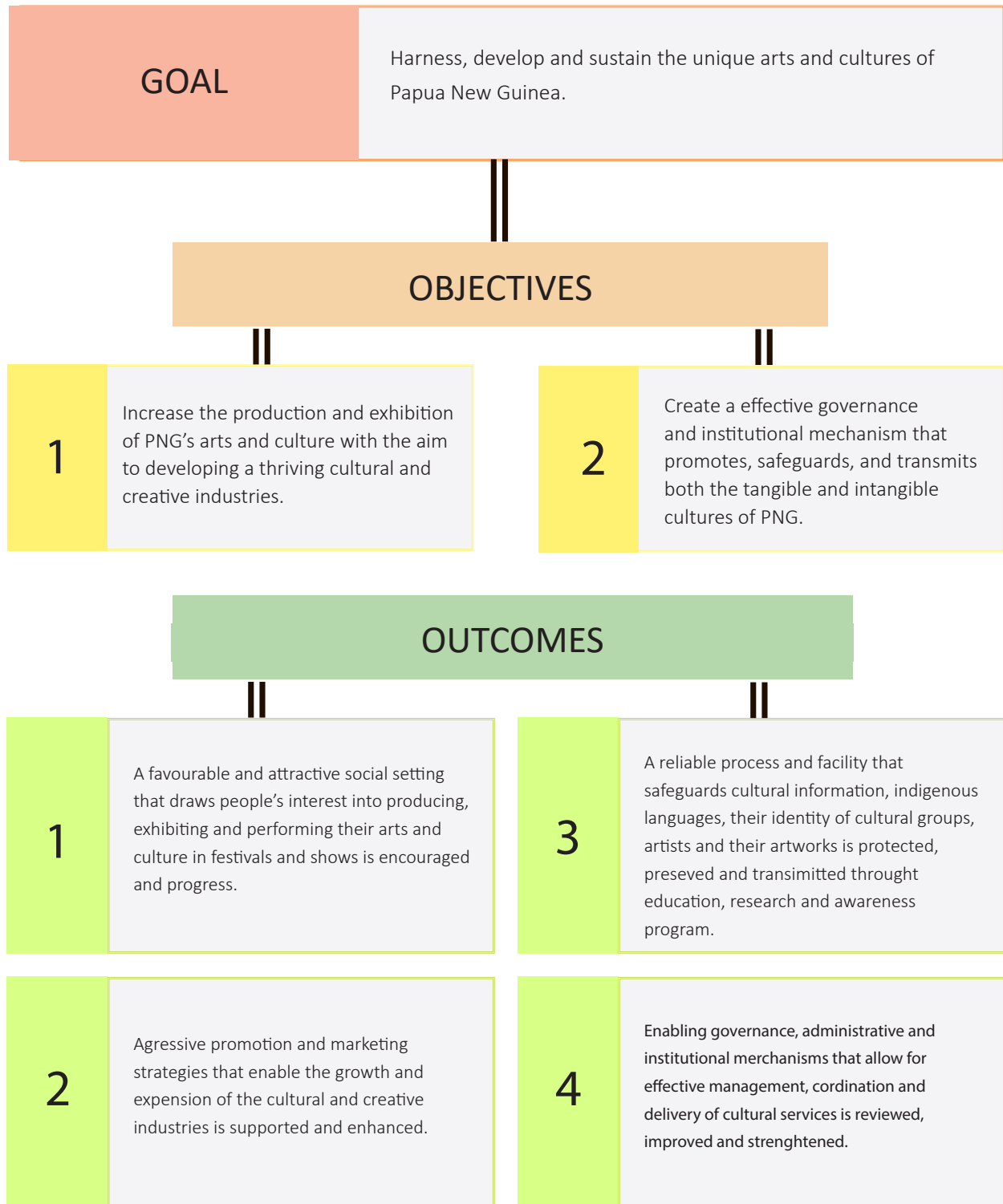
### Good Governance And Ethical Leadership

Governance structures and processes promote visionary leadership, accountability, and transparency.



# ANNUAL OPERATIONAL PLAN OVERVIEW

The overview provides the clarity on the context in which our programs and activities will be performed in this year 2023.





The goal, objectives and outcomes are derived out from the National Cultural Policy 2022-2032 and the Cultural Strategic Plan 2022-2026 to ensure that plans and programs aligns and on track to achieve our overall vision and mission and objectives.

We have one goal, two objectives and four outcomes that provides guidance towards NCC's programs and activities in 2023. Objective one is connected to outcomes one and outcome two, whilst Objective two corresponds with outcomes three and outcome four. All the programs and activities for 2023 are identified and tied up against each of the two objectives to enable NCC and its three cultural institutions (IPNGS, NFI and NPAT) to perform tasks under their respective mandates.

Operational and administrative decisions follow a cascading pattern and corresponds with the organisational structure and mandates of NCC and its cultural institutions. Ministerial office aside, the reporting and administrative structures follows from NCC Board down to Executive Director's office which eventually sees plans and actions been distributed down to respective divisions, branches and individual(s).

That means, under respective outputs are key activities or projects which are listed and further cascaded down to tasks of an individual officer(s) work plans. Each actions or projects has a primary division assigned to it and each is responsible for their completions and reporting on these achievements. Whereas a branch is assigned to support the primary division achieve

the action/project. Each division has also developed their own detailed sectional work plan for each action/project assigned to them.

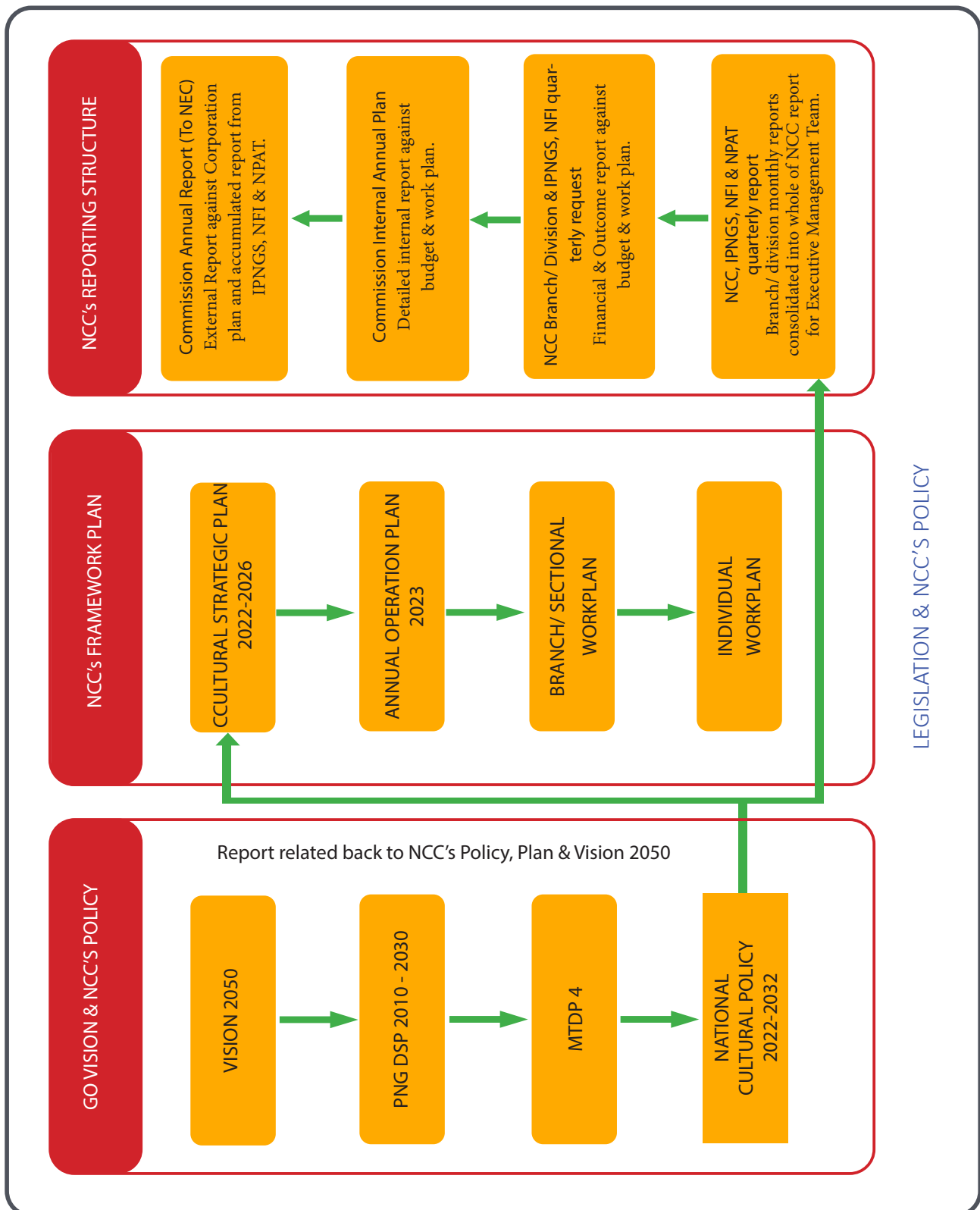
Sectional work plans will include additional detail on the tasks, timing and budgets required to implement each action/project. Sectional work plans are available with respective managers and the policy and planning branch to coordinate.

Staff responsible for each of the tasks in the division/section work plans will be recorded in personal work plans and all the division/section and personal work plans are monitored and reported on, through division/section quarterly reports (which include financial reports to ensure that actuals corresponds to annual budget appropriation). These plans and reports are overseen by the Executive Director and Executive Management Team. At the end of 2023 an annual report will be compiled and will be delivered to the Board, our Minister, Central Agencies Coordinating Committee and the National Executive Council who in turn will evaluate our success in delivering our AOP 2023 outcomes within our budget appropriation.

On the next page is a strategic management framework showing alignment to Government key Development Policies and Commissions reporting management framework.



# STRATEGIC AND REPORTING MANAGEMENT FRAMEWORK



The Commission is committed towards Government Plans such as the Vision 2050, Papua New Guinea Development Strategic Plan 2010-2030 and the Medium Term Development Plan in spite of culture being given superficial to nil treatment in these documents. However, we anticipate that the National Cultural Policy will inspire government focus on cultural development.

The Strategic Management Framework incorporates the government plans with institutional plans of the NCC.

### Papua New Guinea Vision 2050

Culture and tourism are interlinked but this relationship gives tourism preferential treatment compared to a cursory approach to cultural development in PNG. Section 1.17.4.4.3 of PNG Vision 2050 has a sound plan for the cultural sector to engineer a role where it states to “Employ attractive, aggressive marketing and promotion of Papua New Guinea as a preferred (cultural) tourist destination.” The intimate relationship between tourism and cultural products cannot be disputed, however, nothing in this statement promotes culture as critical for tourism. However, the PNG Vision 2050 does not provide a specific strategy on cultural development, despite the fact that culture, spiritual and community development form the basis of Pillar 6. We argue here that the income generated from the tourism industry depends largely on the cultural products and sites visits and therefore, the government should consider giving more prominence to cultural and creative industries which PNG’s Cultural Policy intends to achieve.

### Papua New Guinea Development Strategic Plan 2010-2030

Likewise, although the PNGDSP 2010-2030 does not give a specific treatment on culture, it is worth noting a statement on page 4 that says:

“PNG has rich heritage of traditional wisdom and knowledge, reflecting the greatest cultural diversity of any nation of the world. PNG’s development will be fostered in ways that learn from and build upon PNG’s cultural heritage. The PNGDSP policy measures for law and order, land, education and health for example, draw on PNG ways to improve the effectiveness of service delivery in these sectors.” Furthermore, in the tourism appeal statement, the document makes reference to the preservation of the uniqueness of the diverse cultural heritage of PNG and its striking geography (Section 5.9 Tourism, p.105).

### Medium Term Development Plan 2017-2022

The MTDP III is a strategic five-year development framework towards economic and social advancement for PNG and covers the period 2017-2022. It was formulated after the detailed review of our socio-economic performance over the last ten years showing that PNG’s biggest policy mistake since Independence is our overreliance on the non-renewable resources. We need to emphasise here that culture is a renewable asset. The Government needs to promote sustainable development as an option as there is great potential for the cultural and creative industries to contribute in the area to the national economy. We hope a review for the next MTDP will capture cultural development as integral to the nations growth and wellbeing.

### National Cultural Policy 2022-2032

The National Cultural Policy sets the overall framework to provide linkage between culture and development plans and create a common platform for all cultural development players to interact. It aligns legislation, policy and plan for effective delivery of cultural services which currently are disjointed and provide strategies for stakeholders’ active involvement, by establish strong working relationships with subnational governments and administrations (Provincial Governments, District Development Authorities, Local Level Governments). By ensuring critical enablers play their role in delivery of cultural services. This policy will provide the framework for economic growth in the cultural and creative industries.

### Cultural Strategic Plan 2022-2026

The Cultural Strategic Plan 2022-2026, is the NCC five year strategic plan derived out from the National Cultural Policy 2022-2032, and sets out the strategic direction to address specific activity programs targeted to meet the priorities captures in ten-year culture policy for the next five years. The successful implementation of this plan depends on working closely with the Provincial government and key stakeholders to deliver the cultural services within the next five years. The first review of this plan will be done at the end of the year in 2026.





## MONITORING AND EVALUATION

The 2023 AOP will be coordinated and monitored by our Policy, Research and Regulatory Service Division through the senior management team meetings on a quarterly basis. Our cultural institutions, namely NFI, IPNGS and NPAT will be part of this M&E process. The AOP is the main tool that will be used in the successful implementation of our 2023 programs and activities specified in the activity framework and performance of key result areas will be measured through our M&E system. Regardless of how good a plan is; if it is not implemented well it is worthless.

The NCC will now apply the Strategic Management Framework in its key decisions and reporting process. This process of reporting will be link to the personal work plans to allow each staff and their managers to know how they are doing against their area of priority. Forums such as the senior management team meeting are held on quarterly basis where Executive Managers and their Managers give a presentation on their achievement reports and assesment on how well they have performed against their planned activities. This is an internal administrative evaluation process which allows for checks and balances on performances.

Divisional and institutional heads will be responsible for the implementation of their division's planned priorities and will be required to provide a comprehensive quarterly report based on an individual's and section's work plans. These quarterly reports will add up to form quarterly review reports which when compiled will provide a progressive review of the implementation progress and financial results. From these quarterly reports a consolidated report will be provided to the Central Agencies including

Departments of Finance, Treasury and National Planning and Monitoring and CACC. This forms the quarterly budget review reports for NCC.

The Policy, Research and Regulatory Service Division has the overall responsibility for the coordination and collating of these reports. Critical support will come from the Finance Section which supplies financial data and analysis per vote and Human Resource Section will provide status reports on human resource capacity, performance, personnel enoluments (salaries, allowances, redundancies, etc) and PE-related reconciliations.

The matrix on the next page of the Results Framework Structure shows the basis on how all NCC plans operate and defines how the Monitoring and Evaluation Framework for the 2023AOP will function.

# MONITORING AND EVALUATION FRAMEWORK FOR NCC

STRATEGIC DIRECTION: As Determined by National Cultural Policy 2022-2032					
NCC Plans	Means and ways of Monitoring and Evaluation				
	Individual Level	Sectional Level	Division Level	Department Level	Comments
National Cultural Policy 2022-2032	Compiled annual result based reports	Sectional annual results based reports	Divisional annual reports (Results based)	Annual review reports based on AOP	The review is focused on annual reports and performances
Cultural Strategic Plan 2022-2026	Compiled sectional results-based monthly reports	Sectional annual results-based reports	Divisional annual reports (Results based)	Annual report to CACC & NEC	Directs and keeps management focused on results achievement
Annual Operational Plan 2023	Sectional monthly results-based reports	Sectional annual results-based reports	Divisional internal annual reports (Results based)	NCC internal annual reports and quarterly reports to Central Agencies	Annual Operation report focuses on results instead of activities
Branch/Section Work Plans	Compiled individual staff results-based monthly reports	Sectional quarterly results-based reports	Divisional quarterly results based reports	Annual reports	Sections should consider compiling annual performance reports
Individual Work Plans	Compiled individual staff results-based monthly reports	Sectional monthly results-based reports	Divisional monthly results based reports	Quarterly reports	Staff can report outputs aimed at expected outcomes

## NCC OUTCOMES DEFINED



# IMPLEMENTATION PLAN FOR 2023

## GOAL:

We value culture as the source of our identity, strength, guidance and prosperity.

## OBJECTIVE 1:

Increase the production and exhibition of PNG's arts and culture with the aim to developing a thriving cultural and creative industry.

## OUTCOME 1:

A favorable and attractive social setting that draws people's interest into producing, exhibiting, and performing their arts and culture in festivals and shows is encouraged and progressed.

Outputs	Actions	Targets	Funding (PGK)			Responsible Sections	Time Frame			
			Operations	PIP	Others		Q1	Q2	Q3	Q4
Output 1.1 Stage, liaise, coordinate, support and monitor festivals and shows.	Activity 1.1.1 Stage regional thematic festivals	Host 4x regional thematic festivals i.e. mask festivals		100,000	-	Cultural Service & Development Division				
	Activity 1.1.2 Liaise, coordinate, and monitor the provincial shows/ festivals	Support 5x provincial cultural shows and festivals		100,000	-	Cultural Service & Development Division				
	Activity 1.1.3 Establish Community Cultural Centres in in Districts and LLG's	3x community cultural centres	50, 000	-	-	Executive Service Division & CSDD				
	Activity 1.1.4 Launch of 2022 National Cultural Events Calendar	500x calendars printed		50, 000	-	CSDD and IT				
	Activity 1.1.5 Build cultural content on cultural festivals and shows	5x contents on festival 5x short video documentaries		50,000	-	Policy, Research and Regulatory Division, CSDD & IT				
	Activity 1.1.6 Develop a five-year provincial cultural plan and calendar of events	600x printed calendars for Enga, Milne Bay, WNB, Madang, Central Province and AROB	100, 000	-	-	Cultural Services Development Division and ESD				
	Activity 1.1.7 7th Melanesian Festival of Arts and Culture, in Vanuatu	200x participants for PNG			3.6m	Executive Service Division, CSDD, PRRSD				

Output 1.2 Encourage, support, and sustain the production and development of Performing Arts.	Activity 1.2.1 Stage regional music festivals in collaboration with PNG Musicians	Host 1x Music festivals in National Capital District		50,000	-	Cultural Services Development Division and ESD				
	Activity 1.2.2 Participation in International Council for Traditional Music and editing of first seventy years of the International Council for Traditional Music	1x Board meeting in Lisbon and draft manuscript prepared	20,000	-	-	IPNGS				
	Activity 1.2.3 Revive the existing and new theatre groups/companies	Revive atleast 2x provincial and District theatre groups	100,000	-	-	NPAT				
	Activity 1.2.4 Annual National School holiday program (theatre)	Host 2x school programs	50,000	-	-	NPAT				
Output 1.3 Support and encourage the development of film production.	Activity 1.3.1 Support and increase the production of cultural documentaries in partnership with film makers	Produce 2x short (30mins) cultural documentaries	50,000		-	Executive Service, CSDD & National Film Institute				
	Activity 1.3.2 Support and increase the production of feature films	Produce 1x feature films	30,000	-	-	Executive Service, CSDD & NFI				
	Activity 1.3.3 Wokabaut Piksa Show (Lukim sidaun blong yumi)	Conduct 1x in Eastern Highlands Province	50,000	-	-	NFI & NPAT				
	Activity 1.3.4 Documentary film making training (mobile)	Conduct 2x trainings, 20 participants per quarter	50,000	-	-	NFI				
	Activity 1.3.5 Documentary Film making training (Camera/ Desktop)	Conduct 2x in business house and school participants per quarter	20,000	-	-	NFI				
Output 1.4 Create the platform to support the production of visual arts.	Activity 1.4.1 Encourage the development and production of fashion design	Support 2x fashion and design show	20,000	-	-	Cultural Services Development Division and ESD				
	Activity 1.4.3 Partner and support contemporary arts exhibitions	Host 2x national arts exhibitions	150,000	-	-	Arts Industry and Development Branch				
Output 1.5 Support and encourage the development of culinary arts.	Activity 1.5.1 Stage a National Culinary Arts exhibition	Host 1 national culinary arts exhibition	50,000	-	-	Cultural Service and Development				



## OUTCOME 2:

Aggressive promotional and marketing strategies that enable the growth and expansion of the cultural and creative industries are supported and enhanced.

Outputs	Actions	Targets	Funding (PGK)			Responsible Sections	Time Frame			
			Operations	PIP	Others		Q1	Q2	Q3	Q4
Output 2.1 Communicate through the Mass Media the importance of promoting culture.	Activity 2.1.1 Use the print media to promote and inform people about arts and culture	100x advertorials, news features, media briefs, newsletters, posters, flyers, achievement reports, postcards, and stamps	100,000	-	-	ESD, PRRSD, CSDD and IT				
	Activity 2.1.2 Use Electronic media to inform and promote arts and culture	20x TV ads, documentaries, radio drama, TV dramas, feature films, TV and radio talk shows, news, and websites	100,000	-	-	ESD, PRRSD, CSDD and IT				
	Activity 2.1.3 Use social media to communicate PNG arts and culture	Update of 10x cultural stories per week to Facebook, website, Youtube, Instagram, LinkedIn, and WhatsApp	50,000	-	-	ESD, PRRSD, CSDD and IT				
	Activity 2.1.4 Brand the NCC logo and theme on merchandised items	100x items on fabric embroidery, school stationery, and cutlery	200,000	-	-	ESD, CSDD, IT				
	Activity 2.1.5 Culture Tok quarterly publications	Print 150x copies per quarter	200,000	-	-	Office of the Executive Director				
	Activity 2.1.6 Scanning of IPNGS publications for Library and users	20x publications per quarter	100,000	-	-	IPNGS				
	Activity 2.1.7 Research and develop cultural content	-update website content, FB page content, flyers, brochures, leaflets etc	50,000			PRRSD				
Output 2.2 Promote PNG culture internationally through foreign missions and diplomacy.	Activity 2.2.1 Exchange PNG's contemporary performing and visual arts with other countries (Artist in Resident Program)	Attend 1x artist in residence program overseas	20,000	-	-	Cultural Services Development Division				

Output 2.3 Partner with the private sector in promoting cultural services	Activity 2.3.1 Continue implementing MoU with Youth Development Authority for upskilling program	Conduct 1x upskill program for prisoners and graduate 50x prisoners	50,000	-	-	National Performing Arts Troupe and Office of Executive Director				
Output 2.4 Create an atmosphere and incentive for contemporary cultural and creative industries to flourish.	Activity 2.4.1 Host music festivals and develop young talents' shows	Host 1x regional music festivals	50,000	-	-	Cultural Service and Development Division				
	Activity 2.4. Strengthen MoU with International and Local institutions for cultural extension program	5x development partners, local communities and international bodies	10,000	-	-	Office of Executive Director, Policy, Research & Regulatory Division				
	Activity 2.4.5 Sign MoU with Sport Foundation for cultural performance to be part of major sporting events	Sign 1x MoU with Sports foundation				Policy, Research and Regulatory Service Division and CSDD				
Output 2.5 Create an atmosphere and incentive for traditional cultural Industries to flourish.	Activity 2.5.1 Revive the NCC bookshop. Buy from locals and sale	Purchase 50x bilums, wood carvings, armbands and necklaces, ornaments, traditional paintings and costumes	100,000	-	-	Arts Industry and Development Branch				
	Activity 2.5.2 Open cultural centres, museums, sacred houses and sites in provinces for visitors (tourists), film makers, researchers & education	Open 2x community cultural centre	50,000	-	-	Cultural Services Development Division and ESD				
	Activity 2.5.3 Promote and market Cultural Tourism	Sign 1x MoU with TPA		-	-	Office of Executive Director				
	Activity 2.5.4 Set attractive market price for local arts and crafts	Develop 1x standard price guideline	-	-	-	Cultural Service and Development Division				



## OBJECTIVE 2:

Create an effective governance and institutional mechanism that promotes, safeguards and transmits both the tangible and intangible cultures of PNG.

## OUTCOME 3:

A reliable process and facility that safeguards cultural information, indigenous languages, the identity of cultural groups, artists and their artworks is owned, preserved and transmitted through education, research, and awareness programs.

Outputs	Actions	Targets	Funding (PGK)			Responsible Sections	Time Frame			
			Operations	PIP	Others		Q1	Q2	Q3	Q4
Output 3.1 Establish a centralized cultural database, storage, and retrieval system.	Activity 3.1.1 Establish one centralized cultural database system	Establish 1x centralized database	100,000	-	-	IT Branch & Cultural Services Development Division				
	Activity 3.1.2 Register artists and their art works	Register 50 artists	5,000	-	-	IT Branch & Cultural Services Development Division				
	Activity 3.1.3 Register music groups and musicians	Register 20 groups	5,000	-	-	IT Branch & Cultural Services Development Division				
	Activity 3.1.4 Register existing and new theatre groups	Register 20 theatre groups	5,000	-	-	IT Branch & Cultural Services and Development Division				
	Activity 3.1.5 Register cultural groups and associations	Register 50 groups	5,000	-	-	IT Branch & Cultural Services Development Division				
	Activity 3.1.6 Collect and store all traditional and contemporary audio and visual records in archives	Register 500 audio and visual items	20,000	-	-	IPNGS & NCC				
	Activity 3.1.7 Deposit copies of international film products and research publications in libraries and archives	Deposit 2 copies	5,000	-	-	IPNGS & NCC				
	Activity 3.1.8 Collect, store and create retrieval system for all photographic culture and arts materials/items	Register 5,000 collections	5,000	-	-	IPNGS, NFI & NCC				
	Activity 3.1.9 Collect data and record both local and international visitors attending festivals and shows in PNG	Develop 1x registry database for visitors' statistics	10,000	-	-	Cultural Service and Development Division				

	Activity 3.1.10 Collect data and record all cultural groups, individual artists, and exhibitors involved and participating in festivals and shows	Develop 1x registry database for groups	10, 000	-	-	Cultural Service and Development Division				
	Activity 3.1.11 Research publication on traditional dance, music, festivals etc. for cultural content	2x research publication	20, 000	-	-	IPNGS				
	Activity 3.1.12 Completion of manuscript on customary landowning of Huli, Hiwa Koma tribe, Yumbi clan, and Nano Webo clan	4x script publications	50, 000			IPNGS				
	Activity 3.1.13 Film digitising process database and shipment to Australia	50x digitised films	100, 000	-	-	IPNGS				
	Activity 3.1.14 Sustainable Research Data Collection For Ich Safe-guarding Project In Png – Unesco Japan	100x ICT data to be supplied	20,000			Policy, Research and Regulatory Service Division				
Output 3.2 Review of copyright laws and other related legal precepts pertaining to culture and arts.	Activity 3.2.1 Advocate for a review of Copyright and Neighbouring Rights Act 2000 in consultation with IPA and IPO	Conduct 1x awareness meetings	20, 000	-	-	PRRSD, CSDD & Intellectual Property Office				
	Activity 3.2.2 Register all artists in PNG to protect their intellectual property rights	Refer to activity numbers 3.1.2 and 3.1.3	5, 000	-	-	Cultural Services Development Division and IT				
	Activity 3.2.3 Ensure NCC and NMAG determine the custodianship over all cultural properties	- Design 1x instrument/ regulation	5, 000	-	-	PRRSD, CSDD & NMAG				
	Activity 3.2.4 Ensure NCC and NMAG determine the ownership of undeclared cultural properties	Design 1x instrument/ regulation	5, 000	-	-	PRRSD, CSDD & NMAG				
	Activity 3.2.5 Liaise and coordinate with cultural property owners regarding ownership issues and disputes	Establish 1x inter-agency cultural arbitration committee	5, 000	-	-	PRRSD, CSDD & NMAG				



Output 3.3 Ensure that arts and cultural education is given prominence in schools and institutions.	Activity 3.3.1 Liaise with UPNG to re-vive Arts School program	Sign 1x MoU	5,000	-	-	NCC and UPNG				
	Activity 3.3.2 Organize biennial cultural essay competition in schools	Organize 1x school-based competitions	50,000	-	-	NCC & IPNGS				
	Activity 3.3.3 Organize and host writers' symposium on PNG traditional and contemporary lifestyle	Host 1x symposiums	50,000	-	-	NCC & IPNGS				
	Activity 3.3.4 Encourage and promote research and teaching in PNG history, culture, arts, anthropology and heritage in universities and research institutions	- Award 2x post graduate scholarships	50,000	-	-	Office of Executive Director				
	Activity 3.3.5 Cultural Education Program	1x rollout Mini arts exhibition in schools	30,000	-	-	Cultural Services Development Division				
Output 3.4 Preserve indigenous languages.	Activity 3.4.1 Participation in conference – Linguistic Society of PNG	1x presentation of paper	20,000	-	-	NCC & IPNGS				
	Activity 3.4.2 Literature Competition competitions	Host 1x competition	50,000	-	-	NCC & IPNGS				

## OUTCOME 4:

Enabling governance, administrative and institutional mechanisms that allow for effective management, coordination and delivery of cultural services is reviewed, improved and strengthened.

Outputs	Actions	Targets	Funding (PGK)			Responsible Sections	Time Frame			
			Operations	PIP	Others		Q1	Q2	Q3	Q4
Output 4.1 Review of NCC Act and other acts to formulate specific regulations	Activity 4.1.1 Review of the National Cultural Commission Act of 1994	- Conduct 1x workshops for legislative review and amendment of NCC Act - Establish 1x working committee	100,000	-	-	PRRSD, CSDD, ESD & Constitutional and Law Reform Commission				
	Activity 4.1.2 Introduce regulations to support the NCC Act	Develop 5x regulations	10,000	-	-	PRRSD, CSDD, ESD & Constitutional and Law Reform Commission				
	Activity 4.1.3 Draft the Bill on Traditional Knowledge and Expressions of Culture in collaboration with stakeholders	Conduct 4x regional workshops on Traditional Knowledge and Expressions of Culture Bill	-	-	500,000	PRRSD, CSDD, ESD, IPNGS & Constitutional and Law Reform Commission				
	Activity 4.1.4 Draft policies on traditional knowledge and expressions of culture, filming, music and theatre	Refer to activity 4.1.3	-	-	-	PRRSD, CSDD, ESD, IPNGS & Constitutional and Law Reform Commission				
	Activity 4.1.5 Ratify outstanding international conventions and treaties	Ratify 2x conventions	30,000	-	-	PRRSD, CSDD, ESD, IPNGS, UNESCO				
	Activity 4.1.6 Establish the Ministerial Advisory Council	-Establish 1x Advisory Committee	10,000	-	-	NCC, NMAG, TPA and Ministers Office				
	Activity 4.1.7 Institute a legal framework to guide the equitable distribution of income generated from cultural tourism	- Develop 1x guideline - Develop 1x registry database for visitors' statistics	10,000	-	-	Office of Executive Director and Policy Planning Branch				



Output 4.2 Review and reform the NCC.	Activity 4.2.1 Draft NEC submission to make NCC come under the economic sector	Draft 1x NEC submission	10, 000	-	-	Office of Executive Director & PRRSD				
	Activity 4.2.2 Develop and plan the human resource capacity at NCC	- 1x organizational restructure - Conduct 10x trainings and upskilling	20, 000	-	-	Corporate Service Division and PRRSD				
	Activity 4.2.3 Do an organizational review of PNGNCC	Do 1x Reviews	20 000	-	-	Corporate Service Division, PRRSD & DPM				
	Activity 4.2.4 Increase recurrent budget ceiling	Draft 1x submission to Department of Treasury (K20m per year)	20, 000	-	-	Policy, Research & Regulatory Service Division and ESD				
	Activity 4.2.5 Seek PIP funding, cultural grant, and other funding sources for the policy implementation	Draft 2x submissions	20, 000	-	-	Policy, Research & Regulatory Division				
	Activity 4.2.6 Refurbish the NCC and its three cultural institutions existing facilities.	Draft 1x PIP submission for 2024 request	20,000	-	-	Policy, Research & Regulatory Division				
	Activity 4.2.7 Build the National Cultural Centre and PNGNCC Head Office (Cultural-One-Stop-Centre)	Formulate 1x PIP and 1x NEC submission	-	20, 000	-	Policy, Research & Regulatory Division				
	Activity 4.2.8 Establish a cultural training centre (Goroka)	-submit 1x PFD to National Planning - 1x training centre	-	20, 000	-	Policy, Research and Regulation Division				
	Activity 4.2.9 Establish a business arm at PNGNCC	- Establish 1x business arm - Develop 1x business plan	50, 000	-	-	Corporate Service Division, ESD and PRRSD				
	Activity 4.2.10 Quarterly trips to Goroka	4x trips to NFI & NPAT	200, 000	-	-	Policy, Research & Regulatory Division				

	Activity 4.2.11 Develop Human Resource Training Policy	Develop 1x draft policy	5,000	-	-	Corporate Service Division				
	Activity 4.2.12 Develop internal policies	Transport Policy, GESI Policy, Housing Policy, ICT etc	5,000	-	-	Policy, Research & Regulatory Division				
	Activity 4.2.13 Develop and launch 2022 Annual Operational Plan	1x successful launch	20,000	-	-	Policy, Research & Regulatory Division				
	Activity 4.2.14 Launch Annual Achievement Report 2022	Successful launch of report to CACC	20,000	-	-	Policy, Research & Regulatory Division				
	Activity 4.2.15 Asset Registry and Recovery	Furnish 1x Asset Registry and complete recover of outstanding assets	50,000	-	-	Management Service Division				
	Activity 4.2.17 Develop 5-year Provincial cultural Development Plan	1x for Enga, and WNB	50,000			Policy, Research & Regulatory Service Division and Office of Executive Director				
Output 4.3 Review and strengthen institutional arrangement and collaboration at the subnational levels.	Activity 4.3.1 Draft and Sign MoU and establish partnership with Provincial Governments	Sign 5x MoUs with PGs	100,000	-	-	Office of Executive Director				
	Activity 4.3.2 Provide technical assistance to Provincial cultural centres and local resource centres	- Organize 2x consultation visits and meetings	100,000	-	-	Office of Executive Director				
	Activity 4.3.3 Partner with churches, NGOs, private sector and others in cultural services in PNG	Sign 5x MoUs	-	-	-	Office of Executive Director				
	Activity 4.3.4 Develop NCC's Financial Manual	Successful implementation of NCC FM	-	-	-	Corporate Service Division, Finance and HR Branch				
	Activity 4.3.5 2024 Unified Budget Submission	Submit 2024 Operational Expenditure & Capital Investment budgets	50,000	-	-	Corporate Services Division, ESD and PRRSD				
	Activity 4.3.6 Quarterly Budget Review Report	4x Quarterly Reports to CACC	-	-	-	Corporate Services Division, ESD and PRRSD				
	Activity 4.3.7 Complete NCC's annual report for presentation to Parliament.	- Prepare annual Report for 2021 and 2022 - Print 50x copies	20,000	-	-	Office of Executive Director				



	Activity 4.3.8 PNGNCC's Sports Day	Host 1x sport day and Medical check	30, 000	-	-	Corporate Services Division				
	Activity 4.3.9 New staff induction	Successful induction of newly recruited staffs	10, 000	-	-	Corporate Services Division				
	Activity 4.3.10 PNGNCC's Audit Report 2021 and 2022	Compile and complete outstanding Audit Report for 2021 and 2022	10, 000	-	-	Corporate Services Division				
	Activity 4.3.11 Support Office of the Minister for Tourism, Arts and Culture	Monthly support of K20,000	240, 000	-	-	Office of Executive Director				
	Activity 4.3.12 Implementation of NCC's organizational restructure	Successful advertisement & recruitment process	50, 000	-	-	Corporate Services Division				
	Activity 4.3.13 Ensure monthly SMT, EMT and general staff meeting happened	4x SMT, 4x EMT and 4x general staff meetings	10,000	-	-	Executive Service Division and Policy, Research & Regulatory Division				
	Activity 4.3.14 Maintain Board meeting and resolution made	4x Board Meetings in a year	100, 000	-	-	Office of Executive Director				
	Activity 4.3.15 HR Audit	Address all outstanding casual hires to Alesco, personal files and pay reconciliations	-	-	-	Corporate Services Division				
	Activity 4.3.16 Apply for cultural grant through SPC for TKEC	1x submission	5,000			CSDD and PRRSD				
	Activity 4.3.17 NCC housing scheme	Purchase x6 land title	480,000			Office of Executive Director				
	Activity 4.3.18 Audit Fee for 2021	x1 audit fee payment	10,000			Office of Executive Director				
	Activity 4.3.19 Establishment of Provincial culture centre	x1 cultural centre for WNB		1.00M		Executive Service Division and Policy, Research & Regulatory Division				
		TOTAL (PGK)	4.53m	1.35m	4.0m					



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