

NATIONAL CULTURAL COMMISSION ANNUAL OPERATIONAL PLAN 2020

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ACRONYMS

AOP	Annual Operational Plan
BOT	Board of Trustees
CACC	Central Agency Coordinating Committee
DPM	Department of Personal Management
DNPM	Department of National Planning & Monitoring
EHP	Eastern Highlands Province
EMT	Executive Management Team
ENB	East New Britain Province
FM	Financial Manual
IPNGS	Institute of Papua New Guinea Studies
ICH	Intangible Cultural Heritage
MTDP	Medium Term Development Plan
NCC	National Cultural Commission
NFI	National Film Institution
NPAT	National Performing Arts Troupe
OTAC	Office of Tourism, Arts and Culture
PFMA	Public Finance Management Act
PIP	Project Investment Programs
PSC	Project Steering Committee
SMT	Senior Management Team
WHP	Western Highlands Province

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STEVEN ENOMB KILANDA

Acting Executive Director

“This plan is mastered around reviving the Commission to enable administrative stability, financial control and accountability, transparency and compliance to processes and procedures to Public Finance Management Act, and the General Orders.”

EXECUTIVE DIRECTOR'S FOREWORD

I would like to introduce to you the National Cultural Commission 2020 Annual Operational Plan. All activities, programs and projects to be undertaken this year will enable the NCC including our three cultural institution to fulfil its mandated function to protect, preserve, document and safeguard PNG's diverse heritage and contemporary culture. All plans and activities are within our budget appropriation and ceiling. NCC as much as possible require funding and support from development partners, donors and stakeholders to implement some of our core programs for 2020.

NCC will continue to work in collaboration with its three cultural institution to pick up on some of its remarkable achievements in 2019 to restore its trust, integrity and maintain confidence from its supporters. We have proven in the last ten months in 2019 in restoring our administration, correcting financial process, and putting systems in place. 2020 opens a new chapter for NCC, with the implementation of our restructure, developing our Cultural policy, festivals, school cultural programs, partnerships, MOU in film and theatre training and the list goes on.

Now we would like to share few of our remarkable achievement we've achieve in just ten months in 2019.

1. Launch of the National Cultural Commission Corporate Plan 2019-2023 and Website

It's been almost 20 years since the establishment of NCC without a strategic vision and direction, has finally developed a five year corporate plan 2019-2023 under the new management and leadership. The Corporate plan now gives a clear direction and vision for NCC to run its plans and activities for the next five years in line with our vision, mission and goals aligned to cultural development agenda expressed in Vision 2050, MDTP 3. NCC also developed its new website and its operational (www.ncc.gov.pg)

2. NCC's Rehabilitation Program

Under the Public Investment Program, NCC has received some funding to cater for the urgent renovation and maintenance work within the three

cultural institutions, NFI, NPAT, IPNGS and Marea Haus. NPAT also known as RaunRaun theatre was close for Business for almost ten years due to its deteriorating state and lack of government support. It was recently renovated and official opened to the public on the 19th October, 2019.

National Film Institution received K200,000 that covers for urgent works including rundown studio, archival and equipment's for their studio. Newly renovated office which was officially opened recently.

Institute of PNG Studies received K200,000 under PIP funding used for the urgent renovation of audio digitization studio, storage facilities and leaking roof. The projects is successfully completed with maximum benefit.

3. Melanesian Spearhead Group Meeting, Kokopo, ENB

The 7th Melanesian Spearhead Group (MSG) Ministers for Culture and Arts (MCAM) and the 8th Council of Arts and Culture (CACM) was successfully held in Kokopo in East New Britain Province. The meeting ran from 27th to 29thth of October, 2019 and concluded on a high note.

4. Cultural Exchange Program between NCC and Redland City Queensland

The discussion with the Redland City Council, Queensland Australia is for a possible MOU signing that will facilitate Cultural Exchange Programs between PNG and Redland City, Queensland. This is a landmark arrangement that will allow PNG artists to perform annually at the Redlands Performing Arts Centre and other council venues, showcasing PNG culture and arts.

Thank you,
PNG NATIONAL CULTURAL COMMISSION

Mr Steven Enomb Kilanda
Acting Executive Director

1. INTRODUCTION TO 2020 AOP

NCC's 2020 AOP outlines all key priorities for our activities and programs to be implemented by our respective Divisions and the three (3) Institutions; IPNGS, NFI and NPAT. This 2019 AOP plan is guided by the NCC's draft Corporate Plan 2019-2023 being put forward by the management early this year. The NCC's Vision statement, mission statement, corporate values and goals are as follows;

STRATEGIC OVERVIEW

OUR VISION

The NCC's Vision Statement is;

"Preserving, Communicating and Celebrating Papua New Guinea's Cultural Diversity"

OUR MISSION

The NCC's Mission Statement is;

To preserve, promote and safeguard our diverse tangible and intangible cultural heritage.



OUR CORPORATE VALUES

We strive to promote good governance, and practice innovation, accountability, transparency and organizational efficiency.

We encourage spirit of collaboration and partnership because we believe in team work because our job is too important to do it alone.

We care for the wellbeing of our staffs and our facilities and stories by creating an conducive environment for growth and learning.

We value wider community support and engagement for the fulfillment of our mandated responsibilities and institutional aspirations.

We aspire to deliver accurate and high quality knowledge and information about Papua New Guinea's cultural diversity.

We believe in change and we encourage ingenuity, continuous learning and improvement.

We care for our employees and would seek to invest in their personal and professional development

THE NCC's GOALS

The National Cultural Commission Goals are;

1. Foster respect and collaboration with all communities, organizations and stakeholders concerned with the preservation, protection and promotion of PNG cultural heritage
2. Identify and stimulate the growth and the market of creative industries
3. Promote nation building through cultural education
4. Improve and strengthen the corporate governance of the Commission

The four major goals listed above have key strategies tied up under each goal to which all activities and programs for 2019 have been identified which will enable the National Cultural Commission and the three institutions IPNGS, NFI and NPAT to best work towards realizing its core mission. Under each activity there are key actions/projects which are listed and further cascaded down to tasks for each individual officer's personal work plans. Each action/project has a 'primary' Division assigned to it and they are responsible for its completion. A Branch is assigned to support the primary Division achieve the action/project. Each

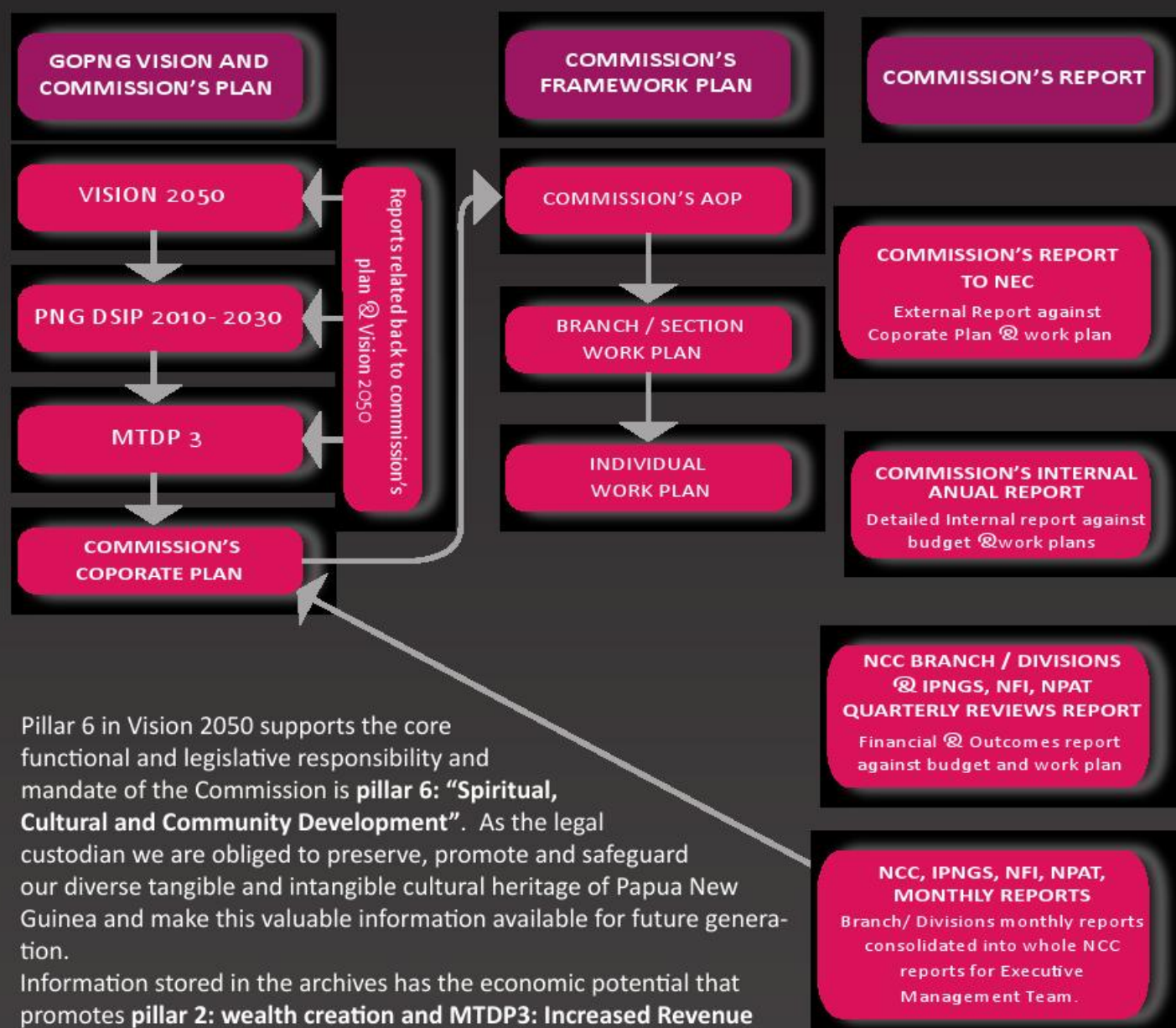
Division has also developed their own detailed sectional work plan for each action/project assigned to them.

Divisional/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 or the Office of the Deputy Director, Corporate Services Division.

Staff responsible for the tasks in the Division/Section work plans will be recorded in Personal work plans and all Division/Section and Personal work plans are monitored and reported on, through Division/Section monthly and

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 2019 an annual report will be drafted and will be delivered to the Board of Trustees, our Minister, Central Agencies and the National Executive Council and will detail how successful we have been in delivering our AOP 2019 outcomes within budget. Below is a strategic management framework showing alignment to Government key Development Policies and Commissions reporting management framework.

NCC STRATEGIC AND REPORTING MANAGEMENT FRAMEWORK



Pillar 6 in Vision 2050 supports the core functional and legislative responsibility and mandate of the Commission is **pillar 6: "Spiritual, Cultural and Community Development"**. As the legal custodian we are obliged to preserve, promote and safeguard our diverse tangible and intangible cultural heritage of Papua New Guinea and make this valuable information available for future generation.

Information stored in the archives has the economic potential that promotes **pillar 2: wealth creation and MTDP3: Increased Revenue and wealth creation**. Materials can be loaned to companies for public consumption for exhibition purposes, and research is needed for the development of policy to safeguard the use of culture for commercial ends. The economic potential of the creative industries is immense.

MTDP 3, KRA #1: Increased Revenue and Wealth Creation -The project will enable realization of Government's aim to expand the current export base with Arts as a priority export sector. Music, film, and the various mediums of multimedia and digital transmission rely on this development to be able to transmute into economically viable livelihoods.

Culturally Based Tourism Products and Community Based Tourism in the Tourism Master Plan's, NCC is a standalone tourism product to develop the cultural product which is marketed and promoted by TPA.

MONITORING & EVALUATION REPORTING

NCC's annual operational plan and reporting will be coordinated and monitored by our Policy, Planning and Research Division of NCC. This also includes our three cultural institutions, NFI, IPNGS and NPAT. The AOP is the main tool that will be used in the successful implementation of the activities and programs specified in this plan and will be measured through our monitoring and evaluation system. Regardless of how good a plan is; if it is not implemented well it is worthless.

As mentioned a quarterly report will also be completed by Division Directors and will review the implementation progress and financial results. From these quarterly reports a consolidated report will be provided to the Departments of Finance, Treasury and National Planning and Monitoring and CACC. This forms the quarterly budget review reports for NCC.



With the Strategic Management Framework, the NCC will now use it as the strong reporting process. This process of reporting will be link to the personal work plans to allow each staff, Directors and manager to know how they doing against their area of priority. Forums such as the senior management team meeting are held on monthly basis where directors, managers give a presentation on their achievement reports and assessed on how well they performed against their planned activities.

Division Directors will be responsible for the Implementation Evaluation of their planned priorities and will provide a comprehensive report each month based on individual and branch/section work plans.

The Office of the Director – Policy, planning and research Division will be responsible for the coordination and collating of these reports with the help of the Finance and Administration Branch who will provide the financial data and analysis support and Human Resources Management who will provide status reports on human resource capacity and pay reconciliation.

The matrix below of the Results Framework Structure shows the basis on how all NCC plans operate and defines how the Monitoring and Evaluation Framework for the 2019 AOP will function.

MONITORING & EVALUATION FRAMEWORK FOR NCC PLANS

1. MONITORING AND EVALUATION FRAMEWORK FOR NATIONAL CULTURAL COMMISSION PLANS

STRATEGIC DIRECTION: As nationally determined by Medium Term Development Plan (MTDP III)

Means and ways of Monitoring and Evaluation				
NCC Plans	Individual Level	Sectional Level	Division Level	Department Level
NCC Corporate Plan	Compiled sectional results based monthly reports	Sectional annual results based reports	Divisional annual reports (Results based)	NCC annual report to CACC & NEC
				Directs and keeps management focused on results achievement
NCC Annual Operational Plan	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	NCC 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	NCC quarterly reports
				Staff can report outputs aimed at expected outcomes

NCC CORPORATE GOALS DEFINED

NCC PRIORITY FOR 2020

GOAL 1

1) Goal 1: Foster respect and collaboration with all communities, organizations and stakeholders concerned with the preservation, protection and promotion of PNG cultural heritage

Key Strategies	Activities/programs	Target	Funding			Section responsibilities	Remarks
			Oper	PIP	Others		
1.1. Organize periodic cultural festivals in and around different Provinces and Districts of Papua New Guinea and also at the Regional and International levels	1.1.1. Pacific Festival of Arts and Culture – Hanoi	Successful participation of PNG delegates	-	-	K5m GoPNG	NCC, NFI, NPAT and IPNGS	
	1.1.2. Provincial & District Cultural Festivals & Shows	Promote and assist at least 6X cultural shows	1,000,000	-	-	Cultural Service & Development Division	Enga, Mt Hagen, Kundiawa, Goroka, Morobe & Karimui
	1.1.3. National or Thematic Festivals	4X Regional Festivals	1,000,000	-	-	Cultural Service & Development Division, NFI, NPAT	Promoting common cultural practice in a region
	1.2.3. PNG 2020 Cultural Events Calendar	Produce and distribute 200X calendars to Schools, partners etc	50,000	-	-	Cultural Service & Development Division	
	1.2.4. Festival Posters	Produce 15X festival Posters	100,000	-	-	Cultural Service & Development Division	For promotional of posters
	1.2.5. Host Festivals throughout PNG	Host at least 10X festivals throughout PNG	1,000,000	-	-	Cultural Service & Development Division, NFI, NPAT	Core program for NCC

1.2. Coordinate and/or organize the audio-visual documentation of traditional and contemporary cultures of Papua New Guinea; 1.3. Revalue and reposition the cultural interest in theatre and stimulate its capacity development through recruitment and training; 1.4. Consolidate the archival capacity and demonstrate the value and relevance of traditional music, dance and folklore to a wider audience;	1.2.1. Hausman/meri cultural program	10x theatre film produced	500,000	-	-	Cultural Service & Development Division, NPAT & Executive Division Officers
	1.2.2. Research for cultural content on domestic festivals and cultural shows	Survey statistics and questionnaire	200,000	-	-	Policy, Planning & Research Division
	1.2.3. Wokabaut Piksa Show	Lukim sidaun blong yumi, Enga, ENB, NIP, Morobe, Gulf, Oro, ESP & Milne Bay	200,000	-	-	National Film Institution
	1.3.1. Filmmaking Training	Film training for youths in EHP, Port Moresby, ENB, Oro, Gulf, WHP	200,000	-	-	National Film Institution
	1.4.1. Research publication on Traditional Dance, music, festivals etc. for cultural content	2X research publication	200,000	-	-	Policy, Planning and Research Division
	1.4.1. Conduct quarterly research and use information for preservation and promotion	4X research papers	50,000	-	-	Institute of PNG Studies

	1.5.1. Develop a cultural database	User friendly Database	500,000	-	-	Cultural Service & Development Division, Policy, Planning and Research Division	
1.5. Preserve all archival records through digitization	1.5.2. Filming to preserve culture	Making of traditional attire - grass skirts : Enga, EHP (Masi), Chimbu	50,000	-	-	National Film Institution	
	1.5.3. Film Digitizing	Film digitising process Database and shipment to Australia	300,000	-	-	National Film Institution	
	1.5.4. NCC's permanent records and archives storage facilities	Newly build storage facilities	100,000	-	-	Office of the Executive Director	
1.6. Identify and foster close partnerships with all relevant stakeholders.	1.6.1. Rectification of Cultural Diversity 2005 convention (UNESCO)	Successful Round Table Discussion	30,000	-	-	Policy, Planning & Research Division	

GOAL 2

2) Goal 2: Identify and stimulate the growth and the market of creative industries

Key Strategies	Activities/programs	Target	Funding			Section responsibilities	Remarks
			Oper	PIP	Others		
2.1. Map the emerging market of creative industries;	2.1.1. Survey on Arts and Crafts Person in PNG – Local Artists	Successful creation of inventory and Database of Artists	100,000	-	-	Cultural Service & Development Division	Important for registry for artists
	2.1.1.1. National Arts and Crafts Exhibition	Successful stage of 2x major Arts and crafts exhibition	150,000	-	-	Cultural Service & Development Division	Engage NFI for documentation of Exhibition
	2.1.2. National Arts & Crafts Exhibition Posters	Produce 50x copies	20,000	-	-	Cultural Service & Development Division	Promotional Posters
2.2. Design platforms to capture the potential of creative industries;	2.1.3. Capacity Development in Theatre	Write & develop script, staging & performance, video & audio documentation	50,000	-	-	National Performing Arts Troupe	
	2.3.1. National Cultural Commission Informational Booklet	Produce 500x copies	30,000	-	-	Cultural Service & Development Division, and Policy & Planning Division	NCC's vision, mission, values, structure, goals etc.
	2.3.2. Culinary Art Exhibition	2x Arts Exhibition to be conducted	500,000	-	-	Cultural Service & Development Division	
2.3. Attract partnership and investment in creative industries to expand its market value and potential;	2.3.3. Liaise with funders to sell ideas of theatre production	MOU with funders	2,000	-	-	National Performing Arts Troupe	
	2.4.1. Develop a Copy right Policy to protect Artists	Draft copy right Policy	200,000	-	-	Cultural Service & Development Division, and Policy & Planning Division, IPNGS	
	2.4.2. Strengthen MOU with International and Local for cultural extension Program	10x Development Partners, local communities and international bodies	300,000	-	-	Office of the Executive Director, Policy, Planning & Research Division	

2.5. Bolster economic growth through creative industries	2.5.1. Organize National Music Festival	Successful host of the National Music Festival	250,000	-	-	Cultural Service & Development Division, IPNGS, NFI
	2.5.2. Develop a Marketing and Revenue Strategy	NCC, NFI, IPNGS & NPAT	5,000	-	-	Policy, Planning & Research Division

GOAL 3

3) Goal 3: Promote nation building through cultural education

Key Strategies (refer Corporate Plan)	Activities/programs	Target	Funding			Section Responsibilities	Remarks
			Oper	PIP	Others		
3.1. Use cultural content from audio-visual documents and theatre to inspire learning, pride and national introspection;	3.1.1. Promotional Brochures, flyers and informational booklets on traditional & cultural content	Produce 2000 copies to be distributed to airlines, hotels,	50,000	-	-	Cultural Service & Development Division, and Policy & Planning Division	For Tourism purposes
	3.1.2. Cultural Education awareness poster, booklets	Produce 5000 copies to at least 200 plus schools throughout PNG	50,000	-	-	Cultural Service & Development Division, and Policy & Planning Division	Cultural content for education program
	3.1.3. Culture Tok	100 copies per quarterly newsletter	100,000	-	-	Cultural Service & Development Division, and Policy & Planning Division	
	3.1.4. Cultural Education Program	Successful implementation of Libraries, debates etc.	800,000	-	-	Cultural Service & Development Division, PPR, Executive Division, IPNGS,	

3.2. Use theatre and audio-visual documents to communicate and engage with issues of contemporary social, political and environmental concerns;	3.2.1. Enga Traditional Salt Making & Sand Painting Documentaries	1 Film on Salt making and 1 Film on Sand Painting	200,000	-	-	Cultural Service & Development Division, NFI and Office of Executive Director	
	3.2.2. Educating PNG Through film	Awareness film on Tuberculosis & AIDS HIV with EHP Health Authority	100,000	-	-	National Film Institution	
	3.2.3. Annual Theatre Training	Conduct 5X theatre training on Cultural and social issues	200,000	-	-	National Performing Arts Troupe	
3.3. Organize annual competitions in literature and essays on cultural topics; and	3.3.1. Literature Competition Posters	Produce 100 posters to be distributed to Schools	20,000	-	-	Cultural Service & Development Division and IPNGS	Promotional posters
	3.3.2. Conduct annual conference each year for publication	Literature competition	30,000	-	-	Institute of PNG Studies	
	3.3.3. Conduct National Literature competition	Literature competition	25,000	-	-	Institute of PNG Studies	
3.4. Identify, reward and promote a creative means of celebrating unity in diversity.	3.4.1. Youth Cultural Development Program	Number of youths involved cultural programs	600,000	-	-	Cultural Service & Development Division, PPR & Executive Division Officers	

GOAL 4

4) Goal 4: Improve and strengthen the corporate governance of the Commission

Key Strategies (refer to Corporate plan)	Activities/programs	Target	Funding			Section responsibilities	Remarks
			Oper	PIP	Others		
4.1. Capacity improvement and development in Human Resource, Financial accountability and reporting, and infrastructure rehabilitation and growth;	4.1.1. Continue renovation on IPNGS archives Studio	Fully renovated Studio & archives	-	1,000,000	-	Internal Project Steering Committee	Chaired by Executive Director
	4.1.2. Continue renovation on NPAT	Fully renovated office space & raun raun theatre	-	1,000,000	-	Internal Project Steering Committee	Chaired by Executive Director
	4.1.3. Continue renovation on NFI	Fully renovated Studio & Archives	-	1,000,000	-	Internal Project Steering Committee	Chaired by Executive Director
	4.1.4. Continue renovation on Staff Housing – Marea Haus	Fully renovated staff housing	-	1,000,000	-	Internal Project Steering Committee	Chaired by Executive Director
	4.1.5. Quarterly trips to Goroka	Administrative trips for reporting (PIP, Finances, HR)	100,000	-	-	Management Service Division, Policy, Planning Division	Management trip
4.2. Develop and maintain an asset registry and policy of the Commission, and establish a permanent institutional home for the Commission;	4.1.6. Tightening of Management Committee	Project Steering Committee, Housing Committee, Disciplinary Committee	-	-	-	NCC's Senior Management Team	
	4.2.1. Update and maintain all Personal & Staff files up to date	Updated file registry	-	-	-	Human Resource Branch	
	4.2.2. Develop 2021 Annual Operational Plan	Successful launch of operating plan	20,000	-	-	Policy, Planning & Research Division	
	4.2.3. Annual Achievement Report 2020	Successful launch of report to CACC	20,000	-	-	Policy, Planning & Research Division	
	4.2.4. Asset Registry and Recovery	Furnish Asset Registry and	50,000	-	-	Management Service Division	Ongoing Exercise

						complete recover of outstanding assets					
	4.2.5. Maintain and update NCC's website			10,000		Successful update of website	-	-		Informational, Communication and Technology Branch	Ongoing exercise
	4.3.1. Develop NCC's Financial Manual			-		Successful implementation of NCC FM	-	-		Corporate Service Division, Finance and HR branch	
	4.3.2. 2021 Unified Budget Submission			50,000		Submit 2021 Operational Expenditure & Capital Investment	-	-		Corporate Service Division, Policy, Planning & Research Division	Lock down
	4.3.3. Review and amend NCC's Rehabilitation Program PIP			5,000		PIP Implementation report to DNPM	-	-		Policy, Planning & Research Division	PSC in place
	4.3.4. Quarterly Budget Review Report			-		4X Quarterly Reports to CACC	-	-		Policy, Planning & Research Division	Report to CACC
	4.3.5. Ministerial Statement to Parliament			-		Deliver Ministerial Statement	-	-		Office of the Executive Director	
	4.3.6. NCC's Sports Day			20,000		Medical Check and host sports day	-	-		Human Resource Branch	
	4.3.7. Public Servants Induction			10,000		Successful Induction of newly recruited staffs	-	-		Management Service Division	For officers recruited in 2020 and still on casuals
4.3. Ensure compliance and deliberate improvement in all the legacy issues of non-accountability that have plagued the Commission in yester years;											

4.4. Review current staff establishment and implement an organizational restructure based on a human resource audit and an organizational needs analysis; and	4.3.8. NCC's Audit report for 2018, 2019	10,000	-	-	Compile and complete outstanding Audit report for 2018-2019	Finance Branch	Finalize financial statement for Audit requirement
	4.3.9. Xero Accounting Software	20,000	-	-	Successful training of finance officer on the accounting software	Management Service Division	
	4.3.10. Support office of the Minister tourism and Culture	100,000	-	-	Monthly support	Office of the Executive Director	Ongoing
	4.4.1. Implementation of NCC's restructure	50,000	-	-	Successful advertisement & recruitment process	Human Resource Branch	
	4.4.2. Hire all the Casual on kundu pay to Alesco	-	-	-	Bring down casual number >5	Human Resource Branch	
	4.4.3. Ensure monthly SMT, EMT and Staff general meeting happened	-	-	-	12 SMT, 12 EMT and 12 General Staff meetings	Policy, Planning & Research Division	As CACC advise
	4.4.4. Maintain Board meeting and resolution made	100,000	-	-	10X Board meetings in a year	Office of the Executive Director	
	4.4.5. HR Audit	-	-	-	Address all outstanding casual, hire to Alesco, personal files and pay reconciliation	Human Resource Branch	Ongoing exercise

<p>4.5. Review the legislative framework of the Commission in light of changing economic and historical circumstances, and align it with similar legal aspirations of cultural, environmental and economic organizations in PNG.</p>	4.5.1. Develop a framework for NCC cultural Policy	Successful 4X regional Workshop	1,000,000	-	-	NCC, NFI, NPAT, IPNGS	Policy covers archives, festivals, literature etc.
	4.5.2. Appointment of NCC's Board of Trustees	New Board in place	-	-	-	Office of the Executive Director	BOT in place
	4.5.3. Develop a framework for National Film Policy	Draft National Film Policy	-	-	-	NFI, Policy, Planning and Research Division	
	4.5.4. Regional Cultural Centres	Proposals, needs assessment, architectural design and preliminary costing	-	250,000	-	Policy, Planning and Research Division, Office of Executive Director	
	4.5.5. Cultural Mapping Project	Develop a framework for the Cultural Mapping	150,000	-	-	Policy, Planning & Research Division	
	4.5.6. Legislative review for National Cultural Commission Act	2X workshop for review	350,000	-	-	Policy, Planning & Research Division	