



NATIONAL CULTURAL COMMISSION

CORPORATE PLAN 2019 - 2023

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ABBREVIATIONS

AOP	Annual Operational Plan
CACC	Central Agency Coordinating Committee
DNPM	Department of National Planning and Monitoring
ICH	Intangible Cultural Heritage
DPM	Department of Personal Management
NCC	National Cultural Commission
IPNGS	Institute of Papua New Guinea Studies
MOA	Memorandum of Agreement
MOU	Memorandum of Understanding
MSG	Melanesian Spearhead Group
MTDP	Medium Term Development Plan
NCD	National Capital District
NEC	National Executive Council
NFI	National Film Institution
NPAT	National Performing Arts Troupe
PFMA	Public Finance Management Act
PSMA	Public Service Management Act
QTR	Quarter

1.0 MINISTER'S FOREWORD

Minister For Tourism & Culture

The National Cultural Commission is one of the leading cultural institutions in Papua New Guinea, under the Ministry of Tourism, Arts and Culture. Under the NCC Act 1994, establishes the three (3) cultural institutions namely Institution of PNG Studies, National Film Institution and National Performing Arts Troupe. These cultural institutions ensures that the Commission carryout it's mandated functions to preserve, protect, develop, promote and safeguard Papua New Guinea's Intangible and tangible cultural heritage as well as contemporary culture.

NCC's Corporate Plan 2019-2023 is a five year plan, that will enable and guide the Commission to plan its programs and activities in line with the governments endorsed strategy for cultural development as expressed in pillar six of Vision 2050 and Medium Term Development Plan 3. It captures programmes that form some of the core elements of culture, heritage, contemporary Art and music, and use filming and theatre production to promote local content, address social issues as well preserve our culture in digital media format. This is very important cultural resources that can be harnessed through the development and promotion of a creative industry that can generate benefits for the communities throughout PNG.

The commission extends to facilitate selected and approved aspects of cultures in Papua New Guinea; and coordinate with related government agencies and with provincial cultural bodies on cultural matters, as well as with international cultural organizations.



Some key programs include international and local festival with cultural content. While the international festivals include the Pacific Arts Festival and the Melanesian Festival of Arts and Culture, each hosted at four year intervals by member countries in the Pacific region. The fifth Melanesian Festival of Arts and Culture for instance was hosted by Papua New Guinea nineteen years after its inception.

These festivals are a draw card for the development and promotion of the tourism industry in the country and also serve to safeguard cultural forms and arts of the sub-region and the Pacific region. The Corporate Plan being developed must be fully implemented by the National Cultural Commission in collaboration with other stakeholders, organizations and agencies to achieve its VISION and MISSION Statement, and overall corporate goals.

Thank you,

Hon. Emil Tamur, MP
Minister for Tourism, Arts & Culture

2.0 ACTING EXECUTIVE DIRECTOR'S STATEMENT

It is my greatest pleasure to introduce to you NCC's Corporate Plan 2019-2023 being crafted by the National Cultural Commission for adoption and implementation. This Corporate Plan serves to capture a number of core programmes which the National Cultural Commission is entrusted to undertake and implement with stakeholders and relevant organizations and bodies, to achieve its corporate objectives.

NCC prior to implementing its core responsibilities for the next five years, will focus to seek funding support from the Department of National Planning and Treasury to ensure that our three institutions are rehabilitated as a priority. This will enable our three cultural institutions to perform to achieve their mandated roles with improvement in facilities and equipment's as a way forward in realizing our corporate objectives.

With NCC's five year corporate plan will encourage the development, promotion and protection of the contemporary cultures of Papua New Guinea ; facilitate the marketing of selected and approved aspects of cultures of Papua New Guinea; coordinate with related government and non-government agencies on cultural matters; coordinate cultural activities with provincial cultural bodies; liaise with non-government organizations on cultural matters ; and also to liaise with international cultural organizations.

Support from our three national cultural institutions namely Institute of PNG Studies, National Film Institute and the National Performing Arts Troupe, have cooperatively implemented the Commission's mandated functions and legislative responsibilities. In pursuit of its corporate functions and responsibilities, it



has taken on board a number of important programmes.

For instance, PNG became a signatory to the 2003 UNESCO Convention for the safeguarding of the Intangible Cultural Heritage in May 2008. This resulted in commission locally hosted a number of workshop on three occasions and will host a round table for ICH and Hague Convention this year 2019.

The Commission has long participated in the regional Pacific Festival of Arts as well as the Melanesian Festival of Arts and Culture. It coordinated the 5th Melanesian Festival of Arts and Culture in 2014 in PNG. It will host the 7th Melanesian Spearhead Group (MSG) Ministers for Culture and Arts (MCAM) and the 8th Council of Arts and Culture (CACM) here in PNG this year.

Papua New Guinea at present is experiencing growth in the creative industry. This scenario impacts people's tastes for fashion, art and life, and these must be encouraged by a favourable cultural policy framework. NCC will be working closely with stakeholders to create a platform to promote creative industry in PNG.


Steven E. Kilanda
Acting Executive Director

3.0 LEGISLATIVE FRAMEWORK AND FUNCTIONAL RESPONSIBILITIES

The National Cultural Commission is responsible for developing, preserving, protecting and promoting both traditional and contemporary cultures of Papua New Guinea. The enabling framework that governs its functions and responsibilities is established through the National Cultural Commission Act 1994. These functions and responsibilities are listed as (section 4)

- (i) to assist and facilitate, preserve, protect, develop and promote the traditional cultures of the indigenous people of Papua New Guinea;
- (ii) to encourage the development, promotion and protection of the contemporary cultures of Papua New Guinea; and
- (iii) to facilitate the marketing of selected and approved aspects of the cultures of Papua New Guinea; and
- (iv) to co-ordinate with related Government and Non-Government Agencies on cultural matters; and
- (v) to co-ordinate cultural activities with Provincial cultural bodies; and
- (iv) to liaise with Non-Government organisations on cultural matters; and
- (vi) to liaise with international cultural organizations.

In its current establishment, the Commission is structured according to four internal divisions and three National Cultural Institutions. The internal divisions are;

- (i) Executive Services
- (ii) Corporate (Management) Services
- (iii) Policy, Research and Regulatory Services and
- (iv) Cultural Services Development.

The National Cultural Institutions are:

- (i) Institute of PNG Studies
- (ii) National Film Institute and
- (iii) National Performing Arts Troupe.

These Divisions and Institutions have specific functions and responsibilities relating to documentation, preservation, development and promotion of the diverse traditional and contemporary cultures of Papua New Guinea.



4.0

ROLES AND FUNCTIONS
OF THE COMMISSION**4.1 Executive Services Division**

The Executive Division comprises six positions including the Executive Director and a cohort of officers. It 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 connected to the work of the culture.

This division ensures that effective management and coordination is achieved through activities such as:

- Quarterly senior management meetings;
- Setting of priorities, implementation and monitoring;
- Monitoring and reviewing of the performance of the Commission;
- Institute and coordinate management forums between institutions and divisions and stake holders;
- Provision of policy advice and direction to the Government through the office of the Minister for Tourism, Arts and Culture; and
- Work with international cultural organizations on matters of culture on behalf of Papua New Guinea.

**4.2 Corporate Services Division**

The Corporate Services Division's primary role is to provide financial accountability, recruitment and training for the effective and efficient delivery of services. It is responsible for:

- All matters relating to staff recruitment, promotion, discipline, training and welfare;
- Dealing with establishment matters with regards to employee redundancy management (retirement, retrenchment, termination and death), records and registry;
- Maintenance of receipts of funds and keeping records of all financial transactions of the Commission;
- Payment of staff salaries, allowances and other entitlements, and payments to contractors and other members of the public;
- Coordinating the preparation of the Commission's budget, preparing all sub-allocations to cultural institutions;
- Procurement, maintenance of office buildings and assets of the commission;
- Ensuring that accurate and timely financial reports are produced and presented to Management and Board;
- Keeping proper records of all fixed and portable assets of the Commission;
- Ensuring that the Commission is compliant with all its statutory obligations including



recruitment, discipline, financial control and reporting;

- Developing staff development program of the Commission;
- Human resource development and matters relating to general welfare of staff;
- Ensuring implementation of government policy including working in collaboration with State institutions and provincial and local partners; and
- Advising the Commission through the Executive Director on all aspects of work relating to the Legislative function of the commission and other related legislations including PFMA, General Orders and PSMA.

4.3 Policy, Research and Regulatory Services Division

The Policy, Research and Regulatory Services Division has three distinct functions which complement each other in the areas of:

- (i) Policy formulation and development in cultural heritage, arts, international organizations' programmes and activities,
- (ii) Research and documentation, and
- (iii) Regulatory compliance and monitoring.

To achieve this, the Regulatory branch deals with matters relating to Conventions covering the protection and safeguarding of cultural heritage, cultural diversity and arts and the enforcement of Cultural Heritage legislations. This division aims to;

- Assist with the publication of cultural magazines and books for the promotion of PNG cultures;

- Co-ordinate the implementation of plans and policies of the Commission;
- Be Responsible for the data collection and management ,development and policy analysis into relevant proposal of the cultural institutions and other operational divisions;
- Co-ordinate workshops, seminars, and symposiums on issues and matters of cultural and artistic heritage significance;
- Co-ordinate and implement plans and programs initiated by international cultural organizations. Ensuring that programs relate to the safeguarding of Intangible Cultural Heritage;
- Develop and monitor relevant research and documentation programmes on cultural heritage and arts of PNG;
- Develop and implement guidelines on the establishment of provincial cultural centres;
- Develop programmes on PNG cultural values and norms for cultural centres; schools and communities; and
- Co-ordinate and implement plans and programs of the government.

4.4 Cultural Services Development Division

The Cultural Development Services Division comprises four branches: (i) Cultural Development, (ii) Marketing, (iii) Festivals and (iv) Cultural industries. Cultural development relies on information and data pertinent to the culture and arts of PNG which must be recorded and retained in an appropriate database system. The marketing

products is important in promoting cultural products for revenue generation by the custodians and producers of such products. Festival and cultural industries are important in generating revenue for people communities, and also assist in safeguarding elements of PNG's diverse cultures. The Cultural Services Development Division aims to:

- Co-ordinate and stage regional thematic cultural festivals/events;
- Co-ordinate Papua New Guinea's participation in the Pacific Festival of Arts;
- Co-ordinate Papua New Guinea's participation in the Melanesian Festival of Arts and Culture;
- Co-ordinate Papua New Guinea's participation in other international cultural festivals and arts exhibitions;
- Assist provinces with the co-ordination of Provincial Cultural Festivals;
- Register Cultural/Contemporary Groups and Individual Artists in Papua New Guinea;
- Design and publish Papua New Guinea's Annual Culture Calendar of Events;
- Co-ordinate cultural performances, events and activities internally and externally;
- Assist cultural /contemporary groups and individual artists with travel arrangements to overseas cultural festivals and arts exhibition;
- Promote all registered cultural groups and individual artists;
- Encourage cultural preservation amongst the registered cultural/contemporary groups or individual artists in line with the Commission's guidelines on Preservation and Performances;
- Co-ordinate and monitor the implementation of cultural festivals and shows;
- Establish a cultural database for PNG;
- Develop and implement programs on cultural industries in PNG.



5.0 INSTITUTE OF PAPUA NEW GUINEA STUDIES

The Institute of Papua New Guinea Studies (IPNGS) is one of the three National Cultural Institutions of the Commission. It is responsible for:

- Carrying out research, documenting, recording and interpreting all aspects of the traditional cultures of the indigenous people of Papua New Guinea;
- The systematic recording of the traditional music, dance and oral history of Papua New Guinea leading to the establishment and maintenance of an audiovisual and print archive of such materials that reflects the diversity of research that has been undertaken;
- Disseminating information about the cultures of Papua New Guinea through lectures, articles, books and audiovisual recordings locally and internationally;
- Encouraging, understanding of and respect for all traditional cultures of Papua New Guinea;
- Making records available for the development of literature, drama, music and the visual arts;
- Liaising with other organisations in Papua New Guinea and abroad with related interests;
- Developing a Cultural Education program through publications that focus on aspects of indigenous culture.



6.0 NATIONAL FILM INSTITUTE

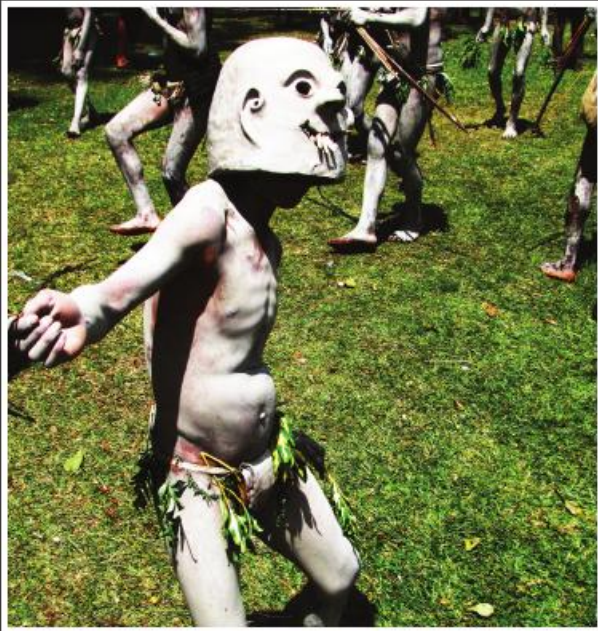
The National Film Institute (NFI) is another of the three National Cultural Institution of the Commission and is responsible for:

- Developing film as a medium of communication with a wider Papua New Guinean audience;
- Creating awareness of the richness of Papua New Guinea culture through film;
- Encouraging the making of Papua New Guinea documentary films;
- Producing films with Papua New Guinean content and perspective;
- Developing film as a tool for purposes of cultural education;
- Promoting Papua New Guinea Arts and Culture locally and abroad through film;
- Helping to establish a commercial film industry;
- Monitoring and facilitating the activities of foreign film interests in PNG; and
- Regulating foreign film interest in Papua New Guinea.



7.0

NATIONAL PERFORMING ARTS TROUPE



The National Performing Arts Troupe (NPAT) is the third of the three National Cultural Institutions in the Commission.

The NPAT is responsible to:

- Adapt and develop theatre as a tool for communicating information about social and cultural change in PNG;
- Institutionalize theatre as a cultural art form;
- Cultivate and promote a repertoire of traditional songs and dances;
- Use theatre as a vehicle for driving and fostering PNG cultural identity; and
- Host and promote theatrical performances and activities through regular, local, regional and international festivals of Arts and theatre.

8.0

STRATEGIC OVERVIEW

VISION

“Preserving, Communicating and Celebrating Papua New Guinea’s Cultural Diversity”

MISSION

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

To support and stimulate the growth of creative industries and to provide a platform to reward creativity and originality with equity and fairness

CORPORATE VALUES

- o We strive to promote good governance, and practice innovation, accountability, transparency and organizational efficiency.
- o We encourage spirit of collaboration and partnership because we believe in team work because our job is too important to do it alone.
- o We care for the wellbeing of our staffs and our facilities and stories by creating an conducive environment for growth and learning.
- o We value wider community support and engagement for the fulfillment of our mandated responsibilities and institutional aspirations.
- o We care for our employees and would seek to invest in their personal and professional development.
- o We aspire to deliver accurate and high quality knowledge and information about Papua New Guinea's cultural diversity.
- o We believe in change and we encourage ingenuity, continuous learning and improvement.



8.1 The National Cultural Commission's GOALS:

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

Key Strategies:

- 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;
- 1.2 Coordinate and/or organize the audiovisual 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;
- 1.5 Preserve all archival records through digitization; and
- 1.6 Identify and foster close partnerships with all relevant stakeholders.

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

Key Strategies:

- 2.1 Map the emerging market of creative industries;
- 2.2 Design platforms to capture the potential of creative industries;
- 2.3 Attract partnership and investment in creative industries to expand its market value and potential;
- 2.4 Develop a key and appropriate legislative framework to regulate and stimulate creative industries

- 2.5 Bolster economic growth through creative industries

3) Promote nation building through cultural education

Key Strategies:

- 3.1 Use cultural content from audiovisual documents and theatre to inspire learning, pride and national introspection;
- 3.2 Use theatre and audiovisual documents to communicate and engage with issues of contemporary social, political and environmental concerns;
- 3.3 Organize annual competitions in literature and essays on cultural topics; and
- 3.4 Identify, reward and promote a creative means of celebrating unity in diversity.

4) Improve and strengthen the corporate governance of the Commission

Key Strategies:

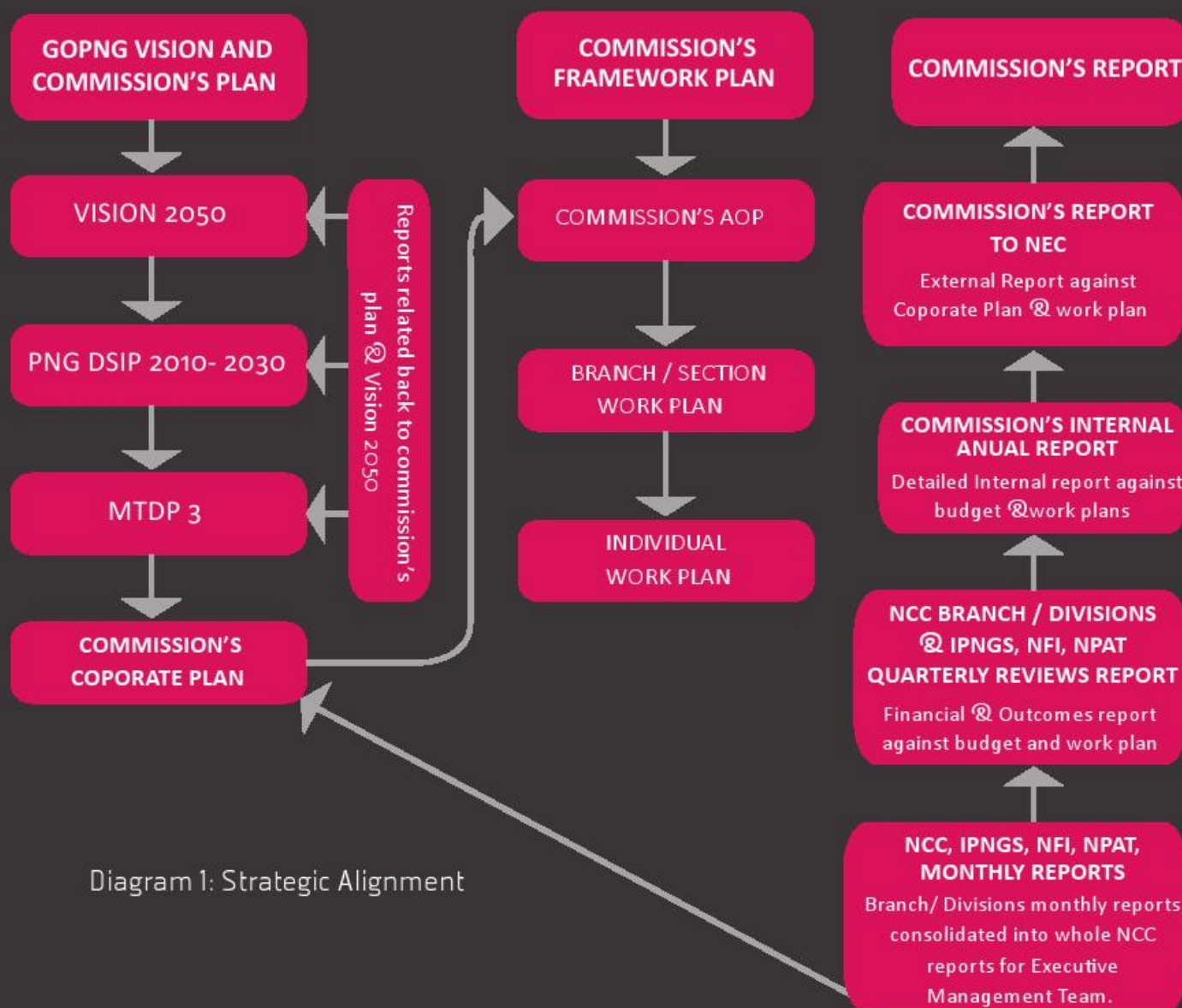
- 4.1 Capacity improvement and development in Human Resource, Financial accountability and reporting, and infrastructure rehabilitation and growth;
- 4.2 Develop and maintain an asset registry and policy of the Commission, and establish a permanent institutional home for the Commission;
- 4.3 Ensure 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
- 4.5 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.

9.0

ALIGNMENT OF STRATEGIC FRAMEWORK WITH
GOVERNMENT CORPORATE VISION

The sum of functions and responsibilities of the Commission is aligned especially with Pillar 6 of Vision 2050 which focuses on Spiritual, Cultural and Community Development while the Medium Term Development Plan (MTDP) III implicates the work and value of culture and places an economic emphasis on tourism as a means of revenue generation. While the MTDP III is driven by the interest to raise internal revenue, this Corporate Plan of the Commission is more intimately aligned with Vision 2050.

LEGISLATION AND COMMISSION'S POLICY



10.0

MONITORING, EVALUATION AND REPORTING

The Annual Operational Plan is our main tool in implementing our Corporate Plan 2019-2023. The success and effectiveness in implementing this plan will be measured through effective monitoring and evaluation.

A strong reporting process is in place through the Strategic Framework. This reporting is linked to the programs and activities of divisions and institutions of the Commission.

Each section or branch, division and institution shall provide monthly and quarterly reports of their progress and achievement reports in Senior Management Team forums. These reports shall form the basis of the reports submitted to Departments of Treasury and National Planning and Monitoring and ultimately to the National Parliament via the Minister.

The Executive Services Division of the Commission is responsible for the overall coordination and collation of these reports.

The matrix below of the Results Framework Structure shows how the Commission's plans operate and define how the Monitoring and Evaluation Framework for its Annual Operational Plan will be implemented and monitored.

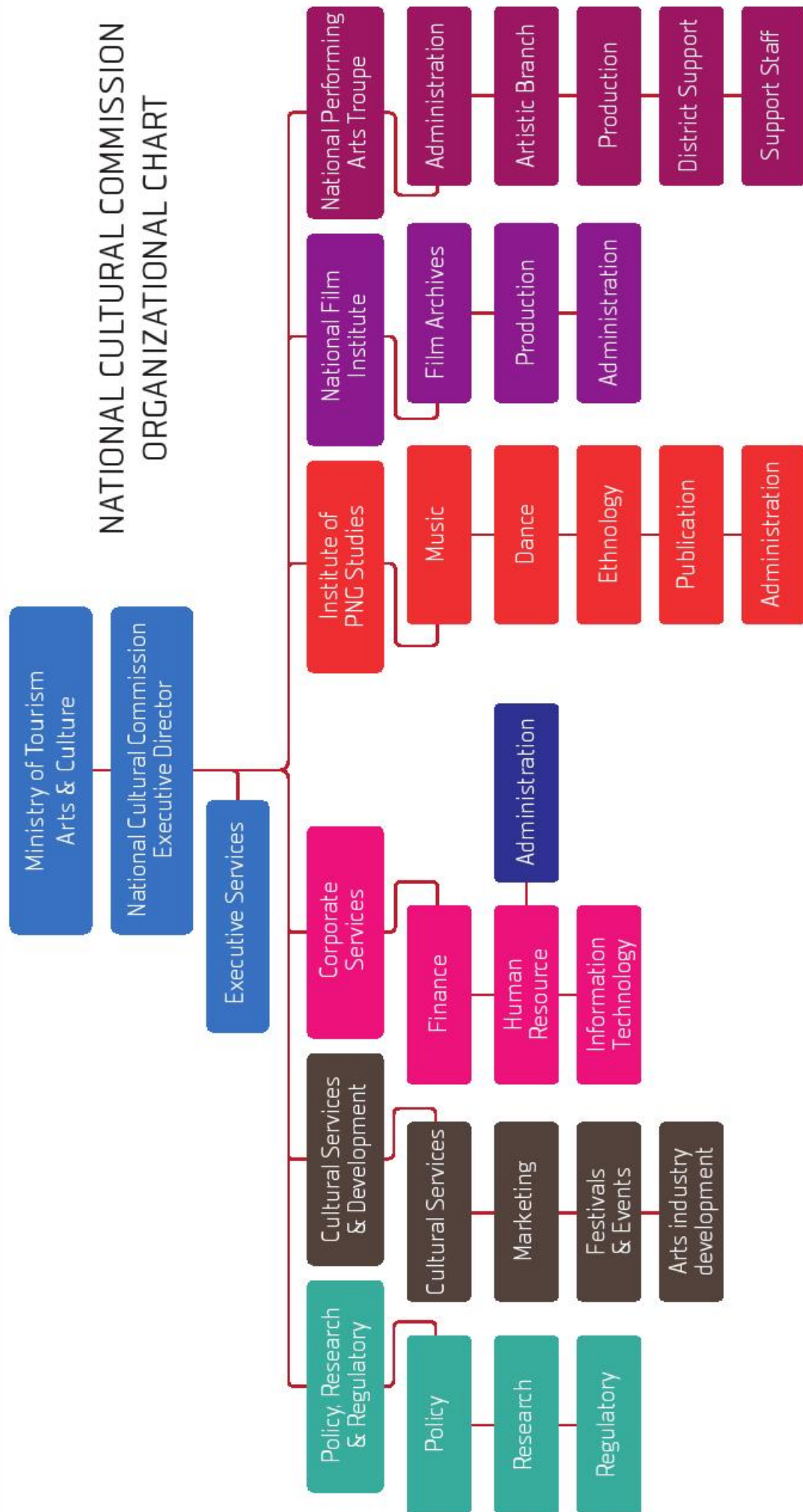


10.1 MONITORING AND EVALUATION FRAMEWORK FOR COMMISSION PLANS

STRATEGIC DIRECTION: As Nationally determined by Medium Term Development Plan (MTDP III)						
Commissions Plans	Means and Ways of Monitoring and Evaluation					
	Individual Level	Sectional Level	Division Level	Department Level	Comments	
	Corporate Plan	Compiled sectional results based monthly reports	Sectional annual results based reports	Divisional annual reports (Results based)	Commissions annual report to CACC & NEC	Directs and keeps management focused on results achievement
	Annual Operational Plan	Sectional monthly results based reports	Sectional annual results based reports	Divisional internal annual reports (Results based)	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	Commissions annual reports	Sections should consider compiling annual performance reports
Commissions 4 Corporate Goals Defined	Individual Work Plans	Compiled individual staff results based monthly reports	Sectional monthly results based reports	Divisional monthly results based reports	Commissions quarterly reports	Staff can report outputs aimed at expected outcomes

11.0

COMMISSION'S CURRENT ORGANIZATIONAL STRUCTURE



12.0

NATIONAL CULTURAL COMMISSIONS' FIVE YEAR PLAN

Goal 1: Foster respect and collaboration with all communities, organizations and stakeholders concern with the preservation, protection and promotion of PNG cultural heritage																								
Objectives	Outcome	Achievement Indicator	Delivery Date	Responsible Section	2019				2020				2021				2022				2023			
					1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
1.1 Organize periodic cultural festivals in Provinces and Districts of Papua New Guinea and also at the Regional and International levels;	Cultural Festivals and Shows	1.1a. 20 x Annual Provincial Festival.	Ongoing	National Cultural Commission, National Film Institute, National Performing Arts Troupe																				
		1.2b. 20X launching of Provincial Cultural Show in Papua New Guinea.																						
		1.3c. International Festivals																						
		1.3d. promote and support 15X School cultural Show/ programs in NCD and Provinces																						
		1.2e. yearly presentation on policy matters during workshops and wings of festival	End of 3 rd Quarters	Policy, Planning and Research Division																				
		1.2f. Pacific Festival of Arts – Vanuatu 2020	2020	National Cultural Commission																				
		2.1g. MSG Meetings and Conferences	Ongoing																					
1.2 Coordinate and/or organize interest in filming traditional and	Encourage Filming production	1.2a. 5X awareness workshop in communities across the country on the importance of filming and preserving our traditional and contemporary cultures, highlight the benefits to be gained from this practice.	Ongoing program	National Film Institution, National Performing Arts Troupe																				

NATIONAL CULTURAL COMMISSIONS' FIVE YEAR PLAN

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NATIONAL CULTURAL COMMISSIONS' FIVE YEAR PLAN

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NATIONAL CULTURAL COMMISSION'S FIVE YEAR PLAN

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NATIONAL CULTURAL COMMISSION'S FIVE YEAR PLAN

2.5. Bolster economic growth through creative industries	Encourage economic growth	2.5a. promote small home grown Film Industry "Pollywood". Use Nollywood and Bollywood as our models to grow our film industry for it will definitely contribute to boosting the Economy	Ongoing	NCC, National Film Institute																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																							</
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3.4. Identify, reward and promote creative means of celebrating unity in diversity.	Promote Artists reward Program	3.4a. 2X Annual Arts Exhibition 3.4b. Arts Cultural Exchange Program	Ongoing	National Cultural Commission																				
Goal4: Improve and strengthen the corporate governance of the Commission																								
Objectives	Outcome	Delivery Date	Responsible Section	2019				2020				2021				2022				2023				
				1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	
4.1. Capacity improvement and development in Human Resource, Financial accountability & reporting and infrastructure rehabilitation and growth;	Refurbishment	4.1a. Renovate and maintain the existing Archival Storage	Institute of PNG Studies, National Film Institution																					
		4.1b. Renovation and maintenance of all NCC's facilities including NFI, IPNGS and NPAT, Marea Haus.	Institute of PNG Studies, National Film Institution, National Cultural Commission																					
	Urgent Renovation	4.2c. Conduct restructure and recruit new people to drive the institutions	Corporate Service Division																					
		4.2d. Internal Advertisement for funded vacant position	Corporate Service Division,																					
		4.2e. Develop a training plan for capacity development.	Human Resource Branch,																					

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