



ANNUAL OPERATIONAL PLAN 2026



National Volunteer Service



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NATIONAL VOLUNTEER SERVICE OF PAPUA NEW GUINEA
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“People Growing Together”

***“Alone, we can do so little; together,
we can do so much”***

Hellen Keller



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Acronyms

AOP – Annual Operational Plan	MEF – Monitoring and Evaluation Framework
CACC – Central Agencies Coordinating Committee	MIS – Management Information System
CRS – Corporate & Regulatory Services Division	MOA – Memorandum of Agreement
CSO – Civil Society Organisation	MOU – Memorandum of Understanding
CSR – Corporate Social Responsibility	MSC – Mid-Service Conference
DIP – Deliberate Intervention Program	MSME – Micro, Small and Medium Enterprise
DNPM – Department of National Planning and Monitoring	NGO – Non-Government Organisation
DPM – Department of Personnel Management	NVS – National Volunteer Service
DSIP – District Service Improvement Program	OED – Office of the Executive Director
DSP – Development Strategic Plan	PFMA – Public Finances (Management) Act
EMT – Executive Management Team	PIP – Public Investment Program
EOS – End-of-Service Conference	PPRME – Policy, Planning, Research, Information, Monitoring & Evaluation Division
FBO – Faith-Based Organisation	PRM – Public Relations & Marketing Division
GBV – Gender-Based Violence	PSGO – Public Service General Orders
GESI – Gender Equality and Social Inclusion	PSIP – Provincial Service Improvement Program
HR – Human Resources	PSO – Pre-Service Orientation
ICT – Information and Communication Technology	SDG – Sustainable Development Goal
KPI – Key Performance Indicator	SOE – State-Owned Enterprise
KRA – Key Result Area	SPA – Strategic Priority Area
L&M – Leadership and Management Division	SSDP – Sub-Sector Development Plan
LLG – Local Level Government	TVET – Technical and Vocational Education and Training
M&E – Monitoring and Evaluation	VMD – Volunteer Management Division

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CHAIRMAN'S FOREWORD



I am pleased to present the National Volunteer Service (NVS) Annual Operational Plan (AOP) 2026, which articulates the Agency's operational priorities, performance commitments, and implementation focus for the 2026 financial year.

The AOP 2026 serves as a core implementation instrument of the NVS Corporate Plan 2026–2030 and the NVS Sub-Sector Development Plan 2023–2027. It is firmly aligned with the Medium-Term Development Plan IV (MTDP IV) and the National Goals and Directive Principles of the Constitution of Papua New Guinea. Through this Plan, the National Volunteer Service continues to operationalise its statutory mandate under the NVS Act 1990 by mobilising citizens to support national development and improve service delivery outcomes, particularly in underserved rural and remote communities.

Volunteerism remains a practical, cost-effective, and nationally relevant mechanism for strengthening human capital, enhancing community resilience, and supporting government service delivery. In 2026, the NVS Governing Council places strong emphasis on ensuring that volunteer programs are strategically targeted, well governed, performance-driven, and aligned to national priorities, including youth development, skills transfer, community services, and strategic partnerships.

This Annual Operational Plan reflects a strengthened focus on governance, accountability, and results-based

management. It introduces enhanced monitoring and evaluation systems, organisational performance indexes, and structured risk management arrangements to ensure transparency, value for money, and compliance with public sector standards. The Plan also reinforces the importance of partnerships with government agencies, churches, civil society organisations, the private sector, and development partners as key enablers of scale, sustainability, and impact.

The Governing Council acknowledges the inclusion of forward-looking initiatives within this Plan, including the establishment of the National Volunteer Academy under NEC Decision No. 220/2025 and the proposed expansion of volunteer engagement under MTDP IV Strategic Priority Area 12. These initiatives position the National Volunteer Service to play a more strategic and transformative role in national development, subject to formal endorsement and funding release.

On behalf of the NVS Governing Council, I commend Management and staff for the disciplined preparation of the AOP 2026 and acknowledge the dedication of volunteers and partners who continue to advance the spirit of service across Papua New Guinea. The Council remains committed to providing strategic oversight to ensure the successful implementation of this Plan and the delivery of measurable development results.

MR. DAVID WISSINK

CHAIRMAN
National Volunteer Service Council

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MESSAGE FROM EXECUTIVE DIRECTOR



It is my privilege to present the National Volunteer Service Annual Operational Plan (AOP) 2026, which sets out the Agency's operational priorities, performance targets, and resource commitments for the 2026 operational year.

The AOP 2026 translates the strategic directions of the NVS Corporate Plan 2026–2030 and the Sub-Sector Development Plan 2023–2027 into actionable programs, activities, and performance indicators across all divisions of the organisation. It provides a practical implementation roadmap aligned with the Medium-Term Development Plan IV, national budget frameworks, and central agency performance and reporting requirements.

In 2026, the National Volunteer Service will focus on strengthening the full volunteer lifecycle—recruitment, training, deployment, welfare, and performance monitoring—while simultaneously reinforcing internal governance, financial management, compliance, risk management, and monitoring and evaluation systems. The Plan places strong emphasis on evidence-based planning, results-oriented implementation, and disciplined reporting to ensure accountability to Government, partners, and the people of Papua New Guinea.

Partnerships remain central to the NVS service delivery model. The AOP 2026 prioritises

structured collaboration with line agencies at National and sub-National levels, churches, civil society organisations, the private sector, and development partners to expand volunteer reach and improve development outcomes. The proposed establishment of the National Volunteer Academy, approved under NEC Decision No. 220/2025, represents a significant institutional reform aimed at strengthening volunteer capacity, coordination, and human capital development.

This Plan also integrates cross-cutting priorities including gender equality and social inclusion, youth engagement, disability inclusion, safeguarding, and volunteer wellbeing. These principles are embedded across planning, implementation, and monitoring arrangements to ensure that NVS programs are inclusive, ethical, and consistent with national and international good practice.

I acknowledge the guidance and oversight provided by the NVS Governing Council and thank all staff and volunteers for their professionalism and commitment. I also recognise the ongoing support of our partners, whose collaboration remains critical to the success of our work.

As Acting Executive Director, I am confident that with strong leadership, disciplined execution, and collective commitment, the National Volunteer Service will successfully deliver the AOP 2026 and continue to make a meaningful contribution to national development and community wellbeing.

MR. JERRY SONK DAVID

ACTING EXECUTIVE DIRECTOR
National Volunteer Service

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Executive Summary

The National Volunteer Service Annual Operational Plan (AOP) 2026 outlines the priority actions, performance targets, and resource requirements for the National Volunteer Service (NVS) for the 2026 operational year. The AOP functions as the principal implementation instrument for the NVS Corporate Plan 2026–2030 and the NVS Sub-Sector Development Plan 2023–2027 and is aligned with the Medium-Term Development Plan IV (MTDP IV), national budget frameworks, and public sector performance and reporting standards.

Developed in accordance with the NVS Act 1990 and the National Goals and Directive Principles of the Constitution of Papua New Guinea, the AOP 2026 provides a structured framework for mobilising volunteers to support government service delivery priorities, particularly in rural and remote communities. At the same time, it strengthens institutional governance, accountability, and organisational performance within the National Volunteer Service.

The AOP 2026 is organised around five Key Result Areas (KRAs):

1. Strategic leadership, governance, and oversight to ensure effective organisational performance and alignment with national priorities.
2. Efficient corporate governance, financial management, and regulatory compliance in line with public sector standards.
3. Evidence-based policy development, planning, research, and monitoring and evaluation to support informed decision-making and accountability.

4. Organisational visibility and stakeholder engagement to strengthen advocacy, partnerships, and public confidence in volunteerism.
5. Volunteer recruitment, training, deployment, and welfare to enhance service delivery and citizen participation at the community level.

Key operational priorities for 2026 include the recruitment and deployment of approximately 900 local volunteers and 10 international volunteers, the phased establishment of the National Volunteer Academy, and the strengthening of strategic partnerships across government, churches, civil society organisations, the private sector, and development partners. Volunteer interventions will be targeted to priority sectors such as agriculture, health, education, youth development, and community services, contributing directly to MTDP IV outcomes related to human capital development, skills transfer, and employment pathways.

The AOP 2026 introduces a strengthened Monitoring and Evaluation Framework supported by organisational performance indexes and clearly defined Key Performance Indicators (KPIs). These tools provide a structured mechanism for tracking implementation progress, measuring results, managing risks, and supporting evidence-based reporting to central agencies, the NVS Governing Council, and Parliament. Risk management is embedded across planning, implementation, and reporting processes to mitigate operational, financial, compliance, and safeguarding risks.

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Cross-cutting priorities—including gender equality and social inclusion, youth engagement, disability inclusion, safeguarding, and volunteer wellbeing—are integrated throughout the AOP to ensure inclusive, ethical, and sustainable program delivery.

Overall, the successful implementation of the AOP 2026 will strengthen the role of

volunteerism as a cost-effective and impactful mechanism for national development, enhance institutional performance and accountability within the National Volunteer Service, and contribute to improved service delivery and community wellbeing across Papua New Guinea.

About the National Volunteer Service

Mandate (NVS Act 1990)

Under the National Volunteer Service Act 1990, NVS's mandate includes:

- Promoting a spirit of sacrifice and service among Papua New Guineans.
- Facilitating participation in economic and social development, particularly in rural and remote communities.
- Providing labor, skills, and expertise to support government priorities in agriculture, health, education, and community services.
- Establishing institutional mechanisms for volunteer coordination at national, regional, provincial, and district levels.

This mandate aligns with PNG's Constitution, emphasizing equal opportunity, human rights, and self-reliance as per the National Goals and Directive Principles.

Functions

NVS's core functions are:

- Recruitment, training, and deployment of volunteers (local and

international) in key sectors such as agriculture, health, education, and economic empowerment.

- Coordination of volunteer programs to bridge service delivery gaps, including pre-service orientation, mid-term conferences, and end-of-term evaluations.
- Development of policies, plans, and monitoring frameworks to ensure evidence-based interventions.
- Fostering partnerships with sector agencies, private sector, churches, NGOs, and development partners.
- Management of volunteer resource centers and support services for youth, students, and retirees.
- Advocacy and public awareness to enhance visibility and citizen participation in socio-economic development.

These functions support MTDP IV's (DIPs) in youth development, community partnerships, and human capital enhancement.

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Organizational Structure and Governance

NVS operates under a Governing Council, comprising representatives from key agencies, churches, NGOs, and the private sector, which provides policy direction and oversight. The Council reports to the Minister for Defence and ensures alignment with national priorities.

The organizational structure includes:

- Office of the Executive Director (OED/L&M): Provides strategic leadership, international relations, legal services, internal audits, and regional coordination.
- Corporate & Regulatory Services Division (CRS): Handles finance, HR, ICT, compliance, administration and internal support services.
- Policy, Planning, Research, Information, Monitoring & Evaluation

Division (PPRME): Develops policies, plans, research, and M&E frameworks.

- Public Relations & Marketing Division (PRM): Manages communication, advocacy, and stakeholder engagement.
- Volunteer Management Division (VMD): Oversees recruitment, training, deployment, and support for volunteers.

Regional offices in MOMASE (Lae), Highlands, Southern (Central Province), and New Guinea Islands support Provincial and District-level operations, including Volunteer Resource Centres. Governance is guided by the Public Finances (Management) Act, Public Service (Management) Act, and NVS Act, with emphasis on transparency and accountability.

Strategic Planning Context

NVS's AOP 2026 is embedded within PNG's national development architecture, ensuring coherence with higher-level plans.

Medium Term Development Plan IV (MTDP IV) Alignment

MTDP IV 2023-2027 aims for national prosperity through economic growth (GDP to K164 billion by 2027), one million jobs, and improved quality of life. NVS aligns

with Strategic Priority Areas (SPAs) 11 (Population, Youth and Women Empowerment) and 12 (Strategic Partnerships), contributing to DIPs such as Youth Development (K190.8 million, including NVS activities), Women Empowerment, and CSO/Church Partnerships (K92.2 million). Targets include registering 2,900 local volunteers by 2027, engaging 20 districts constantly, and supporting youth skills training for labor mobility and Micro, Small & Medium Enterprises (MSMEs).

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NVS Sub-Sector Development Plan (SSDP) 2023–2027

The SSDP focuses on restoring basic services through volunteer placement in four regions, costing up to K70 million by 2027. It emphasizes volunteer mobilization for socio-economic growth, institutional strengthening (e.g., district resource

centers), and alignment with MTDP IV's human capital goals. Key SSDP outcomes include enhanced citizen participation, self-reliance, and service delivery in rural communities.

NVS Corporate Plan 2026–2030

The Corporate Plan provides a strategic roadmap for NVS, aligning with PNG Vision 2050 and Development Strategic Plan (DSP) 2010-2030. It outlines mission goals for volunteerism promotion, capacity

building, and partnerships, with 85% implementation targets. AOP 2026 operationalizes these through divisional workplans and KRAs.

National Planning and Budget Frameworks

AOP 2026 integrates with the Public Investment Program (PIP), Provincial/District Service Improvement Programs (PSIP/DSIP), and recurrent national budget processes under the PFMA. Funding sources include Recurrent

Budgets, Capital Investments, and Partnerships. Monitoring aligns with the National Monitoring and Evaluation Framework (MEL), ensuring value-for-money reporting.

Budget & Financial Plan

The Budget Framework and Financial Plan for the National Volunteer Service (NVS) AOP 2026 outlines the financial architecture supporting implementation of approved priorities, statutory obligations, and strategic initiatives for the 2026 operational year.

The framework is structured to ensure fiscal discipline, alignment with national budget systems, and accountability under the Public Finances (Management) Act (PFMA). Funding for AOP 2026 is drawn from a mix of recurrent appropriations, capital investment allocations, and approved or proposed NEC-linked funding initiatives.

Key elements of the Budget Framework include:

- **Recurrent Budget (K5.0 million):**
Supports core operational costs, including personnel emoluments, administrative operations, governance functions, monitoring and evaluation, and routine volunteer program delivery.

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- Capital Investment Budget / Public Investment Program (PIP) (K5.0 million):**
 Allocated to capital and programmatic investments aligned with national development priorities, including infrastructure, systems strengthening, and program expansion activities.
- NEC-Decision Strategic Priority Funding:**
 The Plan identifies additional funding streams tied to National Executive Council (NEC) decisions and MTDP IV Strategic Priority Areas. These funds are critical enablers for scaling volunteer deployment, institutional capacity building, and partnership-driven delivery models. Some of these allocations are approved in principle but **remain subject to formal NEC endorsement and budget release.**

Overall, the Financial Plan positions NVS to implement AOP 2026 in a phased-and-risk managed manner, ensuring that core operations proceed while strategic expansions are activated upon confirmation of NEC-endorsed funding.

Funding Reference	Policy / Strategic Basis	Purpose	Indicative Status (AOP 2026)	Remarks
NEC Decision No. 220/2025	National Executive Council Decision	Establishment of the National Volunteer Academy (NVA) to strengthen volunteer training, coordination, and human capital development	Approved by NEC Decision funding subject to release	Flagship institutional reform initiative; implementation contingent on NEC-approved funding draw-down
Strategic Priority Area (SPA) 12 – NEC Decision 335/2025	MTDP IV – Strategic Partnerships	Expansion of national volunteer engagement through Strategic Partnerships	Approved by NEC Decision funding subject to release	Identified as a strategic partnership investment for 2026-27

Key Priorities for 2026

- Expand **volunteer recruitment to 900** local (SPA 12.5 – NEC Decision No.201/2025) and 10 international volunteers.
- Establish the **National Volunteer Academy** for training and coordination of volunteers through NEC Decision No.220/2025
- Strengthen partnerships with 10 new stakeholders for funding and technical support.
- Implement evidence-based programs in agriculture, health, and education to support MTDP IV job creation targets.
- Enhance M&E to achieve 90% program implementation rate.
- Integrate cross-cutting issues, targeting 50% female volunteer participation and disability-inclusive initiatives.



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Monitoring and Evaluation Framework*

The Monitoring and Evaluation (M&E) Framework provides a structured approach for systematically tracking, measuring, analysing, and reporting on the performance of the National Volunteer Service (NVS) Annual Operational Plan (AOP) 2026. It ensures that implementation progress, results, and outcomes are evidence-based, transparent, and aligned with national development priorities, legal mandates, and institutional performance requirements.

The framework supports:

- Effective implementation oversight of AOP 2026 activities
- Results-based, data-driven management and accountability
- Evidence-informed decision-making and adaptive management
- Compliance with National Government planning, performance, and reporting requirements

The specific objectives of the NVS M&E Framework are to:

1. Track progress against AOP 2026 Key Result Areas (KRAs), KPIs, and activities

2. Measure performance and results at output and outcome levels
3. Ensure timely identification of implementation challenges and risks
4. Support management decision-making and continuous improvement
5. Strengthen accountability to stakeholders, partners, and government
6. Provide credible evidence for quarterly, annual, and strategic reporting
7. Agency diagnostic checks through the NVS Index Framework monitoring

The National Volunteer Service (NVS) Index Framework provides an integrated measurement structure used to track organisational performance, workforce effectiveness, and program delivery outcomes. Eighteen (18) indexes are developed from a consolidation of:

- The SSDP 2023–2027 indicators
- The NVS Corporate Plan (draft)
- National public sector performance requirements
- Legal and governance obligations under the NVS Act 1990 and relevant PNG public administration laws

Evidence-Based Index Mapping

Each index is created by extracting key functional outputs from NVS's mandate and mapping these against higher-level indicators drawn from the SSDP and national plans. This ensures that all indexes have a direct evidence source and clear accountability pathways. The Agencies indicators are grouped under 18 Thematic Indexes:

* See Appendix – Monitoring and Evaluation (Reporting) Framework

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INDEX NAME	INDEX NAME
Prudent Financial Management Index	Marketing Effectiveness Index
Operational Efficiency Index	Policy Development Effectiveness Score
Human Capital Effectiveness Index	Research Impact & Productivity Index
ICT Service Performance Index	Evaluation Coverage & Utilization Index
Public Perception & Engagement Index	Volunteer Management Through Partnership Effectiveness Index
Volunteer development Index	Strategic leadership & organizational impact Index
Volunteer capacity building Index	Legal integrity & compliance Score
Compliance & reporting Index	Gender Equality Social Inclusion Impact & Integration Index
Volunteer satisfaction Index	Executive coordination & delivery Index

This ensures NVS performance reporting is consistent with wider public administration norms.

1.1 Alignment to Strategic Priority Areas (SPAs)

NVS contributes to MTDP IV SPAs:

- SPA 1: Agriculture MSME confidence via volunteer interventions.
- SPA 11: Youth empowerment through skills training and compulsory services.
- SPA 12: Partnerships for volunteer mobilization with CSOs and churches.

1.2 Deliberate Intervention Programs (DIPs)

- DIP 1.1, 1.1.2, 1.1.3 & 1.1.7: Agriculture Enterprise – NVS Volunteers intervention including targeted MSME agriculture-related projects
- DIP 11.2: Youth Development – Volunteer training for MSMEs and labour mobility.
- DIP 11.4: Counselling Services – Victims of gender-based violence counselling from NVS.

- DIP 11.5: Protection Officers – NVS Staff trained as Child Protection Officers
- DIP 12.5: National Volunteers – K70 million investment for volunteer engagement and partnerships.

1.3 NVS Corporate Plan & AOP

The Corporate Plan goals and AOP annual outputs serve as operational anchors for the indexes.

- Index categories are aligned with Corporate Plan pillars.
- Each annual AOP output is mapped to at least one index.
- Index performance feed directly into quarterly and annual reporting cycles.

This creates a single chain from MTDP IV → NVS SSDP plans → Corporate Goals → Organizational Key Result Areas (KRAs) → Officer KPIs.

1.4 Overall Summary

The NVS Alignment Framework is:

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- Legally grounded: built directly on NVS's statutory mandate.
- Nationally aligned: linked to MTDP, SSDP, and public service standards.
- Strategically integrated: reflects Corporate Plan and AOP priorities.
- Functionally coherent: organised around real NVS processes.
- Performance-focused: enables systematic KPI creation and reporting.

Through this structure, NVS can demonstrate accountability, measure its contribution to national development, and strengthen program delivery in a transparent, evidence-based manner.

REPORTING REQUIREMENTS

Quarterly to DPM, Mid-term Review to DPM and NVS Council and, annual to Parliament through Ministry of Defence.

Key Result Areas (KRAs)

To demonstrate its internal strengths in delivering its programs in a transparent, accountable and evidence-based manner the five KRAs.

KRA 1: PROVIDE STRATEGIC LEADERSHIP, GOVERNANCE AND OVERSIGHT FOR EFFECTIVE ORGANISATIONAL PERFORMANCE.

Rationale: Aligns with agency leadership standards for strategy, reforms, and partnerships. KPIs include 85% Corporate Plan achievement and 10 new partnerships.

KRA 2: ENSURE EFFICIENT CORPORATE GOVERNANCE, FINANCIAL MANAGEMENT AND REGULATORY COMPLIANCE.

Rationale: Strengthens financial, HR, and ICT systems in line with PNG public service guidelines. KPIs: 100% PFMA compliance, 90% budget utilization.

KRA 3: DELIVER EVIDENCE-BASED POLICIES, PLANS, RESEARCH AND M&E SYSTEMS TO SUPPORT INFORMED DECISION-MAKING.

Rationale: Emphasizes evidence-based policy and M&E for socio-economic development. KPIs: 100% policy mainstreaming, 90% M&E framework implementation.

KRA 4: STRENGTHEN ORGANISATIONAL VISIBILITY AND STAKEHOLDER ENGAGEMENT THROUGH EFFECTIVE COMMUNICATION.

Rationale: Enhances advocacy and information dissemination. KPIs: 80% increase in public awareness, 12 campaigns conducted.

KRA 5: ENHANCE VOLUNTEER RECRUITMENT, TRAINING AND DEPLOYMENT TO IMPROVE COMMUNITY SERVICE DELIVERY.

Rationale: Boost citizen participation and community services KPIs

To further enhance accountability across the Agency's operation, organizational indexes will be used to monitor program delivery to complement progress monitoring and reporting.



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Appendices

Risk Management Framework

NVS Risk Management Policy Statement (AOP 2026)

The National Volunteer Service (NVS) is committed to maintaining an effective risk management system to support the achievement of its mandate, strategic objectives, and Annual Operational Plan (AOP) outcomes.

NVS recognises that risk is inherent in public sector service delivery and adopts a structured and systematic approach to identifying, assessing, managing, and monitoring risks that may affect the delivery of programs, services, and organisational performance.

Risk management within NVS is embedded across all levels of planning and implementation and is integrated into the AOP, performance management, financial management, and reporting processes. All staff and managers share responsibility for managing risk within their areas of accountability.

NVS seeks to maintain a low tolerance for risks relating to compliance, financial management, safeguarding, and reputational integrity, and a moderate tolerance for operational and innovation-related risks where these support improved service delivery and national development outcomes.

The NVS Executive Management Team is responsible for providing oversight of risk management, ensuring that significant risks are monitored, treated, and reported in accordance with government requirements and internal governance arrangements.

This policy supports transparency, accountability, and continuous improvement and will be reviewed annually as part of the AOP planning and reporting cycle.

Framework Component	Description	Application to AOP 2026
Risk Management Objective	To systematically identify, assess, manage and monitor risks that may impact delivery of NVS strategic objectives and AOP outputs.	Ensures AOP 2026 activities are implemented efficiently, accountably and within acceptable risk tolerance.
Risk Appetite	NVS maintains a moderate risk appetite for innovation and service delivery, and a low-risk appetite for compliance, financial management, safeguarding, and reputational matters.	Guides decision-making for program delivery, partnerships, and resource utilisation.
Risk Ownership	Risks are owned at the appropriate managerial level (Executive, Division, Program, Activity).	Ensures accountability for risks linked to specific AOP outputs and KPIs.
Risk Integration	Risk management is embedded within planning, budgeting, implementation, and reporting cycles.	Risks are reviewed alongside quarterly and annual AOP performance reporting.
Governance & Oversight	Oversight provided by NVS Executive Management, with reporting through existing governance mechanisms.	Supports internal assurance and compliance with central agency expectations.
Continuous Improvement	Risks are reviewed and updated regularly to reflect changing internal and external conditions.	Enables adaptive management throughout the 2026 operational year.



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Risk Categories Relevant to the National Volunteer Service in 2026

Key Functional Area	Risk Description	Risk Category	Likelihood	Consequence	Risk Rating	Primary Controls	Key Mitigation Actions (2026)	Risk Owner
External partnerships and coordination	Partner organisations failing to meet MOA obligations	Partnership / Reputational	Possible	Major	High	Signed MOAs, engagement meetings	Introduce partner performance monitoring; escalation mechanisms	Executive Director
	Weak coordination with stakeholders leading to duplication or gaps	Strategic	Possible	Moderate	Medium	Stakeholder mapping	Strengthen coordination forums and communication plans	
Volunteer placements and field delivery	Delays or failure in volunteer deployment due to host readiness or logistical constraints	Operational	Possible	Major	High	Deployment guidelines, MOAs	Strengthen pre-deployment assessments; improve scheduling and coordination with hosts	VMD Director
	Mismatch between volunteer skills and host organisation needs	Strategic / Operational	Possible	Moderate	Medium	Skills assessment tools	Refine skills matching criteria; improve host needs analysis	
Planning, M&E and reporting	Incomplete or poor-quality performance data affecting AOP reporting	Strategic / Operational	Possible	Major	High	Reporting templates, M&E framework	Enforce reporting timelines; strengthen data verification and staff training	PPRME Director
Finance, HR, procurement, administration	Delays in procurement impacting program implementation	Operational / Financial	Likely	Moderate	High	Procurement plans, approval workflows	Early procurement planning; regular tracking of procurement milestones	CRS Director
	Non-compliance with HR or financial management requirements	Compliance	Unlikely	Severe	High	Financial manuals, HR policies	Regular compliance checks; staff refresher training	
Volunteer safety and wellbeing	Volunteer safety incident during placement	Safeguarding	Unlikely	Severe	High	Codes of conduct, induction training	Strengthen safeguarding training; incident reporting and response procedures	Executive Director
	Breach of code of conduct by staff or volunteers	Reputational / Compliance	Possible	Major	High	Code of conduct, disciplinary procedures	Reinforce ethical standards; timely investigation and corrective action	
Systems and data management	System outages or data loss affecting operations and reporting	Operational	Possible	Moderate	Medium	Back-ups, ICT procedures	Improve data back-up protocols; basic ICT risk controls	CRS Director

Risk Monitoring, Review and Reporting Framework

Activity	Responsibility	Frequency	Link to AOP 2026
Risk identification & update	Divisions / Program Managers	Ongoing	Aligned to AOP activity implementation
Risk assessment review	Executive Management	Quarterly	Integrated into quarterly AOP performance reporting
Risk mitigation tracking	Risk Owners	Monthly / Quarterly	Linked to KPI delivery and milestones
Escalation of high risks	CEO / Executive	As required	Supports timely corrective action
Annual risk review	NVS Executive	Annually	Informs next AOP planning cycle



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Partnerships and Stakeholder Engagement Framework

1. Introduction

Effective partnerships and stakeholder engagement are critical enablers for the National Volunteer Service (NVS) and highlighted in MTDP IV 2023-2027 SPA 12.5 Strategic Partnerships. Given the cross-cutting nature of volunteer deployment, service delivery, and institutional strengthening, NVS relies on coordinated collaboration with government agencies, development partners, civil society, the private sector, and communities.

The Partnership and Stakeholder Engagement Framework (in reference to draft NVS Joint-Partnership Policy) will guide the identification, development, management, monitoring, and review of partnerships through the NVS Annual Operational Plan (AOP) 2026.

2. Policy Statement

The National Volunteer Service is committed to developing and maintaining strategic, accountable, and results-focused partnerships that directly support the achievement of AOP 2026 outputs and Key Performance Indicators (KPIs).

All partnerships entered into by NVS shall:

- Be aligned to approved AOP 2026 priorities and divisional work plans
- Demonstrate mutual value, transparency, and accountability
- Be governed through appropriate formal instruments where required
- Be monitored and reported through the NVS Monitoring and Evaluation Framework

3. Objectives of the Partnership Framework

The objectives of the Partnership and Stakeholder Engagement Framework are to:

1. Strengthen coordination and collaboration across government, non-government, and development partners
2. Enhance the effectiveness and reach of volunteer deployment and service delivery
3. Mobilize technical, financial, and in-kind resources to support AOP implementation
4. Ensure partnerships are performance-driven, risk-managed, and results-oriented
5. Support sustainability and institutional learning across the NVS Volunteer Placement Program

4. Stakeholder Classification

NVS partnerships in 2026 will be structured across the following stakeholder categories:

Stakeholder Category	Examples	Engagement Focus
Central Agencies	CACC, DPM, Treasury, DNPM	Policy alignment, reporting, compliance
Line/Implementing Agencies	National & Provincial Departments	Volunteer placement, service delivery
Development Partners	Bilateral, Multilateral, UN Agencies	Program support, capacity building

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Stakeholder Category	Examples	Engagement Focus
NGOs & CSOs	National & Local NGOs, FBOs	Community-level implementation
Academic & Training Institutions	Universities, TVETs	Skills development, research
Private Sector	SOEs, Corporate Partners	CSR, logistics, skills transfer
Community Stakeholders	LLGs, Community Leaders	Local ownership, sustainability

5. Partnership Lifecycle Management

All partnerships will be managed through a standard lifecycle approach:

Stage	Description
Identification	Mapping of stakeholders' strategic alignment to AOP priorities
Assessment	Strategic fit, capacity, risk, and value assessment
Engagement	Structured consultations and negotiations
Formalization	MOUs, MOAs, or partnership agreements
Implementation	Joint delivery of agreed activities
Monitoring	Performance tracking through AOP M&E processes
Review & Exit	Periodic review, continuation, or close-out

6. Divisional Roles and Responsibilities

NVS Division	Partnership Role
VMD	Coordinate placement and field-level partnerships
PPRME	Ensure alignment, reporting, and performance monitoring
VMD	Develop training and skills-based partnerships
L&M/CRS	Governance, finance, HR, ICT, and legal oversight
L&M/CRS/PRM	Visibility, advocacy, and relationship management

7. Governance and Accountability

- Overall oversight rests with the NVS Senior Management Team
- Each partnership must have a designated Lead Division
- All partnership agreements shall be centrally recorded and maintained
- Partnership performance shall be reported through quarterly and annual AOP reports
- Partnership risks shall be managed in line with the NVS Risk Management Framework



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8. Monitoring, Evaluation, and Reporting

Partnership performance will be monitored as an integral component of the AOP 2026 Monitoring and Evaluation Framework. Indicators focus on alignment, effectiveness, efficiency, sustainability, and risk management.

AOP Result Level	Partnership Outcome / Output	Performance Indicator (Aligned to DPM/CACC Language)	Data Source / Verification	Target 2026	Reporting Responsibility
Outcome	Strengthened coordination and collaboration	Proportion of active partnerships aligned to approved AOP 2026 priorities	Partnership register, AOP records	≥90% aligned	PPRME Division
Outcome	Improved service delivery through partnerships	Number of AOP outputs delivered with partner involvement	Quarterly AOP reports	At least 70% of relevant outputs	Lead Divisions
Output	Formalised strategic partnerships	Number of MOUs/MOAs signed and active	Signed agreements, registry	Minimum 10 active agreements	OED
Output	Resource mobilization	Value of financial and in-kind resources leveraged through partnerships	Financial reports, partner confirmations	Year-on-year increase	Corporate Services
Output	Capacity building supported by partners	Number of staff/volunteers supported through partner-led training or technical assistance	Training records, reports	Minimum 5 initiatives	Training Section
Output	Stakeholder engagement strengthened	Number of structured stakeholder engagement activities conducted	Engagement reports	At least 8 engagements	PRM Division
Output	Partnership accountability ensured	Percentage of partnerships reviewed for performance and compliance	Review reports	100% reviewed annually	PPRM&E Division
Output	Partnership risk managed	Number of partnership-related risks identified and mitigated	Risk register	All identified risks mitigated	Corporate Services

9. Key Risks and Mitigation

Risk	Mitigation Measure
Partnerships not aligned to AOP	Mandatory screening against AOP priorities
Weak accountability	Clear deliverables and reporting clauses
Duplication of effort	Central partnership register
Reputational risk	Due diligence and approval processes
Sustainability challenges	Periodic reviews and exit strategies



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Implementation Framework

LEADERSHIP & MANAGEMENT DIVISION

KRA 1: Provide strategic leadership, governance and oversight for effective organisational performance.

Office of Executive Director

KPI - Stakeholder Engagement and Partnership Effectiveness

Activities	Performance Measure			Budget (Kina)	Responsibility	
	Performance Indicator	Verification (Output)	Target		Primary	Secondary
1. Prioritise strategic partners and engagement targets for the year.	Stakeholder priority list endorsed	EMT minutes, meeting resolution	12 Partners	10, 000	OED (EO)	EMT / VMD
2. Coordinate outreach schedules and engagement meetings to secure new partnerships.	Number of high-level engagements conducted	Minutes, attendance records, MoUs	Minimum 12 engagements conducted	1, 200, 000	OED (EO)	VMD/PRM
3. Monitor and report quarterly on partnership outcomes and engagement effectiveness.	Quarterly engagement reports produced	Quarterly reports submitted	4 reports produced	50, 000	OED (EO)	PPRME

KPI - Strategic Plan Implementation Oversight

Activities	Performance Measure			Budget (Kina)	Responsibility	
	Performance Indicator	Verification (Output)	Target		Primary	Secondary
1. Present and submit quarterly Organization Performance reports against Annual Operational Plan (AOP), NVS SSDP and MTDP IV.	Consolidated performance reports	Quarterly, Mid-Term and Annual Report	6 reports produced	60,000	OED (EO)	PPRME/ EMT
2. Facilitate Mid-Term performance review meetings to assess KRA progress and constraints.	Number of review meetings held	Amended KRAs, Minutes and review report	Minimum 4 reviews conducted	60, 000	OED (EO)	PPRME/ EMT
3. Present and submit the Annual Implementation Performance Report.	Annual performance report completed	Endorsed annual report	Report completed by Q4 2026	20, 000	OED (EO)	PPRME/ EMT/NVS Council

KPI - Governance, Compliance and Executive Oversight

Activities	Performance Measure			Budget (Kina)	Responsibility	
	Performance Indicator	Verification (Output)	Target		Primary	Secondary
1. Oversee compliance NEC Decisions, NVS Council matters, General Orders, and	Compliance status reports produced	Compliance reports	100% compliance monitoring	1,000, 000	OED (EO)	CRS/EMT



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4. Produce quarterly legal compliance briefs highlighting emerging issues.	4x Quarterly Reports Produced and presented	Quarter Reports	4	-	LC	L&M/PPRM E
KPI - Legislative Review and Documentation						
Activities						
	Performance Indicator	Performance Measure	Target	Budget (Kina)	Responsibility	
1. Review legislation, agreements (MoUs/MoAs)	NVS Act 1990 and current MOU/MOAs reviewed	Verification (Output) Revised NVS Act 1990	5 Regional & National Stakeholder Consultations completed	1,500,000	LC	L&M
2. Update organisational templates and contract formats for legal accuracy.	Organisational Templates (are updated and standardized)			12,000	LC	
Civic Engagement Responsibility Coordinator						
KPI - Civic Engagement Program Implementation						
Activities						
	Performance Indicator	Performance Measure	Target	Budget (Kina)	Responsibility	
1. Develop annual civic engagement activity plans and themes.	Completion and approval of the Annual Civic Engagement Activity Plan (ACEAP)	Verification (Output) ACEAP	1 by the 9/1/26	-	CERC	L&M
2. Coordinate delivery of outreach programs with communities and partners.	Outreach programs with communities and partners delivered	Report	10/12 communities engaged	60,000	CERC	L&M (Regional Offices/OED)
3. Track community participation levels and feedback.	Event participation	Number of Materials Handed Out / Number of Attendance Rate / Social Media feedback	70% engagements	40,000	CERC	L & M (Regional Offices/OED)
4. Produce quarterly civic engagement outcome reports.	X4 Quarterly Civic Engagement Outcome Reports produced and presented	Quarterly Reports	4	-	CERC	L&M/PPRM E
KPI - Community Awareness and Advocacy						
Activities						
	Performance Indicator	Performance Measure	Target	Budget (Kina)	Responsibility	
1. Plan and deliver community awareness campaigns in targeted provinces.	Community Awareness campaigns delivered to 3 Provinces in each of the 4 Regions	Reports	3 Provinces – Each of the Regions	80,000	CERC	L&M (OED/Regional Office/VMD)
2. Develop awareness materials and coordinate distribution channels.	Awareness Materials developed and distribution channels identified.	Brochures Videos Merchandises Social Media Accounts	Materials to cover 12 community outreaches	70,000	CERC	PRM (Marketing/PR)



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3. Gather participation data and conduct post-activity assessments.	Online Survey	Briefs	70% participation	-	CERC	ICT
4. Compile quarterly awareness and advocacy performance reports.	Times 4 quarterly produced and presented	Quarterly Reports	4	-	CERC	L&M/PPR ME
GESI Desk						
KPI - GESI Policy Implementation						
Activities	Performance Indicator	Performance Measure		Budget (Kina)	Responsibility	
		Verification (Output)	Target		Primary	Secondary
1. Coordinate annual GESI action plan activities across divisions.	GESI Action Plan activities coordinated and tracked across NVS divisions	Consolidated GESI Action Plan	100% of planned GESI activities coordinated and monitored	2,500	GESI Officer	
2. Formulation of NVS GESI Policy.	NVS GESI Policy developed and endorsed	Draft and approved GESI Policy, endorsement record	GESI Policy approved and adopted by management	5,000	GESI Officer	PPRME
KPI – GESI Awareness and Capacity Building						
Activities	Performance Indicator	Performance Measure		Budget (Kina)	Responsibility	
		Verification (Output)	Target		Primary	Secondary
1. Organize a GESI working group/committee	Functional GESI Working Group established and operational	Approved TOR, membership list, meeting minutes	GESI Working Group established and meets at least quarterly	2,000	GESI Officer	Legal Council
2. Deliver scheduled information sessions across divisions and regional offices.	Number of GESI awareness sessions delivered	Training schedules, session reports	Minimum of 4 GESI sessions delivered 2026	5,000	GESI Officer	
Regional Coordinator – Islands Region						
KPI – Regional Volunteer Program Coordination						
Activities	Performance Indicator	Performance Measure		Budget (Kina)	Responsibility	
		Verification (Output)	Target		Primary	Secondary
1. Schedule and conduct volunteer welfare visits across islands regions. Revisit 2022 SA recommended volunteers to determine volunteer engagement status	Number of Volunteers contacted	Report and Recommendation for PSO	27 recommended volunteers contacted and placed.	3,000	RO NGI	VMD
2. Conduct SA for those POs whose recommended volunteers are no longer available for engagement	SA conducted	SA Report		20,000	RO NGI	VMD
3. Recruitment, PSO and Placement	Number of Volunteers recruited	Recruitment & PSO Report	100% recommended volunteers placed	30,000	RO NGI	VMD



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4. Quarter Welfare and Project Site Monitoring Visits	Number of Welfare and Project Site Monitored	Volunteer Welfare and Project Monitoring Report	4 x Welfare and Project Site Monitored	150,000	RO NGI	VMD
5. MSC Mid Service conference	MSC conducted	MSC Report	50% Welfare & Project Sites visited	300,000	RO NGI	VMD
6. EOS End of Service	EOS conducted	EOS Report	March 2027		RO NGI	VMD
7. Coordinate partner liaison activities and satisfaction feedback collection.	Coordination function efficiently and effectively measured. Partners perception of the relationship (Satisfaction & Feedback) and program measured	Metrics in place	On going	3,000	RO NGI	VMD
8. Monitor regional volunteer monthly performance and reporting compliance	Volunteer Performance and Impact Indicators /metrics measuring the direct contribution and engagement of volunteers	Indicators and metrics in place	2nd to 4th Quarter	3,000	RO NGI	VMD
9. Prepare quarterly regional program coordination reports	4X Quarterly NGI Regional program coordination reports produce and presented	Quarter Report	4x quarter reports quarter 1 to quarter 4	-	RO NGI	VMD
KPI – Regional Partnership Development						
Activities	Performance Indicator	Performance Measure	Verification (Output)	Budget (Kina)	Responsibility	Primary
			Target			Secondary
1. Identify and engage new regional partners aligned with program priorities.	Number of NGI Regional partners identified and engage	5 MOU/MOA sign	5 x by the end of 2026	450,000	RO NGI	VMD
2. Facilitate partnership agreement development and signing.	Number of Partnership Agreement facilitated develop and sign	5 x Partnership Agreement facilitated develop and sign	5 x Partnership Agreement facilitated develop and sign	-	RO NGI	VMD
3. Track partnership activities and ensure compliance with agreements.	Partnership activities of the 5 engaged partners tracks/monitored in compliance to the sign MOU/MOU	Reports	4 x report	-	RO NGI	VMD
4. Produce quarterly regional partnership progress reports	4X Quarterly NGI Regional Partnership progress report produce and submitted	Quarter Report	Quarter1 to quarter 4	-	RO NGI	VMD
Regional Coordinator – MOMASE						
KPI – Regional Volunteer Program Coordination						
Activities	Performance Indicator	Performance Measure	Verification (Output)	Budget (Kina)	Responsibility	Primary
			Target			Secondary
1. Schedule and conduct volunteer welfare visits across Islands regions. Revisit 2022 SA recommended volunteers & partner	Number of Volunteers contacted to verify their engagement status	Report and Recommendation for PSO	100 recommended volunteers contacted and placed.	3,000	Regional Office	VMD



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1. Schedule and conduct volunteer welfare visits across Islands regions. Revisit 2022 SA recommended volunteers & partner organizations to determine volunteer engagement status	Number of Volunteers contacted to verify their engagement status	Report and Recommendation for PSO	100 recommended volunteers contacted and placed.	3,000	Regional Office MOMASE (ROM)	VMD
2. Conduct SA for those POs whose recommended volunteers are no longer available for engagement	SA conducted	SA Report tabulated	100% recommended volunteers placed		ROM	VMD
3. Recruitment, PSO and Placement	50 Volunteers recruited, PSO conducted and volunteers placed	Recruitment & PSO Report	50 volunteers placed by the end of March	30,000	ROM	VMD
4. Quarter Welfare and Project Site Monitoring Visits	4 x Welfare and Project Site Monitored	Volunteer Welfare and Project Monitoring Report	50% Welfare & Project Sites visited		ROM	VMD
5. EOS End of Service	EOS conducted	EOS Report	March 2027		ROM	VMD
6. Coordinate partner liaison activities and satisfaction feedback collection.	Coordination function efficiently and effectively measured.	Metrics in place	On going		ROM	VMD
7. Monitor regional volunteer monthly performance and reporting compliance.	Partners perception of the relationship (Satisfaction & Feedback) and program measured	Indicators and metrics in place	2nd to 4th Quarter		ROM	VMD
8. Prepare quarterly regional program coordination reports	Volunteer Performance and Impact Indicators /metrics measuring the direct contribution and engagement of volunteers	Quarter Report	4x quarter reports quarter 1 to quarter 4		ROM	VMD
KPI – Regional Partnership Development						
Activities	Performance Measure		Target	Budget (Kina)	Responsibility	
	Performance Indicator	Verification (Output)			Primary	Secondary
1. Identify and engage new regional partners aligned with program priorities.	Number of new ROM partners identified and engage	5 MOU/MOA sign	5 x by the end of 2026	450,000	ROM	VMD
2. Facilitate partnership agreement development and signing.	Number of Partnership Agreements facilitated develop and sign	5x Partnership Agreement facilitated develop and sign	5 x Partnership Agreement facilitated develop and sign		ROM	VMD
3. Track partnership activities and ensure compliance with agreements.	Partnership activities of the 5 engaged partners tracks/monitored in compliance to the sign MOU/MOU	Reports	4 x report Quarter1 to quarter 4		ROM	VMD
4. Produce quarterly regional partnership progress reports	Number of Quarterly NGI Regional Partnership progress report produce and submitted	Quarter Report	4 x report Quarter1 to quarter 4		ROM	VMD



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Regional Coordinator – Highlands						
KPI – Regional Volunteer Program Coordination						
Activities	Performance Measure		Budget (Kina)	Responsibility		
	Performance Indicator	Verification (Output)		Target	Primary	Secondary
1. Schedule and conduct volunteer welfare visits across Islands regions. Revisit 2022 SA recommended volunteers & partner organizations to determine volunteer engagement status	50 Volunteers, 50 PO Supervisors contacted to verify their engagement status	Report and Recommendation for PSO	100 recommended volunteers & Supervisors contacted and placed.	ROH	VMD	
2. Conduct SA for those POs whose recommended volunteers are no longer available for engagement	SA conducted	SA Report tabulated	100% recommended volunteers placed	ROH	VMD	
3. Recruitment, PSO and Placement	50 Volunteers recruited, PSO conducted and volunteers placed	Recruitment & PSO Report	50 volunteers placed by the end of March	ROH	VMD	
4. Quarter Welfare and Project Site Monitoring Visits	4 x Welfare and Project Site Monitored	Volunteer Welfare and Project Monitoring Report	50% Welfare & Project Sites visited	ROH	VMD	
5. MSC Mid Service conference	MSC conducted	MSC Report	End of 3rd Quarter	ROH	VMD	
6. EOS End of Service	EOS conducted	EOS Report	March 2027	ROH	VMD	
7. Coordinate partner liaison activities and satisfaction feedback collection.	Coordination function efficiently and effectively measured.	Metrics in place	On going	ROH	VMD	
8. Monitor regional volunteer monthly performance and reporting compliance.	Partners perception of the relationship (Satisfaction & Feedback) and program measured	Indicators and metrics in place	2nd to 4th Quarter	ROH	VMD	
9. Prepare quarterly regional program coordination reports	Volunteer Performance and Impact Indicators /metrics measuring the direct contribution and engagement of volunteers	Quarter Report	4x quarter reports quarter 1 to quarter 4	ROH	VMD	
KPI – Regional Partnership Development						
Activities	Performance Measure		Budget (Kina)	Responsibility		
	Performance Indicator	Verification (Output)		Target	Primary	Secondary
1. Identify and engage new regional partners aligned with program priorities.	5 x new ROH partners identified and engage	5 MOU/MOA sign	2 x by the end of 2026	ROH	VMD	
2. Facilitate partnership agreement development and signing.	5x Partnership Agreement facilitated develop and sign	5 x Partnership Agreement facilitated develop and sign	5 x Partnership Agreement facilitated develop and sign	ROH	VMD	
3. Track partnership activities and ensure compliance with agreements.	Partnership activities of the 5 engaged partners tracks/monitored in compliance to the sign MOU/MOU	Reports	4 x report Quarter1 to quarter 4	ROH	VMD	



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4. Produce quarterly regional partnership progress reports	4X Quarterly NGI Regional Partnership progress report produce and submitted	Quarter Report	4 x report Quarter 1 to quarter 4	ROH	VMD	
Regional Coordinator – Southern						
KPI – Regional Volunteer Program Coordination						
Activities	Performance Measure			Budget (Kina)	Responsibility	
	Performance Indicator	Verification (Output)	Target		Primary	Secondary
1. 2026 Annual Operational Planning Finalization & submission of Work plan and Budget for Southern Regional Office for incorporation into the AOP 2026	NVS's AOP 2026 is printed out and submitted to DPM prior to the launch during the PSDS	Successful implementation and completion of specific programs, activities, and initiatives planned for 2026 for the Southern Regional Office	Annual Operational Plan 2026	0	Southern Regional Office (SRO)	L&M/PPRM&E
2. Commencement of 2026 Operational Year. Punctually attending the first day of work and preparatory and settling in for the operational year's work	Office is clean, work plans and resources are in place	Southern Regional Office 2026 Work plan and Budget	End of Qtr. 1 (March)	100,000	SRO	L&M/Finance (CRS)
3. Public Service Dedication Service (PSDS) & launching of the 2026 AOPs - Attend and participate in the PSDS	DPM Circular Requirements are fulfilled	PSDS Attended	9th January 2026		SRO	NVS
4. 2-Day Sensitization Workshop for Central Provincial Admin. (CPA) Plan, draw-down funding and execute the 2-day Sensitization Workshop	Enhanced understanding of the CPG/NVS MOA Development needs Analysis & Prioritization. Stakeholder Mapping and Analysis. Preliminary Partner Organizations (POs) Identification	Aligned Volunteer Work plans Aligned Volunteer Work plans Stakeholders Engagement Plan CPA Sensitization Workshop Report	15th - 16th January 2026	9,000	SRO	VMD
5. Site Assessment (SA) for 16 POs	Site Assessment (SA) is conducted	SA Report	19th – 23rd January or 26th – 30th January	140,900		
6. Advertisement Call out for EOIs and Recruitment	16 Volunteers are recruited	Volunteer Recruitment Report	9th – 13th and 16th – 27th January	10,000	SRO	VMD



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7. Pre-Service Orientation (PSO) and Placement for the 16 Volunteers (CPG/NVS MOA)	Volunteers and their Supervisors inducted and placed	Pre-Service Orientation (PSO) Report	16th – 27th March 2026	744, 160	SRO	VMD/Finance
8. Quarter Welfare and Project Site Monitoring Visits	16 Welfare & Project Sites Monitored	100% Welfare & Proj Sites visited	Qtr. 2 – Qtr.4 2026	245,900	SRO	VMD
9. MSC Mid Service conference	MSC conducted	MSC Report	End of 4th Qtr. 2026	527,440	SRO	VMD
10. EOS End of Service	EOS Conducted	EOS Report	April 2027		RO NCI	VMD
11. Coordinate partner liaison activities and satisfaction feedback collection.	Coordination function efficiently and effectively measured. Partners' perception of the relationship (satisfaction and feedback) and program measured.	Metrics in place	On-going (yearly)	3,000	RSO	VMD
12. Monitor regional volunteer monthly performance and reporting compliance.	Volunteer Performance an Impact Indicators /metrics measuring the direct contribution and engagement of volunteers. Ensure regional operations adhere to internal policies, external obligations and established reporting procedures.	Indicators and Metrics in place	Quarter 1 – Quarter 4 2026	3,000	RSO	VMD
13. Prepare quarterly regional program coordination reports	4x Quarterly Southern Regional Program Coordination Reports produced and presented	Quarter Reports	4 x Quarter Reports Qtr.1 – Qtr.	0	RO NCI	VMD
KPI – Regional Partnership Development						
Activities			Performance Measure		Responsibility	
1. Identify and engage new regional partners aligned with program priorities.	Performance Indicator	Verification (Output)	Target	Budget (Kina)	Primary	Secondary
2. Facilitate partnership agreement development and signing.	X 5 new Southern Regional partners identified and engaged	5 MOUs/MOAs signed	X 5 by the end of 2026	450,000	SRO	VMD
3. Track partnership activities and ensure compliance with agreements.	X5 Partnership Agreements facilitated, developed and signed	5 MOUs/MOAs signed	X 5 by the end of 2026	0	SRO	VMD
	Partnership activities of the five (5) engaged partners are tracked/monitored in compliance to the signed MOUs/MOAs	Reports	4 x Reports Qtr. 1 – Qtr. 4 2026	0	SRO	VMD
4. Produce quarterly regional partnership progress reports	4x Quarterly NCI Regional Partnership Progress Reports produced and presented	Quarter Reports	4 x Quarter Reports Qtr.1 – Qtr.4	0	SRO	VMD



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CORPORATE REGULATORY SERVICES DIVISION

KRA 2: Strengthen efficient corporate governance, financial management and regulatory compliance.

Finance & Admin

KPI – Financial Management Performance

Activities	Performance Indicator	Performance Measure Verification (Output)	Target	Budget (Kina)	Responsibility	
					Primary	Secondary
1. Lead annual PFMA-compliant financial planning and cycle management	Follow compliance measures in PFMA	Standard Operating procedures	100% PFMA compliance achieved annually	0.00	CRS – Director	Finance Manager
2. Oversee internal financial control systems	Monitor & ensure financial claims are compliance to PFMA	Filing of all financial claims	100% claims processed in compliance with PFMA	0.00	CRS – Director	Finance Manager
3. Manage timely preparation and submission of statutory financial reports	Monitor & comply to 12 Monthly Progressive Financial Reports	12 Monthly Financial Reports & Quarterly Reports	12 monthly and 4 quarterly reports submitted on time	0.00	CRS – Finance	Finance
4. Coordinate internal audit readiness	Source document filing and tracking	Complete 2017-2020 Audit Report	All audit requirements met prior to audit	K44,000.00	Internal Auditor	CRS-Finance
5. Coordinate office operations and administration	Procurement of office assets and consumables	Prepare 2021 – 2025 Audit Exercise		K55,000.00	Internal Auditor	CRS-Finance
	Maintenance of Official Fleets	Asset Registry Reports	Mar, Jun, Sept, Dec	60,000.00	CRS-Adm	
	General Administration of the office	Quarterly Repair and Maintenance of fleets Cleaning & Conducive working environment Security & Safety	Mar, Jun, Sept, Dec Mar, Jun, Sept, Dec Mar, Jun, Sept, Dec Jan-Dec	100,000.00 K20,000.00	CRS – Adm CRS- Adm	

KPI – Budget (Kina) Formulation, Utilization and Reporting Efficiency

Activities	Performance Indicator	Performance Measure Verification (Output)	Target	Budget (Kina)	Responsibility	
					Primary	Secondary
1. Prepare and Formulate Annual Budget (Kina)s	Project Identification and Drafting Workshop	PIP & Recurrent Budget completed	April – Aug	50,000	CRS- Finance	L&M – Policy
2. Monitor divisional expenditure trends		PIP & Recurrent Budget completed	Jan-Dec	0.00	CRS- Finance	CRS- Director



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3. Prepare and submit quarterly financial performance reports	Divisional budget maintenance	Divisional Expenditure Summary Report	Mar, Jun, Sept, Dec	0.00	CRS – Finance	CRS- Director
4. Coordinate realignment of funds and virement requests	Quarter & Annual Budget Review	Quarterly Finance Reports	100% Operationalizing IFMS	20,000	CRS – Finance	CRS-Finance officers
5. Maintain continuous liaison with divisions	Roll out, Training & Coordination of the IFMS	IFMS Reports	Mar, Jun, Sept, Dec	10,000	CRS- Finance	CRS – Director
Human Resource						
KPI – HR Service Delivery Performance						
Activities						
1. Oversee end-to-end recruitment and appointment processes	Performance Indicator 23 new hires	Performance Measure Verification (Output) Appointment letters; recruitment reports	Target Jan-Mar	Budget (Kina) 60,000	Primary HR	Secondary
2. Coordinate HR Service workflows	Gratuity, Contract Allowance, Salary Increment, (SPA), leave, retirement, & exit processed	Pending payments and calculations of retirement officers	95% HR transactions processed on time	3,000,000	HR	
3. Develop and monitor HR service standards	GO awareness sessions, staff attendance & punctuality	Conduct workshops Keep records	Minimum 2 HR standards sessions annually	10,000	HR HR	PPRME L&M
4. Lead staff engagement and support initiatives	New hires induction	SILAG Training Report	100% new hires inducted	60,000	HR	
5. Facilitate disciplinary process and processes	Disciplinary cases	Disciplinary records; minutes	All cases resolved	10,000	HR	L&M
KPI – HR Compliance and Governance						
Activities						
1. Conduct quarterly HR governance compliance audits	Performance Indicator HR Audit, SPA, Recruitment, Payroll & Staff records	Performance Measure Verification (Output) HR Audit reports	Target Jan – Dec	Budget (Kina) 20, 000	Primary HR	Secondary
2. Ensure full adherence to PSGO, DPM Circulars, and employment legislation	Circulars – other stakeholders	All information should be circulated to all divisions once received. Conduct sessions on GO with DPM	Jan – Dec		HR	



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	PSGO Awareness	Jan – Dec	10,000	HR	PPRME
3. Oversee the HR grievances management system	Payroll and staff welfare issues	Work closely with DPM & Finance Dept to effectively solve issues.		HR	PPRME
4. Provide compliance training and awareness sessions	Training Plan & Training Policy.	Draft and finalize Staff Training plan.	20,000	HR	PPRME
	Ascender Payroll Training, Concept Office	HR Payroll officer to attend.	10,000	HR	
	Short courses - SILAG	HR officers to attend	50,000		
Information Communication Technology					
KPI – ICT Service Delivery Performance					
	Activities	Performance Measure	Budget (Kina)	Responsibility	
		Performance Indicator		Primary	Secondary
1. Monitor ICT system performance and uptime, including proactive maintenance schedules and real-time incident alerts.	ICT systems availability maintained	Verification (Output) System uptime logs; incident reports	12,000	ICT Manager, Administrator MIS	ICT Support Officer,
2. Lead the ICT helpdesk and support service, ensuring SLA-based ticket prioritization and timely resolutions.	ICT support tickets resolved within SLA	Helpdesk system reports; SLA compliance logs	12,000	Administrator MIS, ICT Support Officer,	Other ICT Staff
3. Coordinate ICT resource allocation, ensuring adequate bandwidth, hardware distribution, and system accessibility.	ICT resources allocated based on demand	Asset registers; allocation records	190,000	ICT Manager, Snr ICT Officer	ICT Officer W/NW
4. Implement ICT service improvement plans, based on user feedback, performance metrics, and system health assessments.	ICT service improvements implemented	Improvement plans; user satisfaction surveys	200,000	ICT Manager, Snr ICT Officer	Snr ICT Officer, Administrat or MIS
KPI – ICT Infrastructure Development					
	Activities	Performance Measure	Budget (Kina)	Responsibility	
		Performance Indicator		Primary	Secondary
		Verification (Output)			
		Target			



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1. Plan and manage ICT infrastructure projects, including network upgrades, system installations, and server enhancements.	ICT infrastructure projects delivered as planned	Project plans; completion reports	Zero security breaches and 100% scheduled system maintenance completed	100,000	ICT Manager	Snr ICT Officer, Administrator or MIS
2. Develop project documentation, including timelines, budgets, risk assessments, and procurement specifications.	ICT infrastructure projects delivered as planned	Project plans; completion reports	Zero security breaches and 100% scheduled system maintenance completed	20,000	ICT Manager	Snr ICT Officer, Administrator or MIS
3. Oversee vendor and contractor performance, ensuring delivery meets technical standards and contractual obligations.	Vendor deliverables meet contractual standards	Contract management reports; acceptance certificates	90% of website updates completed within 48 hours (TAT) and 100% content accuracy	12,000	ICT Manager	CRS Director, Legal, L&M
4. Conduct post-implementation reviews, ensuring systems are fully operational, users trained, and benefits realized.	Post-implementation reviews completed	Review reports; user training records	95% of ICT equipment maintained operational with scheduled preventive maintenance	12,000	ICT Manager	CRS Director, Legal, L&M
5. Develop and Implement Volunteer Management System and Website ensuring an internal processes automation to improve registration, management, monitoring, reporting and data collection.	VMS & website integrated and tested; reports generated	VMS & website integrated and tested; reports generated	Procuring essential VMS hardware, network configuration, enhancing the official website Completion of development phase, training of users, licensing and DICT/NICTA compliance and launching	750,000	ICT Manager	
6. Implement Security and Protection systems to ensure office assets and resources are monitored and secured	Resource monitoring and asset security	Real-time monitoring	CCTV Access Control Systems Vehicle Tracking for field operations Data protection and cybersecurity protocols	150,000	ICT Manager	



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POLICY PLANNING, RESEARCH & INFORMATION, MONITORING & EVALUATION DIVISION

KRA 3: Deliver evidence-based policies, plans, research and M&E systems to support informed decision-making.

Policy Planning

KPI – Policy Development and Review Performance

Activities	Performance Measure			Budget (Kina)	Responsibility	
	Performance Indicator	Verification (Output)	Target		Primary	Secondary
1. Regional Consultative Review of the Draft NPV 2025-2029	Number of regional consultations conducted and inputs consolidated into draft policy	Consultation reports, attendance lists, revised policy draft	At least 4 consultations conducted and inputs incorporated	103,000	Policy	L&M
2. Formulate, Implement & Monitor AOP 2026	AOP 2026 approved, implemented and monitored against schedule	Approved AOP, implementation tracker, quarterly progress reports	AOP 2026 approved and 100% of quarterly monitoring completed	64,910	Policy	L&M
3. Formulate Annual Management Report 2025	Annual Management Report produced and submitted on time	Approved Annual Management Report, submission record	Report completed submitted before 31 March 2026	28,925	Policy	L&M
4. Facilitate and Stage 4 Quarterly Review Meetings	Quarterly review meetings conducted with documented outcomes	Meeting minutes, action matrices, attendance records	4 quarterly review meetings conducted	84,480	Policy	
5. Sensitization and familiarization of National Policy on Volunteerism, Sub Sector Plan with District partners	Number of district sensitization sessions conducted	Workshop reports, participant lists, materials distributed	Sensitization conducted in at least 8 districts	33,000	Policy	
6. Advocating Policy at International Volunteer Summit	NVS policy positions presented at international forum	Summit agenda, presentation materials, participation report	Policy advocacy undertaken at 1 international summit	33,000	Policy	L&M
7. Provide technical support and guidance for the development of internal policies, procedures and guidelines	Number of internal policies and guidelines technically supported	Draft and approved policy documents, advisory records	Technical support provided for at least 5 internal policies	78,567	Policy	
8. Completion and Launching of Corporate Plan 2026 – 2030	Corporate Plan completed, approved and launched	Approved Corporate Plan, launch report	Corporate Plan launched by end of Q2 2026	78,567	Policy	L&M/CRS
9. Provide technical support and secretariate support to the Legal section on the review of the NVS Act 1990	Number of regional consultations conducted and inputs consolidated into draft policy	Consultation reports, attendance lists, revised policy draft	At least 4 regional consultations conducted and inputs incorporated	13,800	Policy	L&M



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KPI – Policy Stakeholder Consultation							
Activities	Performance Measure			Budget		Responsibility	
	Performance Indicator	Verification (Output)	Target	Budget (Kina)	Primary	Secondary	
1. Inter-Agency Consultation of the NPPV	Number of consultations conducted & inputs consolidated	Consultation reports, attendance lists, revised policy draft	At least 3 consultations conducted	108,000	Policy	L&M	
2. Stakeholder partners development forum	Stakeholder development forum conducted	Forum report, attendance list	1 national stakeholder forum conducted	57,143	Policy	All Divisions	
3. Identify key Government agencies at the National and Sub-National levels to participate	Comprehensive stakeholder mapping completed	Stakeholder register, mapping report	Stakeholder list completed and endorsed	337,764	Policy		
Research & Information							
KPI – Research Program Delivery							
Activities	Performance Measure			Budget (Kina)		Responsibility	
	Performance Indicator	Verification (Output)	Target	Budget (Kina)	Primary	Secondary	
1. Host 2 Interagency Government Agency meeting for Sector Agencies	Number of inter-agency meetings conducted	Meeting reports, attendance lists	2 inter-agency meetings conducted	74,980	PPRME		
2. Stakeholder Forum for all Partner Organisations	Partner forum conducted and outcomes documented	Forum report, resolutions	1 partner forum conducted	80,000	R&I		
3. Administer Surveys and Data Collection with 8 District Partners, Volunteer Project Sites to identify impact of Volunteerism	Surveys administered and data analysed	Survey tools, analysis datasets, analysis report	Surveys completed in at least 8 districts	99,777	R&I		
4. Initiate a study of international volunteer organizations and model best practices to apply innovative methods and improve national volunteer engagements.	Research study completed and recommendations produced	Research report, benchmarking analysis	1 comparative study completed	296,000	R&I	IRC	
5. Set up E-Library to access information on all Go PNG and Development Partner Resource Materials and Opportunities	Functional E-Library established and accessible	E-Library platform, access logs	E-Library operational by Q3 2026	26,000	R&I		



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KPI – Information Management System Effectiveness						
Activities	Performance Indicator	Performance Measure		Budget (Kina)	Responsibility	
		Verification (Output)	Target		Primary	Secondary
1. Establish Standard Operating Procedures for Research and Information Branch	SOPs developed and approved	Approved SOP documents	SOPs approved and disseminated	5,000	R&I	
2. Liaise and Represent NVS with Key Stakeholders (Public & Private)	Number of stakeholder engagements conducted	Engagement reports, correspondence	Minimum of 10 formal engagements conducted	28,450	R&I	
3. Provide research-based information to guide decision-making at all levels of management	Research briefs produced and utilised	Policy briefs, management submissions	At least 6 research briefs produced	24,225	R&I	
Monitoring & Evaluation						
KPI – M&E Framework Implementation						
Activities	Performance Indicator	Performance Measure		Budget (Kina)	Responsibility	
		Verification (Output)	Target		Primary	Secondary
1. Strengthen M&E Systems	M&E system improvements implemented	Updated M&E framework, system documentation	M&E framework strengthened and operational	160,200	M&E	
2. Enhance Data Collection and Reporting	Improved data quality and reporting compliance	Data quality assessments, reports	100% timely quarterly data submissions	109,514	M&E	
3. Review, update and refine M&E tools and templates to ensure alignment with evolving program needs and national standards	Updated tools aligned to standards	Revised templates, approval records	All core M&E tools reviewed and updated	78,594	M&E	
KPI – Evaluation Reporting Timeliness						
Activities	Performance Indicator	Performance Measure		Budget (Kina)	Responsibility	
		Verification (Output)	Target		Primary	Secondary
1. Monthly volunteers reporting and NVS Quarterly reports documentation	Reports submitted within agreed timelines	Monthly and quarterly reports	100% on-time submission	4,000	M&E	
2. Review M&E quarterly report template	Template reviewed and improved	Approved revised template	Template updated by end of Q1 2026	87,710	M&E	



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Public Relations and Marketing

KRA 4 Strengthen organisational visibility and stakeholder engagement through effective communication.

Public Relations

KPI – Public Relations Campaign Effectiveness

Activities	Performance Measure			Budget (Kina)	Responsibility	
	Performance Indicator	Verification (Output)	Target		Primary	Secondary
1. Develop and roll out scheduled PR campaigns based on NVS annual PR priorities, ensuring messaging aligns with organizational objectives. MEDIA COVERAGE – PRINT, ELECTRONIC, BROADCAST	Number of PR campaigns implemented according to annual plan	Approved PR campaign plan; media clippings; broadcast logs	Minimum 6 PR campaigns implemented annually	100,000	Public Relations	
2. Conduct publication analysis to refine messaging and ensure campaigns reach at least 75% of identified audiences.	Percentage of identified target audience reached	Audience reach analysis report; media analytics	≥75% audience reach per campaign		Public Relations	
3. Coordinate cross-channel distribution (radio, TV, newspapers, social media, provincial networks) to maximise coverage and reach. CONTENT CREATION & PUBLICATION	Number of channels utilised per campaign	Distribution schedule; content posting records	At least 5 channels used per campaign		Public Relations	
4. Monitor and evaluate content publication via WEBSITE analytics, reach metrics, and post-campaign reports to assess effectiveness and identify improvements.	Completion of post-campaign performance evaluations	Website analytics reports; campaign evaluation report	100% of campaigns evaluated		ICT	Public Relations

KPI – Media Relations and Coverage

Activities	Performance Measure			Budget (Kina)	Responsibility	
	Performance Indicator	Verification (Output)	Target		Primary	Secondary
1. Prepare and distribute media releases for major NVS programs, events, achievements, and partnership activities.	Number of media releases issued	Copies of media releases; distribution lists	Minimum 12 releases per year		Public Relations	
2. Maintain active engagement with media houses and journalists, ensuring timely follow-up and fostering strong working relationships.	Frequency of media engagements and follow-ups	Media contact database; engagement logs	Quarterly engagement with key media houses		Public Relations	
3. Coordinate media briefings and press conferences, ensuring accurate dissemination of information and high participation rates.	Number of briefings conducted with media participation	Attendance sheets; press conference reports	At least 4 briefings annually		Public Relations	



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Marketing	4. Track and document media coverage across platforms, assessing quality, tone, and engagement success against KPI targets.	Volume and sentiment of media coverage	Media monitoring report; coverage analysis	≥80% positive/neutral coverage	Public Relations	Marketing Campaign Performance								
						Performance Measure			Budget (Kina)	Responsibility				
						Performance Indicator	Verification (Output)	Target		Primary	Secondary			
KPI – Marketing Campaign Performance						Activities								
1.	Identify and onboard strategic partners (NGOs, government agencies, development partners, private sector) for co-branded marketing initiatives.	Number of new marketing partners onboarded	Signed MOUs; partnership database	Minimum 4 partners onboarded	Marketing	Civic & Engagement, Public Relations	2.	Co-design partnership marketing activities, including joint campaigns, events, volunteer showcases, or community promotion programs.	Number of joint marketing initiatives developed	Joint campaign plans; concept notes	At least 4 joint initiatives	Marketing	Civic & Engagement, Public Relations	
3.	Coordinate implementation with partners, ensuring branding, messaging, and deliverables are executed according to agreed plans.	Percentage of planned activities delivered on time	Progress reports; activity completion reports	≥90% on-time delivery	Marketing	Public Relations	4.	Conduct partner satisfaction assessments through surveys, feedback sessions, and review meetings to evaluate collaboration effectiveness.	Partner satisfaction score achieved	Survey results; feedback summary report	≥80% satisfaction rating	Marketing	Civic & Engagement, Public Relations	
KPI – Partnership Marketing Effectiveness						Activities								
1. Develop annual event calendar and plans, defining themes, objectives, participants, logistics, and required resources for each event.						Approved annual events and marketing calendar	Endorsed event calendar; event plans	100% calendar approved by Q1	Marketing	Civic & Engagement, Public Relations	2. Lead end-to-end event coordination, including venue booking, stakeholder invitations, program development, and supplier management.			
3. Collect attendee feedback and conduct post-event evaluations, compiling satisfaction scores and recommendations for future improvements.						Event satisfaction score and lessons documented	Post-event evaluation reports; feedback forms	≥85% attendee satisfaction	Marketing	Civic & Engagement, Public Relations	3. Collect attendee feedback and conduct post-event evaluations, compiling satisfaction scores and recommendations for future improvements.			



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Volunteer Management Division

KRA 5: Enhance volunteer recruitment, training and deployment to improve community service delivery.

Recurrent Volunteer Engagement

KPI – Volunteer Engagement and Retention

Activities	Performance Measure			Budget (Kina)	Responsibility	
	Performance Indicator	Verification (Output)	Target		Primary	Secondary
1. Conduct quarterly volunteer engagement sessions and recognition events to strengthen retention.	Number of volunteers recruited and deployed in rural areas	Volunteer deployment records	Recruit and deploy 100 volunteers in rural areas by March 2026	824,520	RVE	FA
	Percentage increase in volunteer retention rate	Training attendance and evaluation reports	Increase volunteer retention rate by 20% compared to 2025			
	Number of quarterly volunteer sessions and recognition events conducted	Event reports and photos from quarterly sessions and recognition events	Conduct 4 quarterly volunteer sessions and recognition events			
	Percentage of volunteers who report improved skills and knowledge after training	Volunteer feedback surveys	Achieve 80% of volunteers reporting improved skills and knowledge after training			
	Number of communities served by deployed volunteers	Community feedback and assessment reports	Serve at least 100 communities through deployed volunteers			
2. Implement a structured follow-up system for recurrent volunteers, including satisfaction checks.	Percentage of recurrent volunteers contacted through the follow-up system	Follow-up system records (calls, emails, visits)	Contact 90% of recurrent volunteers through the follow-up system		RVE	FA/ICT
	Volunteer satisfaction rate with the follow-up system	Volunteer feedback surveys	Achieve 80% satisfaction rate among recurrent volunteers with the follow-up system			
	Number of volunteers who report improved engagement due to follow-up system	Reports on adjustments made to the follow-up system based on feedback	30% increase in volunteers reporting improved engagement due to follow-up system			
3. Coordinate with regional officers to ensure accurate tracking of volunteer participation and performance.	Percentage of regional officers submitting accurate and timely reports	Reports from regional officers	90% of regional officers submit accurate and timely reports		RVE	RO



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Activities	Performance Indicator	Performance Measure Verification (Output)	Target	Budget (Kina)	Responsibility	
					Primary	Secondary
4. Develop and disseminate volunteer engagement resources (guides, updates, newsletters).	Data accuracy rate for volunteer participation and performance tracking Number of volunteer engagement resources developed Frequency of resource dissemination to volunteers Volunteer feedback on usefulness of resources	Data audits and validation checks Copies of developed resources (guides, updates, newsletters) Distribution records (email logs, download stats) Volunteer feedback surveys	Achieve 95% data accuracy rate for volunteer tracking Develop at least 4 volunteer engagement resources by end-2026 Disseminate resources bi-monthly to volunteers 80% of volunteers report resources are useful/engaging	RVE	PRM/FA	
KPI – Volunteer Welfare and Support						
1. Carry out scheduled welfare visits and assessments for all active volunteers across regions.	Percentage of scheduled welfare visits completed	Visit reports and assessment forms	Complete 90% of scheduled welfare visits by end-2026	634,890	RVE	FA/RO
2. Process and resolve volunteer welfare and support requests within established turnaround times.	Number of volunteers assessed for welfare needs Percentage of requests resolved within turnaround times Average time to resolve requests	Volunteer feedback on visits Request logs and resolution records Volunteer feedback on resolution process	Assess welfare needs of 100% of active volunteers Resolve 85% of requests within established turnaround times Reduce average resolution time by 20% compared to 2025		RVE	FA/RO
3. Work with logistics and finance section to ensure allowances, resources, and welfare items are delivered.	Percentage of allowances and resources delivered on time	Delivery records and confirmations	Deliver 95% of allowances and resources on time	1,237,000	RVE	FA
4. Produce monthly welfare reports summarizing issues raised, actions taken, and emerging trends	Number of issues reported with deliveries Timeliness of monthly welfare reports	Volunteer feedback on delivery process Copies of monthly welfare reports	Reduce delivery issues by 30% compared to 2025 Produce 12 monthly welfare reports on time		RVE	RO
	Number of actions taken based on report recommendations	Records of actions taken	Take action on 80% of issues raised in reports			



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Societal Partnership Responsability						
KPI – Partnership Development and Management						
Activities	Performance Indicator	Performance Measure		Budget (Kina)	Responsibility	
		Verification (Output)	Target		Primary	Secondary
1. Identify and initiate engagement with new public, private, and civil society partners aligned with NVS priorities.	Number of new partnerships initiated	Partnership initiation records (emails, meetings, etc.)	Initiate 5 new partnerships by end-2026	50,000	SPR	OED/LM
2. Develop partnership proposals, MOUs, and collaboration frameworks for new and existing partners.	Percentage of partners aligned with NVS priorities	Partner profiles and alignment assessments	80% of new partners align with NVS priorities			
	Number of partnership proposals/MOUs developed	Copies of proposals, MOUs, frameworks	Develop 8 partnership proposals/ MOUs by end-2026	1,100,000	SPR	OED/LM
3. Facilitate coordination meetings and communication channels to strengthen partner relationships.	Percentage of proposals/MOUs signed by partners	Signed agreements	70% of proposals/MOUs signed by partners			
	Frequency of coordination meetings with partners	Meeting records and minutes	Hold bi-monthly coordination meetings with key partners		SPR	OED/LM
4. Monitor partnership activities and document outcomes, joint initiatives, and commitments	Partner feedback on communication and relationship	Partner feedback surveys	80% of partners report improved communication and relationship			
	Regularity of partnership activity reports	Partnership activity reports	Produce quarterly partnership activity reports		SPR	LM
	Number of joint initiatives documented	Joint initiative records	Document at least 10 joint initiatives by end-2026			
KPI - Stakeholder Engagement Effectiveness						
Activities	Performance Indicator	Performance Measure		Budget (Kina)	Responsibility	
		Verification (Output) <td>Target</td> <td></td> <td>Primary</td> <td>Secondary</td>	Target		Primary	Secondary
1. Conduct scheduled meetings, consultations, and feedback dialogues with key stakeholders.	Number of meetings/consultations held with stakeholders	Meeting records, minutes, and attendance lists	Hold at least 6 stakeholder meetings/consultations by end-2026	5,000	SPR	OED/LM
	Percentage of stakeholders attending meetings	Stakeholder feedback forms	80% of key stakeholders attend meetings			



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Activities	Performance Indicator	Performance Measure	Target	Budget (Kina)		Responsibility
				Primary	Secondary	
2. Maintain stakeholder engagement records, satisfaction feedback, and follow-up action plans.	Completeness and accuracy of stakeholder records	Stakeholder database and records	Maintain up-to-date records for 100% of stakeholders			SPR OED/LM
3. Coordinate cross-agency and joint-initiative activities with partners.	Percentage of stakeholders providing satisfaction feedback Number of joint initiatives with partners	Feedback surveys and follow-up action plans Joint initiative records and reports	Get feedback from 70% of stakeholders Coordinate at least 4 cross-agency initiatives by end-2026			SPR OED/LM
4. Prepare stakeholder engagement briefs and reports highlighting progress and outcomes	Percentage of initiatives completed on time Timeliness of stakeholder engagement briefs/reports Stakeholder feedback on report quality	Partner feedback on collaboration Copies of briefs and reports Stakeholder feedback surveys	80% of initiatives completed on time Produce 2 stakeholder engagement reports by end-2026 80% of stakeholders report briefs are informative and useful			SPR OED/LM
Volunteer & Community Development Training						
KPI - Training Program Delivery Performance						
1. Develop and implement annual PSO, MSC, and EOS training schedules for volunteers.	Completion of annual training schedules	Verification (Output) Training schedules and calendars	Develop and implement PSO, MSC, and EOS training schedules by Q1 2026	800,000	VCDT	FA
2. Coordinate trainers, venues, materials, and logistics for all scheduled training programs.	Percentage of volunteers attending scheduled training	Volunteer attendance records	80% of volunteers attend scheduled training			
3. Conduct pre- and post-training assessments to measure participant readiness and satisfaction.	Percentage of training programs with confirmed trainers and logistics	Training program records (trainer confirmations, venue bookings, etc.)	Confirm trainers and logistics for 100% of scheduled training programs	10,000	VCDT	FA-CRS
	Number of logistical issues reported	Volunteer feedback on logistics	Reduce logistical issues by 20% compared to 2025			
	Percentage of participants assessed pre- and post-training	Assessment records and feedback forms	Assess 90% of participants pre- and post-training	100,000	VCDT	FA-CRS



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Activities	Performance Indicator	Performance Measure Verification (Output)	Target	Budget (Kina)		Responsibility	
				Primary	Secondary	Primary	Secondary
4. Prepare monthly training delivery reports and improve training processes based on feedback	Participant satisfaction rate with training	Training evaluation reports	Achieve 80% participant satisfaction rate with training	10,000	VCDDT	FA-CRS	
	Timeliness of monthly training reports	Monthly training reports	Produce monthly training delivery reports on time				
	Number of process improvements implemented	Records of process improvements	Implement at least 2 process improvements per quarter based on feedback				
KPI - Training Impact and Capacity Building							
1. Conduct post-training competency assessments to evaluate volunteer skill improvement.	Percentage of volunteers assessed for competency post-training	Assessment records and results	Assess 90% of volunteers for competency post-training	100,000	VCDDT	FA	
	Percentage of volunteers showing improved skills	Volunteer feedback on assessments	70% of volunteers show improved skills				
2. Update and refine training curricula based on assessment findings and sector needs.	Number of curricula updates based on assessments and sector needs	Updated curricula documents	Update curricula at least twice in 2026 based on findings	40,000	VCDDT	FA	
	Stakeholder feedback on curricula relevance	Stakeholder feedback surveys	80% of stakeholders report curricula are relevant				
3. Track training participants' performance in field deployments to measure real-world impact.	Percentages of trained volunteers tracked in deployments	Deployment records and performance feedback	Track 80% of trained volunteers in field deployments	20,000	VCDDT	FA	
	Field performance feedback from supervisors/communities	Volunteer performance reports	70% of deployments show positive impact from training				
4. Produce annual training impact reviews with recommendations for future capacity-building initiatives	Completion of annual training impact review	Annual review report	Produce annual training impact review by Q4 2026	20,000	VCDDT	FA	
	Number of recommendations implemented	Records of implemented recommendations	Implement at least 3 recommendations from the review				



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Volunteer Project Management						
KPI - Volunteer Project Management Performance						
Activities	Performance Measure		Budget (Kina)	Responsibility		
	Performance Indicator	Verification (Output)		Primary	Secondary	
1. Develop and maintain project implementation plans across volunteer project sites.	Percentage of project sites with up-to-date implementation plans	Project implementation plans	100% of project sites have implementation plans by Q2 2026	VPM	ME	
2. Coordinate volunteer deployment, resources, and partner engagement to support project delivery.	Plans aligned with project objectives Percentage of volunteers deployed	Site visit reports Deployment records	90% of plans align with project objectives 90% of volunteers deployed	VPM/RVE	ME	
3. Track project progress against timelines, deliverables, and completion targets.	Partner engagement and support levels Percentage of projects on track with timelines and deliverables	Partner feedback and engagement logs Project progress reports	80% of partners report satisfactory engagement and support 80% of projects meet timelines and deliverables	VPM	ME	
4. Prepare consolidated quarterly progress updates and identify areas requiring intervention	Variance reports for delayed projects Timeliness of quarterly progress updates Number of interventions identified and implemented	Variance analysis records Quarterly progress reports Intervention records	Variance reports prepared for all delayed projects Produce quarterly progress updates on time Identify and implement at least 2 interventions per quarter	VPM	ME	
KPI - Project Monitoring and Evaluation						
Activities	Performance Measure		Budget (Kina)	Responsibility		
	Performance Indicator	Verification (Output)		Primary	Secondary	
1. Conduct scheduled project site visits to verify implementation progress and challenges.	Percentage of scheduled site visits completed Number of issues identified and addressed	Site visit reports Issue logs and resolution records	Complete 90% of scheduled site visits by end-2026 Identify and address at least 80% of issues found	VPM	FA/ME	
2. Collect and validate project data, including outputs, outcomes, and risks.	Data accuracy and completeness rate Percentage of data validated	Data collection and validation records M&E reports	Achieve 95% data accuracy and completeness Validate 100% of project data quarterly	VPM	ME/RI	
3. Facilitate quarterly review meetings with project teams to assess performance.	Number of review meetings held	Meeting minutes and action item lists	Hold 4 quarterly review meetings in 2026	VPM	ME	



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4. Produce comprehensive M&E reports with recommendations for improvement and aligned follow-up actions.	Action items identified and implemented Timeliness of M&E reports	Implementation records M&E reports	Implement at least 80% of action items Produce quarterly M&E reports on time	VPM	ME
	Number of recommendations implemented	Implementation records for recommendations	Implement at least 70% of report recommendations		



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Implementation Schedule 2026												
Activity by Divisions	Q1			Q2			Q3			Q4		
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec
Leadership & Management												
Strategic Planning & AOP Oversight												
Stakeholder Engagement & Partnerships												
Governance & Compliance Oversight												
GESI Policy & Awareness												
Annual Performance Reporting												
Corporate Regulatory Service												
Annual Budget Formulation & Control												
Financial Reporting & Audit Readiness												
HR Recruitment & Management												
ICT Systems & Infrastructure Upgrades												
Asset & Office Administration												
Policy Planning Research Monitoring & Evaluation												
Corporate Plan & Policy Development												
Quarterly Performance Reviews												
Research & Surveys												
M&E Framework Implementation												
Annual Management Reporting												
Public Relations & Marketing												
PR & Media Campaigns												
Marketing & Awareness Campaigns												
Stakeholder Events & Launches												
Website & Digital Content Updates												
Volunteer Management Division												
Volunteer Recruitment & PSO												
Volunteer Deployment												
Volunteer Welfare & Monitoring												
Regional Operations & Site Visits												



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Monitoring and Evaluation (Reporting) Framework

Component / Application for NVS AOP 2026	
Purpose of the M&E Framework	Provides a systematic mechanism to track, measure, analyse, and report on the implementation and performance of the NVS Annual Operational Plan 2026. Ensures accountability, transparency, results-based management, and compliance with GoPNG planning and reporting requirements.
Overall Goal	To ensure effective implementation, performance monitoring, and evidence-based decision-making for all NVS programmes and activities under AOP 2026.
M&E Objectives	<ol style="list-style-type: none"> 1. Track progress against KRAs, KPIs, and activities 2. Measure outputs and outcomes 3. Identify risks and implementation gaps early 4. Support management decisions and corrective actions 5. Strengthen accountability and performance reporting 6. Generate evidence for quarterly and annual reporting
Results Framework / Logic Model	Inputs → Activities → Outputs → Outcomes → Impact. KPIs primarily measure outputs and outcomes, with selected indicators contributing to long-term impact aligned with national development priorities and volunteerism objectives.
Scope of M&E	Applies to all NVS divisions, operational units, KPIs, sub-KPIs, and activities under AOP 2026, including cross-cutting functions such as governance, partnerships, capacity building, and service delivery.
Indicator Levels	Input Indicators (resources utilised) → Process Indicators (implementation efficiency) → Output Indicators (deliverables produced) → Outcome Indicators (performance and results achieved)
Indicator Standards	Indicators are SMART (Specific, Measurable, Achievable, Relevant, Time-bound) and aligned with the approved NVS KPI Framework, Corporate Plan, MTDP, and Public Sector Performance Management Framework.
Data Sources	Divisional activity reports; KPI tracking metrics; volunteer deployment records; training and capacity-building records; financial and procurement reports; partnership and MoU documentation; field monitoring and site visit reports.
Data Collection Methods	Routine administrative data collection; structured reporting templates; KPI tracking tools; field observations; verification visits; stakeholder consultations and feedback mechanisms.
Monitoring Frequency	Activity monitoring: Continuous KPI tracking; Monthly & Quarterly Divisional reviews; Quarterly Management reviews; Bi-annual
Evaluation Types	Mid-Year Review (implementation progress and adjustments) Annual Performance Evaluation (achievement of targets) Thematic Index Evaluations (priority focus areas such as volunteer deployment, partnerships, or capacity building)
Evaluation Criteria	Relevance; Effectiveness; Efficiency; Sustainability; Impact (where applicable).
Roles & Responsibilities – Executive Management	Provides strategic oversight, reviews performance results, approves corrective actions, and ensures alignment with national priorities.
Roles & Responsibilities – PPRME Division	Leads implementation of the M&E Framework; develops tools and templates; ensures data quality assurance; conducts analysis; consolidates and produces M&E reports.



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Component	Description / Application for NVS AOP 2026
Roles & Responsibilities – Divisional Heads	Oversees activity implementation; ensures timely and accurate reporting; validates divisional data; supports corrective actions.
Roles & Responsibilities – Activity Officers	Collects activity-level data; maintains documentation and evidence; submits reports using approved templates.
Roles & Responsibilities – Finance & Administration	Tracks resource utilisation and expenditure; verifies financial data against activities and KPIs.
Reporting Products	Monthly internal progress updates; Quarterly AOP performance reports; Mid-Year Performance Review; Annual Performance Report (Q4).
Data Quality Assurance Measures	Standardised tools and templates; source document verification; spot checks and field validation; management review and sign-off; M&E capacity building for staff.
Learning & Adaptation	Monitoring and evaluation findings inform management decisions, implementation improvements, future AOP planning, KPI refinement, and institutional learning initiatives.
Knowledge Management	Lessons learned documented and shared across divisions through internal learning sessions, briefs, and planning workshops.
Key M&E Risks	Inconsistent data reporting; capacity constraints; implementation delays; limited verification access in remote areas.
Risk Mitigation Measures	Simplified reporting tools; targeted M&E training; management oversight; phased monitoring and prioritisation of high-risk activities.
M&E Tools & Templates	KPI Tracking Matrix; Activity Monitoring Template; Quarterly Reporting Template; Evaluation Terms of Reference (ToR).
Framework Review & Updating	Reviewed annually to maintain relevance, strengthen alignment with government priorities, and respond to emerging operational and reporting needs.



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Compliance Checklist

Compliance Area	Requirement	Evidence Required	Responsible Unit	Status
Performance Planning	KPIs aligned to Corporate Plan and MTDP	Approved AOP; KPI alignment matrix	PPRME	<input type="checkbox"/> Compliant <input type="checkbox"/> Non-Compliant
Results-Based Monitoring	Regular tracking against approved KPIs	KPI tracking metrics; monthly reports	All Divisions / PPRME	<input type="checkbox"/> Compliant <input type="checkbox"/> Non-Compliant
Quarterly Reporting	Timely submission of quarterly performance reports	Endorsed Q1–Q4 reports	PPRME	<input type="checkbox"/> Compliant <input type="checkbox"/> Non-Compliant
Mid-Year Review	Mid-year performance assessment conducted	Approved Mid-Year Review Report	PPRME/OED	<input type="checkbox"/> Compliant <input type="checkbox"/> Non-Compliant
Financial–Performance Linkage	Expenditure linked to outputs and results	IFMS reports; budget-performance analysis	Finance / PPRME	<input type="checkbox"/> Compliant <input type="checkbox"/> Non-Compliant
Performance Verification	Reported results verified	Verification reports; field evidence	PPRME	<input type="checkbox"/> Compliant <input type="checkbox"/> Non-Compliant
Corrective Actions	Management decisions documented and implemented	Action plans; management minutes	All Divisions	<input type="checkbox"/> Compliant <input type="checkbox"/> Non-Compliant
Annual Performance Reporting	Q4 Annual Performance Report completed	Approved Annual Report	PPRME	<input type="checkbox"/> Compliant <input type="checkbox"/> Non-Compliant
Learning & Improvement	Lessons learned documented and applied	Learning briefs; planning updates	All Divisions / PPRME	<input type="checkbox"/> Compliant <input type="checkbox"/> Non-Compliant



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