

Department of National Planning and Monitoring (DNPM) Certificate of Alignment to the MTDP IV





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Acronyms and Abbreviations

Acronyms	Description
ABFP	Annual Budget Framework Paper
ACIB	Annual Capital Investment Budget
ADB	Asian Development Bank
AOP	Annual Operational Plan
AWPCF	Annual Work Plan and Cash Flow
BSP 2017	Budget Strategy Paper 2017
CACC	Central Agencies Coordinating Committee
CHW	Community Health Worker
CIB	Capital Investment Budget
CPO	Child Protection Officers
CSOs	Civil Society Organizations
CRS	Corporate and Regulatory Services (Division)
CSEP	Comprehensive Strategic Economic Partnership
CSR	Corporate Social Responsibility
DDA	District Development Authority
DAL	Department of Agriculture and Livestock
DIRD	Department of Implementation and Rural Development
DIP	Deliberate Intervention Program
DFAT	Department of Foreign Affairs and Trade
DFCDR	Department for Community and Development and Religion
DNPM	Department of National Planning and Monitoring
DoD	Department of Defence
DoF	Department of Finance
DoT	Department of Treasury
DPLGA	Department of Provincial and Local Level Government Affairs
DPs	Development Partners
DSIP	District Services Improvement Program
ECE	Early Childhood Education
ECED	Early Childhood Education and Development
EIB	European Investment Bank
EOI	Expression of Interest
FBOs	Faith Based Organizations
GoPNG	Government of Papua New Guinea
HOA	Head of Agency
ITCS	Infrastructure Tax Credit Scheme
JPP	Joint Partnership Program
KRA	Key Result Areas
LLG	Local Level Governments
LLGSIP	Local Level Government Services Improvement Program
M&E	Monitoring and Evaluation
MEF	Monitoring and Evaluation Framework
MOU	Memorandum of Understanding
MSS	Minimum Service Standards

MTFS	Medium Term Fiscal Strategy
MTDP	Medium Term Development Plan
NCS	National Compulsory Service
NDoE	National Department of Education
NDoH	National Department of Health
NEC	National Executive Council
NGOs	Non-Government Organizations
NPC	National Procurement Committee
NPF	National Planning Framework
NPP	National Population Policy
NPPV	National Policy on Professional Volunteerism
NSDF	National Service Delivery Framework
NTP	National Trade Policy
NVSSDP	National Volunteers Sub-Sector Development Plan
NVS PNG	National Volunteer Service of Papua New Guinea
NMEF	National Monitoring and Evaluation Framework
NYDA	National Youth Development Authority
NZAID	New Zealand AID
OLPLLG	Organic law on Provincial and Local Level Government
PFD	Project Formulation Document
PID	Project Identification Document
PIP	Public Investment Program
PME	Policy Monitoring and Evaluation
PMP	Policy Monitoring Process
PMRA	Planning and Monitoring Responsibility Act
PNGDCP	Papua New Guinea Development Corporation Policy
PNG DSP	Papua New Guinea Development Strategic Plan (2010-2030)
PNGSDS	Papua New Guinea Strategy for Development of Statistics
PPP	Public Private Partnership
PPRME	Policy, Planning, Research and Monitoring & Evaluation (Division)
PSC	Project Steering Committee
PSIP	Provincial Service Improvement Program
PSO	Pre-Service Orientation
RVE	Recurrent Volunteer Engagement
SDGs	Sustainable Development Goals
SIP	Services Improvement Program
SOE	State Owned Enterprise
SOS	Staff on Strength
SPA	Strategic Priority Areas
SPR	Societal Partnership Responsibility
SSDP	Sub-Sector Development Plan
STaRS	Sustainable and Responsible Development Strategy
TA	Technical Assistance
TEP PNG Ltd	Total Exploration and Production PNG Ltd
UNDP	United Nations Development Program
VMD	Volunteer Management Division
WaSH	Water, Sanitation and Hygiene
WB	World Bank

Foreword by the Hon. Minister



Greetings

As the responsible Portfolio Minister for Defence and the National Volunteer Service of Papua New Guinea (NVS PNG), I am honored to introduce the National Volunteer Service of Papua New Guinea Sub-Sector Development Plan (NVS SSDP) for the years 2023 to 2027. This document serves as an invitation to our esteemed Partners from other Government Agencies and Stakeholders, urging them to embark on the NVS journey. Together, we can drive and realize the agency's vision, *“which is to serve as a vital force in*

nation-building, with a primary focus on empowering communities and addressing the issues of inequality, dependency, and poverty reduction”.

The Sub-Sector Development Plan (SSDP) acts as the guiding framework for service delivery within our Agency, aligning our goals with the development priorities set by the National Government in the Medium-Term Development Plan (MTDP) IV. Our primary objective is to ensure that essential services; Agriculture, Health, Education and Community Development are accessible to our citizens, with a particular emphasis on expanding our Volunteer base to 5,000 by 2027. It is essential to recognize the invaluable contributions the Volunteers make in improving the living standards of our people.

This document holds particular significance given that a substantial portion of our population reside in rural areas. NVS PNG plays a crucial role in reaching these communities, and we aim to enhance our services by forging strategic partnerships and aligning development plans at both the Sectoral and Sub-National levels.

Today, our Government is dedicated to a holistic, whole-of-government approach to service delivery, a commitment deeply rooted in the principles set forth by the Marape-Rosso Government. As the responsible Minister, I am committed in my determination to establish a collaborative platform for Ministerial cooperation and support, ensuring that NVS vision becomes a reality.

I place immense value on the profound connection between our government, our citizens, and their communities. This connection is at the core of the NVS SSDP, which emphasizes that progress in development can be achieved through Sacrifice and Service. The power of this tool continues to grow, becoming robust and vibrant, driven by the unwavering support of the entire Government.

The vision, mission, and goals outlined in the NVS SSDP are of paramount importance and will receive the utmost attention, visibility and support.

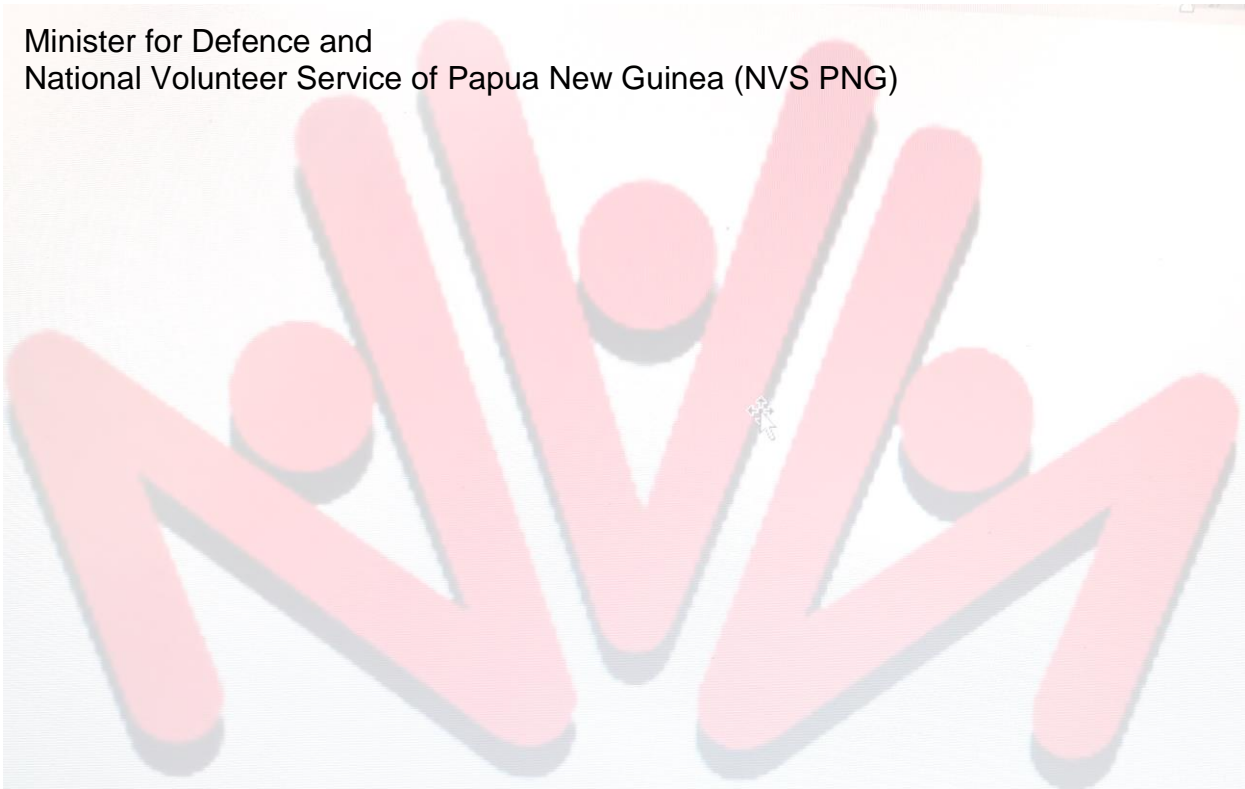
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With gratitude, I extend my deep appreciation to you and extend a warm invitation for you to become a strategic partner in the implementation of the NVS Sub-Sector Development Plan.

Thank you,

Honorable Dr. Billy Joseph, MP

Minister for Defence and
National Volunteer Service of Papua New Guinea (NVS PNG)



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Acknowledgement by Head of NVS



Greetings Partners of National Volunteer Service of Papua New Guinea.

Over the past five (5) years, NVS has witnessed a significant shift in its implementation approach and its presence both at the National and Sub-National levels and alongside our valued Stakeholders. This transformation has greatly enriched the impact of volunteers who work directly within the wards and communities across our country. I wish to express my deep appreciation for the unwavering support we have received from our Partners, whose collaboration has

been instrumental in the development and launch of this Plan.

The importance of comprehensive planning cannot be overstated in the success of any organization, as it serves as the foundation for robust and effective management. While planning is an evolving process with defined goals and outcomes, the quality of these outcomes is closely tied to the quality of the planning process itself. It is through strategic planning that organizations progress toward the attainment of their objectives, and the ultimate success of a plan centers not only on its thorough crafting but also on diligent management and a dedicated commitment to achieving its key outcomes.

As the Executive Director of this dynamic and forward-focused Organization, I am honored to present the NVS Sub-Sector Development Plan (SSDP) for the years 2023-2027. This plan is not only comprehensive but also exciting, as it provides clear guidance for NVS PNG and its Stakeholders on its journey to be taken over the next five (5) years in order to reach the isolated and hard-to-access wards and communities through volunteers acting as agents for positive change. The SSDP emphasizes the crucial issues that highlight the rationale and significance of involving volunteers in the delivery of services to all communities in PNG, aligning perfectly with the broader context of Nation-Building. It continues to offer a clear roadmap for the NVS PNG as a pivotal Service-Delivering Agency.

The NVS SSDP clearly outlines the organization's mandated functions and its alignment with vital sectors such as Health, Education, Agriculture, Community Development, and other Cross-Cutting Areas. Volunteers, as the driving force behind these initiatives, provide an excellent opportunity and avenue for organizations to engage with youths, graduates, and the retired workforce to enhance and extend public service capabilities, ultimately addressing issues related to unemployment and law and order.

This plan recognizes the "Sacrifice and Service" that volunteers represent, highlighting the remarkable results and outcomes that can be achieved with consistent support for

them, as evidenced in communities across the country where our volunteers served. As we all work together to support the recruitment and deployment of volunteers throughout PNG, we are confident that we can contribute significantly to the realization of Medium-Term Development Plan (MTDP) IV and ultimately the Vision 2050.

Volunteerism has been a longstanding tradition in our Nation, with our ancestors actively participating in supporting and assisting their neighbors, tribes/clans, families, and guests in times of need. It is our duty to uphold and continue this practice in the modern era, allowing our young generation to participate and actively contribute to the development of our country.

With the introduction of the SSDP, I welcome All Partners to join us in our journey to reach our people and ensure Services are Accessible for All. I firmly believe that the Spirit of Volunteerism begins with each one of us, and it starts now.

Thank you for your continued support and collaboration.

Ms. Molly Willie

Executive Director
National Volunteer Service of PNG

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Executive Summary

The Medium Term Development Plan (MTDP) IV aligned National Volunteers Sub-Sector Development Plan (NVSSDP) 2023 – 2027 is the Agency’s roadmap that sets out its development priorities for the next five (5) years. It is rooted in its vision of “promoting and supporting citizen participation through inclusive and sustainable people development program initiatives in strategic partnerships at all levels of government”. NVS envisions itself to be part of the nation driving force, instrumental in the holistic empowerment and development of communities through service delivery by means of volunteerism.

This five-year Sub-Sector Development Plan (SSDP) is the second in succession and it has incorporated lessons learnt from its past SSDP 2018 – 2022. This second SSDP has not deviated from its first SSDP in that it will continue to focus attention on the key issues that underpin the rationale and the significance of the involvement of Volunteers in service delivery in remote communities and within the broad context of nation building.

The key Objectives of the NVSSDP are to increase the engagement of volunteers, improve its strategic partnerships, promote and support community-based initiatives (programs/projects) and enhance basic essential service delivery through volunteerism.

The Government, in acknowledging the continuous demand for volunteers hence NVS’s potential in service delivery, has progressively increased the Agency’s volunteer engagement and placement targets from 500 in 2023 to 900 in 2026 and with a total placement of 2,900 volunteers by the timeframe of its NVSSDP (2027). Captured in its logical framework are three (3) Key Result Areas (KRAs) of achievement. These are

1. Number of Papua New Guineans registered by category and participating in volunteer placements;
2. Number of International Volunteers registered by category and participating in volunteer placements (Note: decrease over time); and
3. Number of districts engaging volunteer services.

The approach and focus of NVS is on making available volunteers in agriculture, which is the primary economic activity that provides livelihoods for over 80% of the rural population and Community Health Worker Volunteers (CHWs) in strengthening the primary health care at the community level. Volunteers as Early Childhood Teachers will be engaged and placed in line with the Government’s prioritized roll out of early childhood learning in communities for National Literature and Numeracy Assessment and the provision of Adult Literacy Teachers to improve the literacy rates of our country. Increase youth volunteerism in National Volunteer and Civic Services and the National Compulsory Service (NCS) creating access to civic engagements, job placements and graduate schemes.

These four (4) main NVS Volunteers sectoral placements are aligned to the MTDP IV Strategic Priority Areas (SPAs) and the Deliberate Intervention Programs (DIPs). The SPAs and DIPs are as follows:

1. SPA 1: Strategic Economic Investments – DIP 1.1 Commercial Agriculture and Livestock Development;
2. SPA 3: Quality and Affordable Health Care – DIP 3.1 Primary Health Care and DIP 3.5 HIV/AIDS;
3. SPA 4: Quality Education and Skilled Human Capital – DIP 4.1 Early Childhood Education and DIP 4.2 Quality Basic Primary Education and Adult Literacy; and
4. SPA 11: Population, Youth and Women Empowerment – DIP 11.2 Youth Development and Labour Mobility, DIP 4 Women Empowerment and DIP 11.5 Family and Social Inclusion.

The National Volunteer Service's accentuated commitment and dedication to enhancing its impact will require a Capital Investment projected budget of K70 million by 2027. The following funding sources have been identified to finance the National Volunteers Sub-Sector Development Plan (NVSSDP) 2023 – 2027:

- I. Government of PNG – Public Investment Program (PIP), Provincial Service Improvement Program (PSIP) and the District Service Improvement Program (DSIP) under the Service Improvement Program (SIP); and
- II. Development Partners (DPs) through Grant Financing.

The NVS will also pursue other sources of funding in order to diversify its financing base. With respect to the PIP Monitoring (Value for Money Monitoring) and its Policy Outcome Monitoring (Indicator Based Monitoring), NVS will improve on monitoring and evaluating the implementation of its Sub-Sector Development Plan 2023 - 2027 in an honest and transparent manner. It will communicate results and information generated to the Department of National Planning and Monitoring (DNPM), its partners and stakeholders providing them with accessible evidence based information and data for the purposes of informed decision-making and in ensuring the achievement of sustainable outcomes.

Then National Volunteer Service is confident that with everyone else performing their part to support and promote service delivery for community empowerment and development through volunteerism across PNG, we can be sure that the Medium Term Development Plan (MTDP) IV, the Strategic Development Plan 2030 and the aspirations of Vision 2050 can be achieved to improve the socio-economic status of our country.

Chapter 1: Overview



1.1

Introduction

The National Volunteer Service (NVS) together with all other National Government Departments and Sector Agencies are legislatively¹ required to formulate their respective Sector Development Plans. These Sector Development Plans are to be aligned to the Medium Term Development IV (MTDP) 2023 – 2027 with respect to the Investments, Key Result Areas (KRAs), Strategies and Indicators. This will enable consistency in effective planning, improved budgeting, proper use of limited resources, improved service delivery, quality and reflective monitoring and evaluation (M&E) and reporting.

This is important in ensuring that the results achieved at the lower level will contribute to the high-level national development outcomes and will be consistent with the national indicators, targets, strategies and deliverables and/or outputs set out in the MTDP IV 2023-2027.

The NVS has undertaken a final evaluation of its Sub-Sector Development Plan (SSDP) 2018 – 2022 and consultations with strategic stakeholders particularly at the national level. The sub-national level stakeholders' consultations are planned subsequent to the formulated and aligned National Volunteers Sub-Sector Development Plan (NVSSDP) 2023 – 2027 given time, human and financial resources constraints. A detailed review of the SSDP's performance in the last five (5) years was inevitably needed. The successes, challenges and lessons learned from the final evaluation of the SSDP provided the recommended basis and informed the formulation of the Agency's NVSSDP 2023 – 2027. It was appropriate to assess and see whether the investments made have delivered the expected outcome or not. Furthermore, it was essential to know if the investments had an impact on the indicators measured in the plan.

NVS understands that inadequate stakeholder involvement is one of the most common reasons development programmes and projects fail². Therefore, every effort has been made to encourage broad and active stakeholder engagement in promoting buy-in, commitment and motivated action in the planning, development, implementation, monitoring and evaluation and reporting of its NVSSDP 2023 – 2027.

¹ The Planning and Monitoring Responsibility (PMR) Act 2016 legally establishes the National Planning Framework (NPF) that mandates the formulation and alignment of the Sector Development Plans.

² Handbook on Planning, Monitoring and Evaluating for Development Results, UNDP 2009, NY, USA

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The launch of the MTDP IV in July of 2023 and the Sectoral Alignment Workshop provided the final incentives towards the formulation and alignment of the Agency's NVSSDP and the submission of the development plan to the Department of National Planning and Monitoring (DNPM) for final vetting and approval for immediate implementation in January of 2024³.

It is imperative therefore, that NVS together with the rest of the development partners and stakeholders are working together and being on the same economic development and transformative pathway in moving this country forward towards achieving its development objectives.

This NVSSDP is a constitutive part of the National Planning Framework (NPF) – one of the five (5) National Frameworks whose development is mandated by the PNG Planning and Monitoring Responsibility Act (PMRA) 2016⁴. It is formulated with every intention of capturing the clearly defined Strategic Priority Areas (SPA), the Deliberate Intervention Programs (DIP) and the Investments, which are aligned to the overall government's development outcomes over a term of five (5) years.

The NVS Sub-Sector Development Plan (SSDP) 2018 – 2022 was prominently instrumental for the National Volunteer Service (NVS) in strategically positioning it as a pivotal service delivering government agency through its volunteer intervention programs hence its contribution towards the overall national development agenda of the country.

Highlighted also in the SSDP 2018 – 2022 were significant key issues that underpinned the rationale and the significance of the involvement of Volunteers in the delivery of services to all communities in PNG, and within the broad context of nation building. The NVSSDP 2023 - 2027 envisions carrying on advocating for the productive engagement, and utilization of development expertise or human resources – Papua New Guinean Professional Volunteers.

The NVSSDP will also provide to the MTDP IV Alignment and Coordination Mechanisms and the Central Agencies Coordinating Committee (CACC) a required MTDP IV aligned sub-sector development plan. The integration of the Deliberate Intervention Programs (DIPs) for investment is important in ensuring the flow of resources to where they are required in order to deliver much needed essential goods and services to make positive changes in the lives of our people.

The NVSSDP not only signifies the commitment of the National Volunteer Service to nation-building but also reinforces the government's dedication to achieving its development goals through innovative and inclusive approaches.

³ MTDP IV Alignment Consultations Media Statement by Minister for Finance and Planning, Hon. Rainbo Paita, October 2023

⁴ The Planning and Monitoring Responsibility (PMR) Act 2016 legally establishes the National Planning Framework (NPF) that mandates the formulation and alignment of the Sector Development Plans.

It is a testament to our collective belief that by working together hand in hand with our citizens and stakeholders, we can build a brighter future by making positive changes in the lives of our Papua New Guinean people.

The sacrifice and service that the National Professional Volunteers stand for, has over time been realized and is acknowledged in the Medium Term Development Plan IV (MTDP IV) 2023 - 2027. The required and consistent support for Volunteers can produce amazing results and/or outcomes, as is happening everywhere in communities served by Volunteers.

With everyone else performing their part to support and promote national professional volunteerism across PNG, we can be sure that the Strategic Development Plan 2030 and the aspirations of Vision 2050 can be achieved to improve the socio-economic status of our country.



*NVS Volunteer Kum Ninsonga crossing a makeshift bridge at Wawet in Tewae Siassi district during one of his field visits to coffee farmers - **Alang Daom Coffee Cooperative**, 2019, Morobe Province*



NVS Volunteer, Rigo District Cocoa Project, Rigo District, Central Province, 2023

1.2

Sector Profile

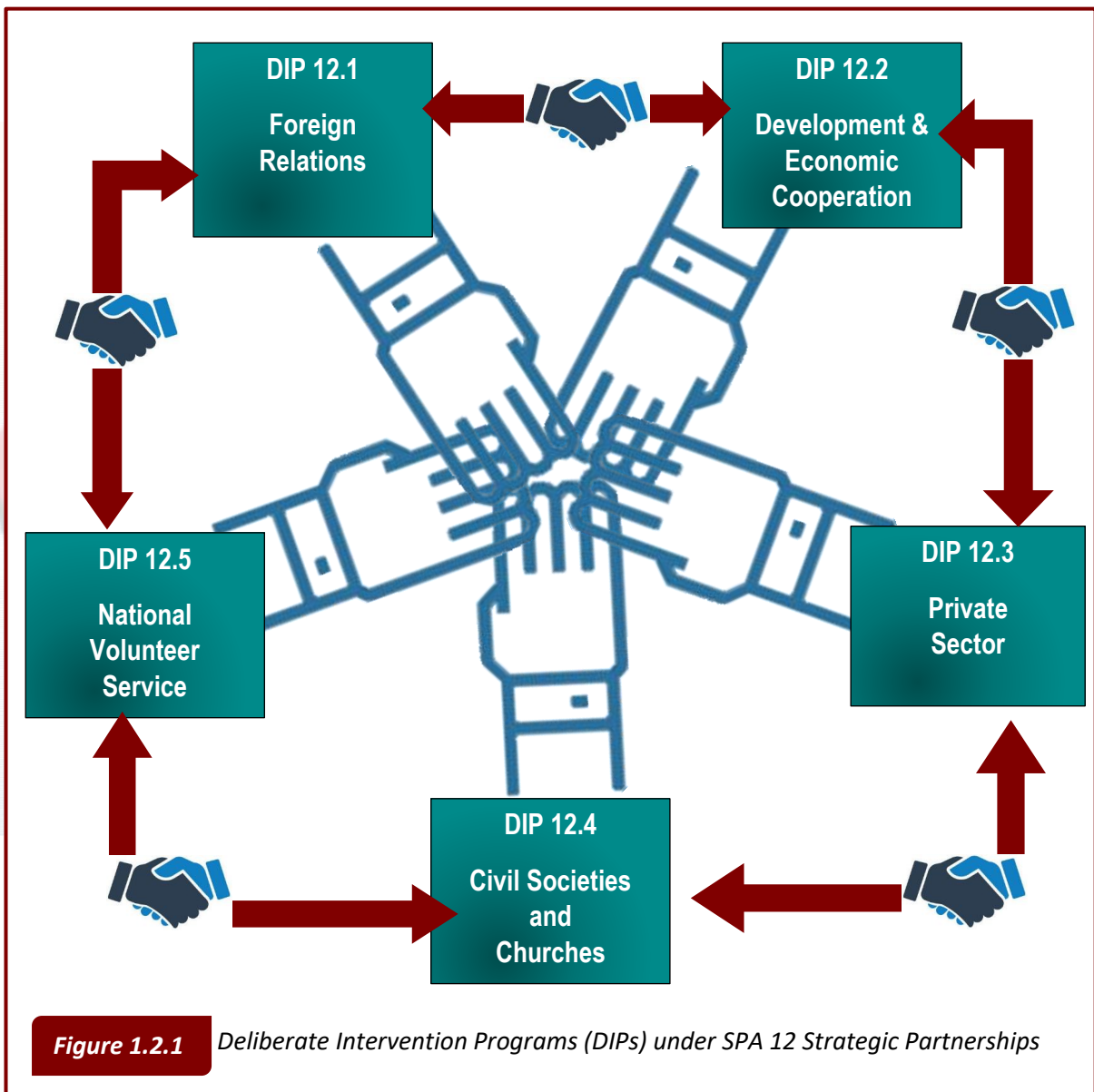
SPA



STRATEGIC PARTNERSHIPS

12

Goal: Forging Strategic Partnerships for greater development results



As indicated by the Sector Goal, forging strategic partnerships is fundamental to spurring economic growth, delivering on the Government's key priorities and achieving greater development results. MTDP IV's SPA 12 under which DIP 12.5 National Volunteer Service falls under, will strengthen and enhance strategic partnerships to

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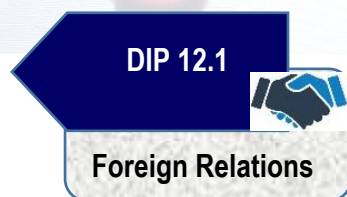
add value to the development efforts through the following partnership and financing modalities:

- Development and Economic Cooperation Partnerships for institutional strengthening, capacity building, grant financing and technical assistance for NVS as a national sector executing and/or implementing agency;
- Private Sector Partnerships for technical and innovative financial assistance through the Public Private Partnerships (PPP) arrangements for service delivery; and
- Strategic Partnerships with the Civil Society Organizations (CSOs) through the CSO State Partnership Program and other NGOs, Philanthropies, Foundations in the delivery of basic services to the communities;
- State Church Partnership Program; and
- Inter-agency Strategic Partnerships with the national agencies, sub-national Governments and Administrations, DDAs through a Kina-4-kina financing for engaged volunteer services programs and projects.

Since Independence, the Government of PNG (GoPNG) has done very well in building strategic partnerships with Civil Society Organizations (CSOs), Churches and Faith Based Organizations (FBOs), Private Sector Investors, and Development Partners (DPs) in its pursuit for economic growth and national development. Project and programme investments, technical expertise, financial resources, institutional capacity support and budget support have been brought about because of these strategic partnerships.

The NVS (as a government agency) will do well to learn and take its cue from the GoPNG in building its own strategic partnerships with the different partners and through the different identified partnership arrangements.

In this medium term, Development Partners (DPs) engaging in various development programmes in the country will be aligned to relevant Strategic Priority Areas based on their comparative advantages. The Government will pursue strategic partnerships with the following:



The Government promotes the national interest of PNG and is committed to strengthen strategic international relationships in investments, economic cooperation and social development based on mutual understanding to enhance peace, security, and prosperity for PNG, its neighboring countries, the Asia Pacific and globally.

The Government will continue to affirm PNG's place as a responsible citizen on the global scene, on the basis of mutual understanding and respect, guided by its foreign policy themed 'Friend to All, Enemy to None' to promote international peace and security.

On the domestic front, the Government will continue to strengthen our institutional capacity and representations to better manage ongoing and emerging global



challenges and geopolitical developments. In addition, Government's policies will focus on developing strategic international relationships to balance trade and security interests.



Strategic alliances are harnessed to make maximum contribution to the achievement of MTDP IV and other supporting sectoral and sub-national policies and plans. The Government supports strategic development partnerships with development partners for effective cooperation and coordination of development sector programs.

PNG engages with both the bilateral and multilateral development partners on many levels in terms of the delivery of development cooperation in the country:

- Bilateral partners include Department of Foreign Affairs and Trade (DFAT), European Union (EU), United Nations (UN), Japan, New Zealand Aid (NZAID), USAID and China who support the government through grant funding and technical assistance (TA). The Government of Australia, through DFAT provides the largest grant funding targeted at various partnership programs in different sectors, which fall under the Comprehensive Strategic Economic Partnerships (CSEP). It is through this partnership that PNG will deepen its engagement with Australia to focus more on trade related activities under its aid program and give emphasis on biosecurity and other areas of development cooperation. Other bilateral partners work with the government in various sectors of their comparative advantage and consistent with the PNG Development Cooperation Policy (PNGDCP) framework.
- The government also engages with various multilateral partners including Asian Development Bank (ADB), World Bank (WB), European Investment Bank (EIB) and work through their respective country assistance strategies. ADB is financing some of the government's high impact programs through loan financing in the transport, energy, WaSH and Health sectors. The WB engages with government through various programs in transport infrastructure, health, agriculture and others. The Government will work with DPs to align their policies and programs to their areas of comparative advantage to maximize the impacts of their interventions.



The Private Sector plays a critical role in development. These include private sector players in all industries, including those in Public-Private Partnerships (PPP) and the Infrastructure Tax Credit Scheme (ITCS), and Philanthropic Agencies. The Government seeks to opens up strategic partnerships that will support the agenda for development.

The private sector is an important partner of the government in development and has been supporting service delivery through private sector engagements. The State-Owned Entities (SOEs) and other business corporations are engaged in delivering certain community programs in health, education, advocacy, gender and other

community programs as part of their Corporate Social Responsibilities (CSR). Private Foundations have also engaged directly with communities to deliver infrastructure in health, education and sporting activities. The MTDP IV aims to strengthen these partnerships and create a stronger platform for these organizations to participate.

Contractual arrangement between public (national, state, provincial, or local) and private entities through which the skills, assets, and/or financial resources of each of the public and private sectors are allocated in a complementary manner, thereby sharing the risks and rewards, to seek to provide optimal service delivery and good value to citizens. In a PPP, the public sector retains the ultimate responsibility for service delivery, although the private sector provides the service for an extended time.

The role of non-traditional partners including philanthropists, foundations and other actors in development is also recognized in the delivery of the Sustainable Development Goals and hence by the Government. They also play a greater role in mobilizing financing resources and harnessing innovation and expertise to deliver programs to achieve the government goals.

DIP 12.4



Civil Societies and Churches

International and national NGOs, including the churches are important partners for delivering goods and services to the community. The Government recognizes their contributions to development and the network they have established across PNG. Through the alignment program, the Government will support and reinforce partnership through Civil Society Organizations (CSO) Policy.

The government recognizes the immense contributions by civil societies and Faith-Based Organizations (FBOs). Their support and assistance complement government efforts to provide services to rural communities and are present where the government is unable to reach. They do this through their own initiatives and/or as part of the faith-based programs to influence spiritual development while developing the physical and social conditions of the members and communities. The government, through the Church-State Partnership Programs has supported churches in the country who are engaged in outreach, advocacy and campaigns, policy dialogue and consultations.

DIP 12.5



National Volunteer Services (NVS)

The Government promotes national volunteerism as its own internal partnership process to engage national and international volunteers with technical expertise in key sectors of priority. Greater coordination of international volunteer organizations in PNG is encouraged for coherence of support.

The National Volunteers in the country play a critical role in supporting the government to deliver much needed services to very remote locations in PNG where government services are limited or absent. The volunteers are skilled Papua New Guineans and international volunteers specialized in the areas of health, education, community

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NATIONAL VOLUNTEER SUB - SECTOR DEVELOPMENT PLAN 2023 - 2027

development, social services and other areas who deliver government services with no expectations. The government will engage with them through funding capacity-building programs.



STRATEGIC PARTNERSHIPS FACT SHEET

SPA	DIPs	INVESTMENT
12	12.5	K234.2 million

Executing Agencies	Coordination Mechanism	Lead Sector Agency
<ul style="list-style-type: none"> • DFAT • DNPM • CIMC • NVS • And Others 	<ul style="list-style-type: none"> • High Level Development Cooperation Forum 	<ul style="list-style-type: none"> • DNPM (Oversight)


Bilateral Partners	Australia, Japan, New Zealand, People’s Republic of China and the United States of America (USA)
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Multilateral Partners	Asian Development Bank (ADB), World Bank Group (WBG), International Monetary Fund (IMF), European Union Bank (EUB), European Union (EU), United Nations (UN), and the EXIM Banks
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NATIONAL VOLUNTEER SERVICE (NVS) FACT SHEET

STRATEGIC PRIORITY AREA (SPA)	DELIBERATE INTERVENTION PROGRAM (DIP)	INVESTMENTS
12 Strategic Partnerships	12.5 National Volunteer Service (NVS)	K70 million (2027) 29.88% of total SPA 12 Investments


M Defence Ministry - Minister Hon. Dr. Billy Joseph 


N National Level Sector Agency – HOA Executive Director Ms. Molly Willie 


	Current Staff on Strength (SOS):	74
	DPM Approved Restructure:	96


	Recurrent Volunteers: 130	Joint Partnership Volunteers: 4
	Signed MOU Partnerships: 4	Batch 19 Total Volunteers: 134

N NVS Volunteers Sectoral Placements

	DIP 1.1 – Commercial Agriculture & Livestock Development: 41	}
	Volunteers	
	DIP 1.3 – Fisheries and Marine Resources: 4	
	DIP 1.7 – National Tourism, Arts & Culture Development: 1	
Total	45	

	DIP 3.1 – Primary Health Care: 31 Volunteers	}
	(Community Health Workers)	
Total	31	

	DIP 4.1 – Early Childhood Education (ECE):	}
	DIP 4.2 – Quality Basic Primary & Secondary Education (Adult Literacy):	
	Total Volunteers	

	DIP 11.2 – Youth Development & Labour Mobility: youths engaged in the National Volunteer Service (NVS)	36,000
	DIP 11.4 – Women Empowerment:	}
	DIP 11.5 – Family and Social Inclusion:	
	Total Volunteers	36,018

v Volunteer and Partner Organization Expression of Interest Link Codes



Volunteer & Partner Organization EOI Link.pdf

Refer to Annex 1: Link Codes



Above Clockwise: NVS Officers registering Morobe Volunteers for the PSO, Morobe Volunteers PSO, Southern Region Volunteers PSO, Mr. Kila Garum Western Province NVS Volunteer & Georgina Rowe, Gulf NVS CHW Volunteer, 2023



Pre-Service Orientation (PSO) for NVS Southern Region Volunteers, Goldie Barracks, Port Moresby, 2023

Figure 1.2.3

Batch 19 Community Requests for Volunteers



1.3

Development Frameworks

In the pursuit to properly guide the socio-economic development in the country, the Planning and Monitoring Responsibility Act (PMRA) 2016 was enacted to legally establish five (5) National Development Policy Frameworks. These Development Policy Frameworks provide the guide for planning, budgeting, monitoring and evaluation (M&E), service delivery, and coordination of development cooperation programs in the country. These frameworks support the implementation of the medium to long-term development plans of the country.

1.3.1 Legal Framework – The PNG Planning and Monitoring Responsibility Act

The PNG Planning and Monitoring Responsibility Act (PMRA) 2016 was made by Parliament to establish:

- (a) The National Planning Framework; and
- (b) The National Service Delivery Framework; and
- (c) The Annual Budget Framework paper; and
- (d) The MTDP Monitoring and Evaluation (M&E) Framework; and
- (e) The Partnership Framework

These Frameworks link:

- The Annual Budget to the Medium Term Development Plans (MTDPs); and
- Impose obligations, duties and responsibilities on heads of State Bodies to ensue and observe compliance at all times; and
- Empowers and authorizes the Department of National Planning (DNPM), which is the department responsible for planning and monitoring matters; and
- Ensures consistency in the full implementation of the said frameworks.

1.3.2

National Planning Framework

The PMR Act 2016 reinforces and promotes the legal framework that governs the National Planning Systems to be strategic. The National Planning Framework first takes its cue from the National Constitution and its five (5) Directive Principles, then cascades from the Vision 2050 and PNG Strategic Development Plan 2010-2030 towards achieving national development outcomes. The Government of PNG has developed the Vision 2050, the PNG Development Strategic Plan 2010-2030 and other development frameworks such as the National Sustainable and Responsible Development Strategy (StaRS), and its international commitments to Sustainable Development Goals (SDGs) as long-term strategies for development. Under this framework, all development planning in the country including the sector development plans and the provincial integrated and district development plans are to align to these overarching development plans of the country. The two (2) diagrams below illustrate the cascading flow of development planning in Papua New Guinea.

1.3.2

The National Planning Framework

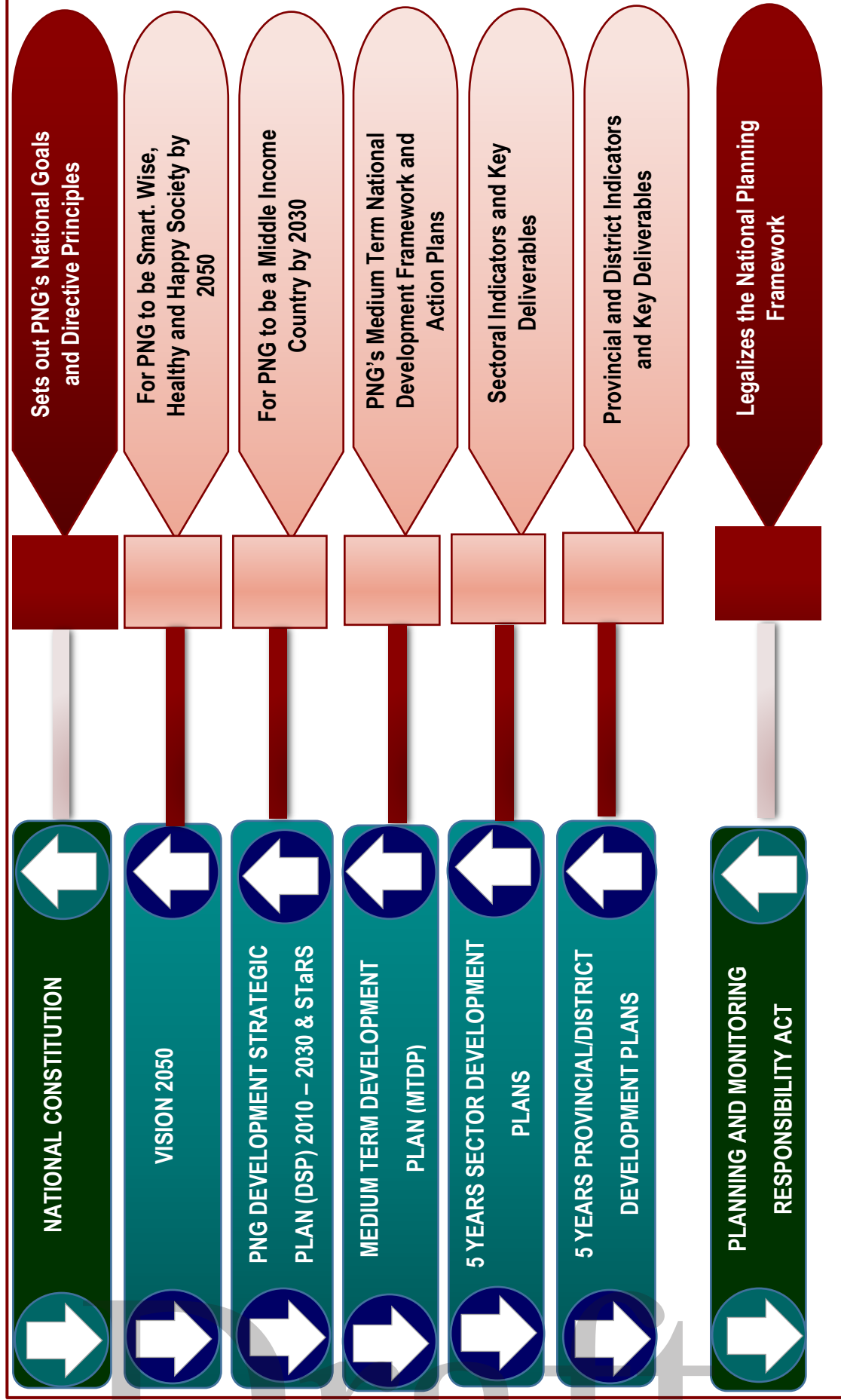
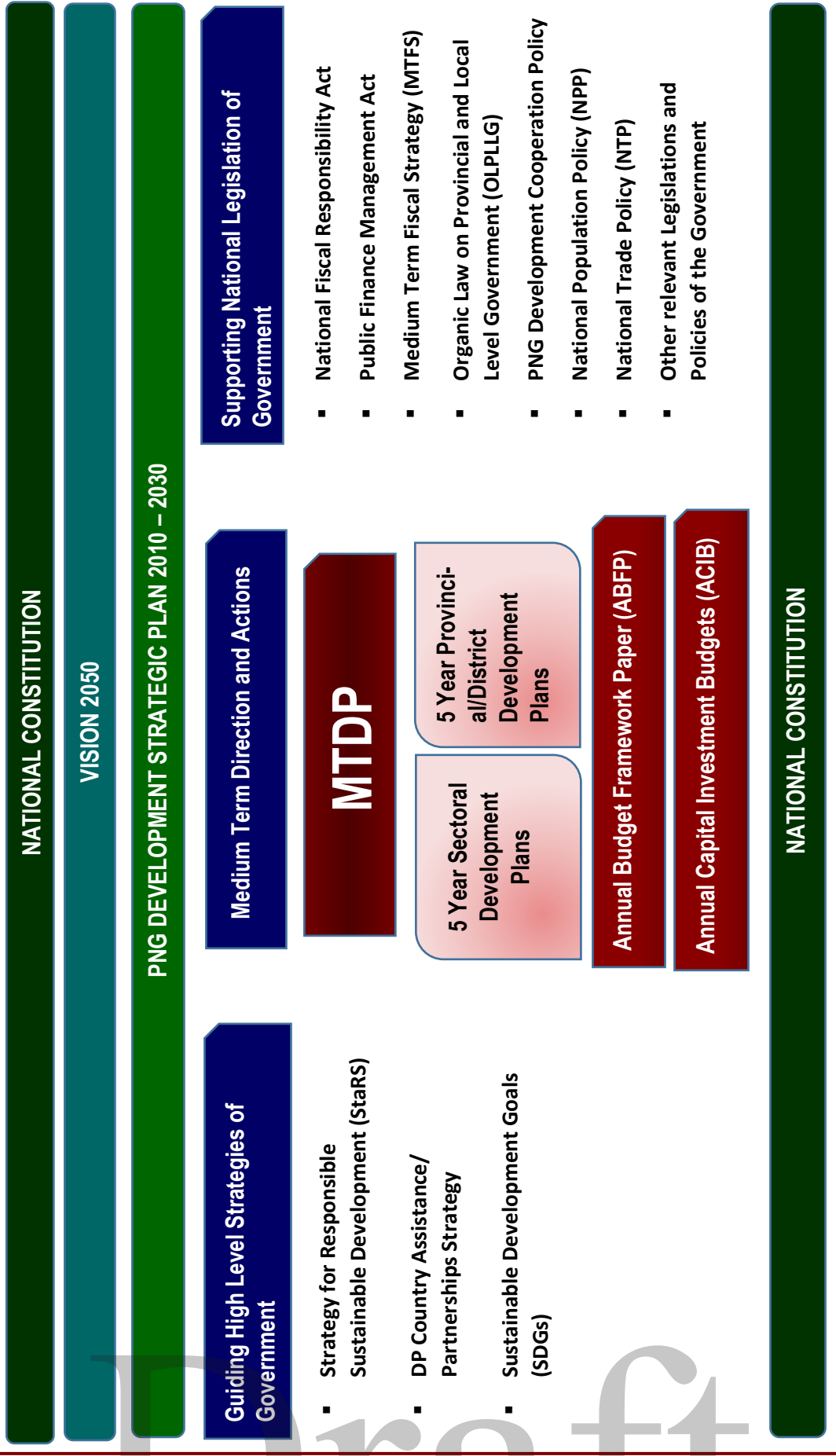


Figure 1.3.2a & 1.3.2b



1.3.3**The Annual Budget Framework**

The PNG Planning and Monitoring Responsibility Act 2016 established the Annual Budget Framework. The Annual Budget Framework serves the following purposes:

- It provides the policy structure to guide the formulation of the annual national budget to implement the MTDP IV; and
- It guides the Investments/budget expenditures; and
- It specifically links the Annual Capital Investment Budget (CIB) to the Medium Term Development Plan (MTDP) priorities to help achieve the development targets and goals; and
- It provides guidance and inputs to the Budget Strategy Paper (BSP) under Part III (Annual Fiscal Reporting of the Papua New Guinea Fiscal Responsibility Act 2006), Grants and Loans financing for development.

The Annual Budget Framework is to be published by the Department of National Planning and Monitoring (DNPM) at least four months before the budget is tabled in Parliament.

The design of this framework is guided by other relevant strategies such as Medium Term Revenue Strategies (MTRS), Medium Term Fiscal Strategy (MTFS) and the Medium Term Debt Strategy (MTDS) under the Fiscal Responsibility Act 2006 administered by the Department of Treasury. These frameworks set the parameters for revenue generation and expenditure including provisions for fiscal discipline.

1.3.4**National Service Delivery Framework**

The National Service Delivery Framework (NSDF) sets out the National Development Targets for the National Departments and Sector Agencies and the Minimum Service Standards that Provinces, Districts and Local Level Governments (LLGs) are legislatively required to adhere to and provide for their people. This Framework provides a guide for all levels of Government in the design, programming, implementation and measurement of minimum services delivery. It calls for all institutions and agencies of Government to work together in partnerships with each other to better integrate frontline service delivery and improve the quality of life for all Papua New Guineans.

Frontline Service delivery in PNG is critical because most of our people live in rural areas where access to adequate and essential goods and services are limited due to inadequate enabling infrastructures such as transport and amenities to enable timely availability of services for the people.

The vision for Frontline service delivery in PNG is to improve access to quality service to all Papua New Guineans. Particular attention is given to those in rural areas of the country by the provision of real time services, accessibility all year around, continuous

improvement and customer satisfaction and user friendly or customer contribution in co-production of services suited to their unique needs.

Ensuring that national minimum service standards are delivered at all levels of Government is an important legislative requirement of the National Service Delivery Policy Framework, outlined in the National Planning and Responsibility Act 2016 and the Organic Law on Provincial and Local Level Government (OLPLLG).

The different levels of Minimum Service Standards (MSS) are to be readily available and easily accessed by every citizen at the national, provincial and district levels, including the LLGs and wards. The full list of declared MSS are provided in Table 1 of Part C of MTDP IV.

1.3.5

Monitoring and Evaluation Framework

Measuring the performance of service delivery at the National, Provincial and District level requires an efficient and effective Monitoring and Evaluation Framework (MEF). This is a legal requirement under the Monitoring and Evaluation Policy Framework (MEF) of the Planning and Monitoring Responsibility Act 2016. The MTDP MEF aims to achieve two (2) things:

- 1) Monitoring by tracking and reporting on the implementation of the MTDP, sector policies and plans and the Investment programs and projects funded through the Capital Investment Budget, including the Development Partners' programs and projects implemented through the sectors against their initial design and ensuring there is value for money, and "return on investment" on all public investments; and
- 2) Measuring the impact of the programs implemented under the MTDP IV and against the identified development indicators.

In the MTDP IV, each Strategic Priority Area (SPA) has Deliberate Intervention Programs (DIPs) that the responsible implementing agency of the Government is expected to deliver. On an annual basis leading up to the end of the MTDP period, these outcome indicators will be assessed to measure the effectiveness of the implementation of the MTDP IV. This measure of assessment will also be used to track the country's performance on its commitments to the UN Sustainable Development Goals (SDGs).

Monitoring and Evaluation is an important compliance and scrutiny requirement of Government to ensure that the implementing agencies of government (National, Provincial or District levels) have appropriate governance structures, data collection and collation, and reporting mechanisms to ensure the public investment are delivered on time and on budget to achieve the targeted development outcome.

1.3.6

Development Cooperation Framework/Partnership Framework

Forging strategic development partnerships is important for the Government to deliver on MTDP IV. The Development Cooperation Partnership Policy Framework is a legislative requirement under the Planning and Monitoring Responsibility Act 2016 that provides the platform for the Government and its Development Partners (DPs) to collaborate effectively in the delivery of mutually agreed grants and loans investments. The DCP Framework provides guidance for DPs to engage with the government in the preparation and alignment of their respective Country Partnership Strategies and Programmes towards complementing the GoPNG development initiatives expressed in the MTDP IV and the Vision 2050.

The Government will also prepare its next Development Cooperation Policy 2023-2027, consistent with the MTDP IV so that all stakeholders are working in tandem in delivering the priorities of the Government. This includes the global commitments made by Development Partners and the Government of PNG such as the Paris Declaration, Accra Agenda for Action and other international commitments on Aid and Development Effectiveness.



NVS HOA, Program Director and Staff at Sydney during the partnership meeting with Australia Community First Development, Sydney, Australia, 2018

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Chapter 2: Development Status of the Sector



2.1

Sector Profile Details

Volunteerism and the Global Goals

World Leaders at the UN Sustainable Development Summit adopted a set of Sustainable Development Goals (SDGs) also known as the Global Goals to end poverty, fight inequality and injustice and tackle climate change by 2030 in September 2015. These Global Goals are universal, inclusive and signal a bold commitment to people and planet.

The 2030 Agenda for Sustainable Development explicitly recognizes volunteer groups as stakeholders to achieve the 17 Sustainable Development Goals (SDGs)⁵.

Volunteers can facilitate the long-term attitudinal and behavioral changes called for by many Sustainable Development Goals by changing mindsets and raising awareness or championing those changes and inspiring others.

Volunteerism: Important Vehicle for Sustainable Development

The establishment of the National Volunteer Service (NVS) was a strategic response to the critical shortage of skilled labour within the public services delivery arms of the national departments and sector agencies. This shortage, which hindered efficient service delivery, underscored the need for innovative solutions. The NVS was conceived to bridge this gap and enhance service accessibility, particularly in remote and often inaccessible communities across PNG.

The primary role of NVS is to actively engage in the process of nation-building with its special focus on community-level development. It achieves this by deploying skilled and qualified volunteers to deliver essential services. In doing so, the NVS instills the values of “sacrifice and service” among our volunteers, who willingly contribute their labour and skills to community development projects, often without charge or at a minimum cost.

The National Volunteer Service (NVS) is not merely a response to labour shortages or a facilitator of service delivery; it is a driving force in the journey of nation building. Through its dedicated volunteers and collaborative partnerships, it empowers communities, instills a sense of service, and provides critical labour and skills employment.

⁵ This recognition strongly emerged from an extensive consultation process led by the United Nations, which has involved over 8 million people and was summarized by the UN General Secretary in his Synthesis Report on the post 2015 Agenda, The Road to Dignity 2030, UNV, 2020

Finally, NVS stands as a beacon of hope in the battle against unemployment, with the potential to unlock numerous opportunities for our citizens against unemployment and the nation as a whole.

The NVS goes beyond service delivery. It promotes and supports citizen participation through inclusive and sustainable people-centered development program initiatives and in strategic collaborative partnerships at all levels of government. The collaborative role NVS plays is pivotal in advancing and developing PNG towards achieving meaningful human development progress.

Beyond its core functions of recruitment, training and placement of volunteers for service delivery, NVS holds immense potential in addressing PNG's high unemployment rate.

The substantial number of annual applications to become a volunteer highlights the enthusiasm of our citizens to engage in meaningful work. By expanding our scope and

NVS's Current Development Status

The Government, in acknowledging the continuous demand for volunteers hence NVS's potential in service delivery, has progressively increased the Agency's volunteer engagement and placement targets from 500 in 2023 to 900 in 2026 and with a total placement of 2,900 volunteers by the timeframe of its NVSSDP (2027). This has been captured in Table 2: Key Result Area (KRA) and Key Performance Indicators (KPIs) of its Logical Framework subsumed under Chapter 3 of this Sub-Sector Development Plan.

NVS and its volunteers are already expanding the space in service delivery by letting people and communities participate in their own growth, build their resilience, enhance their knowledge base through community capacity building and gain a sense of responsibility for their own community development.

People growing together for inclusive and sustainable development can be achieved through social cohesion and trust, which is strengthened through individual and collective volunteer action leading to sustainable outcomes for people by people. The future we envision for ourselves and the development outcomes of the MTDP IV and the 2030 Agenda can be achieved by engaging these increased number of volunteer placement targets at the local community level.

Greater coordination of international volunteer organizations in PNG

With the GoPNG's recognition of the international volunteers as active partners with the national volunteers in complementing skills gaps required in specialized fields in remote areas, it is inevitable for NVS to undergo the necessary legislative reform to give effect to its policy (NPPV) objectives. The NPPV priorities need to be enforced by revising the existing NVS Act 1990 to ensure greater policy, institutional and structural reforms towards the achievement of the desired development outcomes.

With the enabling legislation, policy, structure and systems in place, NVS can perform its regulatory function within a Secretariat as the only recognized national government

organization in the country mandated to carry out service delivery through the mechanism of volunteerism.

The need for regulating International Volunteer Organizations in the country especially for the reporting of vital development outcome and impact indicator statistics and data, will involve a collaborative working relationship with the Department of National Planning and Monitoring (DNPM) under the Development Cooperation Policy and/or Partnership Framework.

2.2

Expenditure Trend

The NVS like other Regulatory Statutory Authorities (RSA) of the GoPNG receives an Annual Budget Appropriation through the Department of Treasury and Finance. The budgets are released as monthly Warrants for both the Recurrent and the Capital Investment Budgets (CIB) for development investment projects and programs.

NVS Act 1990 - Section 24: Funds of the Service.

- (2) The monies of the Service may be expended only–
- (a) In payment or discharge of expenses, obligations and liabilities of the Service; and
 - (b) In payment of the remuneration and allowances of the members of the Council and of officers, employees and volunteer employees of the Service; and
 - (c) For such other purpose that is consistent with the functions of the Service and the Council and maybe determined after consultation with the Director.

Recurrent

The Goods and Services (G&S) component of the Recurrent Budget has been utilized by NVS to take care of its Volunteers monthly living allowances.

NVS understands the prevailing challenges of financial resource scarcity; however, given Prime Minister Hon. James Marape's Directive on the increase number of Volunteer placements as stipulated in NEC Decision 293/2018, the Agency is hard pressed financially. This stems from its accentuated commitment and dedication to reaching 100 Volunteers by 2023 and enhancing its impact. An increase in the Goods and Services vote under the Recurrent Budget would be a step in the right direction in ensuring the proper welfare management of its invaluable volunteers.

NVS started its Batch 18 in 2019 with a total recruitment of 37 volunteers for placements. However, by the end of the placement year of 2021 and due to factors such as bridge of volunteer contracts hence terminated, there were only 26 volunteers that completed the placement timeframe of two (2) years. The retention rate for Batch 18 Recurrent volunteers was 70.27%.

Table 2.2.1 Goods and Services Recurrent Budget for Batch 18 Volunteer Living Allowance

Batch 19	No. of Volunteers	Timeframe (2 yrs)	Allowances	Total
Recurrent Volunteers	37	2019 Apr – Dec (9 months)	K1,000 x 37 x 9	K333, 000.
	30	2020 Jan – Dec (12 months)	K1,000 x 30 x 12	K360, 000.
	26	2021 Jan – Apr (4 months)	K1,000 x 26 x 10	K260, 000.
TOTAL JPP Volunteers	1	2019 Apr – Dec (9 months)	K1,000 x 1 x 9	K9, 000.
	1	2020 Jan – Dec (12 months)	K1,000 x 1 x 12	K12, 000.
	0	2021 Jan – Apr (4 months)	K1,000 x 1 x 4	K4, 000.
Total				K978,000.00

Source: NVS Finance Report

TOTAL Energies Batch 18 Joint Partnership Program (JPP) Volunteers began their placements also in 2019 but the Pre-Service Orientation (PSO) was conducted a few months later. The contractual years were completed and term further extended to 2022. However, this extended placement was not properly concluded and the Volunteer Contract was terminated.

Public Investment Programs (PIP)

The Volunteer Housing Project and the Data Integrated System are the first projects to be funded under the PIP in 2019. The current PIP Investment Program major components include the Volunteer Transit and Meeting Haus, Information, Communication and Technology (ICT) for Volunteer Information/Data Management System and Volunteer Capacity Building.

Table 2.2.2 NVS PIP Actual Appropriations: 2028 - 2022

No	Investment Program Components	Actual Appropriations					Total (K'000)
		2018 (K'000)	2019 (K'000)	2020 (K'000)	2021 (K'000)	2022 (K'000)	
1	Volunteer Transit & Meeting Haus	Nil	300,000	600,000	600,000	6,000,000	2,100,000
2	Volunteer Information Mgt. System	Nil	200,000	300,000	300,000	0.0	800,000
3	Volunteer Capacity Building	Nil	-	100,000	100,000	4,000,000	600,000
Total		Nil	500,000	1,000,000	1,000,000	10,000,000	12,500,000

Source: NVS Financial Records

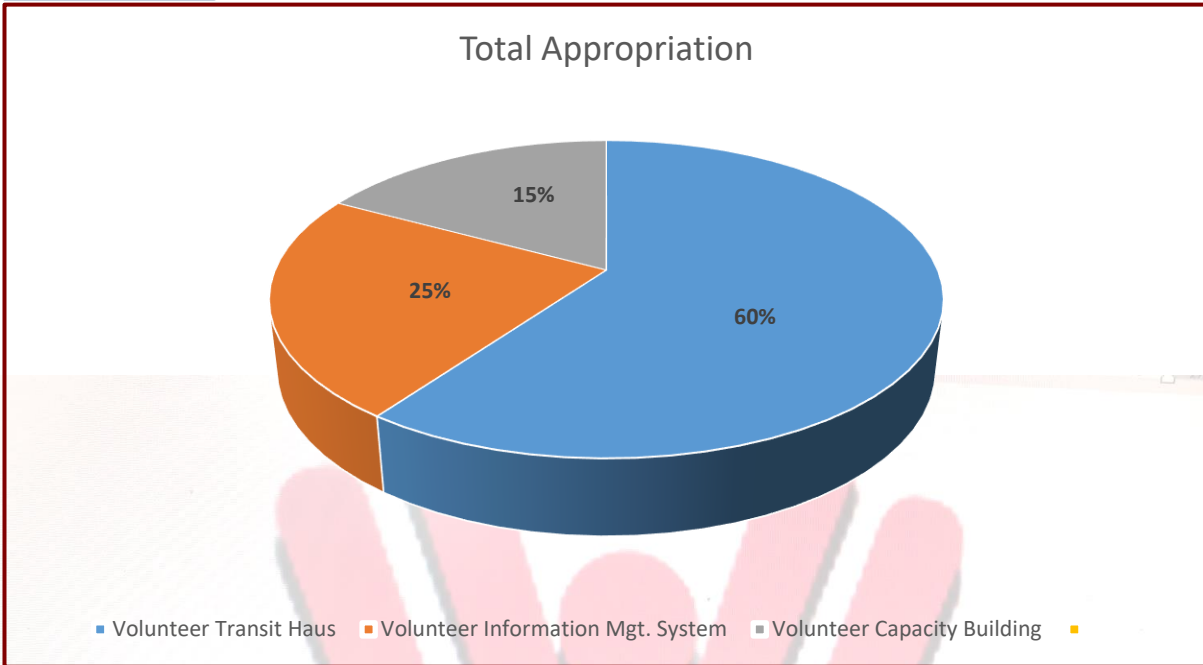
According to the NVS Financial Records, the PIP Investment component that has the highest percentage of the budget allocation is the Volunteer Transit and Meeting Haus with a total appropriation of K2, 000,000.00 that translates to 60% of total finding received by the Agency in the last five (5) years.

Volunteer Database/Information Management System PIP Investment component follows this with a total appropriation of K600, 000.00. That is about 25% of total funding. It is duly noted and recorded that there was no funding appropriation for this component in the fiscal year of 2021.

Volunteer Capacity Building takes up about 15% of the total PIP Investment program component funding which is K600, 000.00.

Figure 2.2.1

PIP Investment Program Components Total Appropriation



Batch 18 Volunteers, Pre-Service Orientation (PSO), Okari, Lae, Morobe Province, 2019

2.3

Revenue Generated

The National Volunteer Service (NVS) was established by an Act of Parliament as a service delivery Agency (as its name suggests) hence, it generates revenue neither for itself as an organization nor for the Government.

NVS Act 1990 - Section 24: Funds of the Service.

The funds of the Service consist of–

- (a) All monies appropriated by this Act for the purpose of carrying out or giving effect to this Act; and
- (b) All monies received by the Service by way of grants and subscriptions; and
- (c) All monies received by the Service for services provided by the Service; and
- (d) All other monies received by the Service in the exercise and performance of its powers, functions and duties.

The functions of the NVS are;

- (a) To promote a spirit of sacrifice and service; and
- (b) To participate generally in the economic development of Papua New Guinea; and
- (c) To provide labour and skills to the community for development projects either free of charge or at a much reduced labour cost; and
- (d) To encourage and participate in the development of economic activity at the village and community levels; and
- (e) To provide a means for its employees to educate and train others for the better development of Papua New Guinea; and
- (f) To provide a means for its employees to demonstrate a commitment to the advancement of the development of Papua New Guinea; and
- (g) To co-operate and work with agencies of the State and Provincial Governments in the achievement of their plans and purposes; and
- (h) To work with other voluntary agencies whose goal is the development of the people of Papua New Guinea; and
- (i) To co-operate with and assist institutions having similar functions, in countries outside Papua New Guinea, in the spirit of solidarity to achieve humanitarian objectives of those countries; and
- (j) Generally to do such supplementary, incidental or consequential acts and things as are necessary or convenient for carrying out its functions.

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2.4

Strategic Partnerships

In achieving its expected annual targets and outcomes, NVS has embarked on exploring and establishing new and strategic partnership arrangements with the National Sector Agencies of the government, Provincial and Local Level Governments, District Development Authorities and Administrations at the sub-national level as well as other Development Partners (DPs).

In identifying NVS's partners through the stakeholders' analysis, strategic partners have been drawn from a larger pool of stakeholders. However, they differ in that these partners have the highest number of volunteer placements, requests for volunteers and they represent a smaller pool of public and private institutions that need to be directly engaged in the planning and implementation of the NVSSDP.

Over the timeframe of the NVSSDP, investment programs and projects, the context in which they take place and/or the partnerships themselves will evolve. Thus, it is important to revisit NVS's partnerships and stakeholder analysis at various points in the planning and implementation process to ensure all key partners are involved and engaged and that it is clear to all involved what is expected of each partner.

NVS utilizes its Joint Partnership Program (JPP) to enhance its partnerships with the private sector and its development partners. In that way, NVS's partners are not burdened but are given the opportunity to be a part of a rewarding and fulfilling engaging experience with the communities outside of their main business domains, fulfilling their corporate citizenship charters.

With the introduction of the National Compulsory Service (NCS) Policy⁶ and its engagement of youths in nation building, the principles of volunteerism can be designed and tailored as one of the main training components for youths to be fully immersed in during the 6 -12 months of training that they undergo.

Volunteering skills can be subsumed under Civic Actions preparing the youths to be physically, mentally, spiritually and socially prepared to live a self- fulfilling and purposeful life in the society as indicated by the NCS Policy Concept.

Under Strategic Priority Area (SPA) 11: Population, Youth and Women Empowerment, and especially Deliberate Intervention Program (DIP) 11.2 Youth Development and Labour Mobility, the Government has captured as part of the Key Performance Indicator (KPI) in the achievement of Key Result Area (KRA) 3, 36,000 youths to be engaged in the National Volunteer Service (NVS) annually.

⁶NCS Policy is to engage youths (cohort 2: 19 – 24 years old) in nation building. The concept is to enroll every student that completes year 12 in compulsory national service training for a minimum of 6-12 months before they advance into tertiary education, join the workforce or engage in private lives. The training will be designed and tailored to meet minimum standards of discipline, civic actions, trade skills and other relevant development training to fully immerse youths to be physically, mentally, spiritually and socially prepared to live a self-fulfilling and purposeful life in the society.

Table 2.4.1 Strategic Partnerships

SPA	SPA 1: Strategic Economic Investment	
DIP	DIP 1.1 Commercial Agriculture & Livestock Development, DIP 1.1.2, Coffee, DIP 1.1.3 Cocoa, DIP 1.1.7 Rice	
Description	Focus is on making available volunteers in agriculture which is the primary economic activity that provides livelihoods for over 80% of the rural population	
Investments	1.	Supply of improved planting materials & provision of extension services to smallholder farmers of the NVS's Volunteers Partner Organizations to improve productivity and production
	2.	Facilitating transportation of produce to markets – National Freight Subsidy Program
	3.	Better market prices through farmers that NVS Volunteers are working together with, benefiting from Commodity Price Support/Price Stabilization Program
	4.	Small Holder Farmers support through MSMEs whereby NVS Volunteers will undergo Training with SMEC to run MSME Training for their Small Holder Farmers in their placement communities.

SPA	SPA 3: Quality and Affordable Health Care	
DIP	DIP 3.1	Primary Health Care
	DIP 3.5	HIV/AIDS
Description	Focus is on making available key personals (professional volunteers) in strengthening the primary health care at the community level.	
	<ul style="list-style-type: none"> • The utilization of NVS Volunteers in advocacy and awareness on the preventative measures of HIV/AIDS • Community advocacy program and data collection for the condom distribution program on the safe sex practice • Basic counselling & testing to be carried out by the NVS CHWs and • Empowering Women and girls living with HIV/AIDS through economic activities at the community levels where NVS Volunteers are placed. 	
Investments	1.	On the job up-skilling of the NVS CHW Volunteers
	2.	HIV/AIDS Capacity Building Support Program
	3.	Training of NVS Volunteers to conduct advocacy and awareness on the preventative measures of HIV/AIDS and basic counselling
	4.	NVS Staff (Social Workers) to undergo the same training as Volunteers in conducting advocacy and awareness on the preventative measures of HIV/AIDS and basic counselling

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SPA	SPA 4: Quality Education and Skilled Human Capital	
DIP	DIP 4.1	Early Childhood Education (ECE)
	DIP 4.5	Quality Training and Accreditation
Description	Focus is on making available Early Childhood Teachers in line with the Government's prioritized roll out of early childhood learning in communities for National Literature and Numeracy Assessment and the provision of Adult Literacy Teachers	
	Focus is on improving teacher to student ration and raised qualifications of teachers for both Early Childhood Education and Adult Literacy.	
Investments	1	Early Childhood Education Development Program (ECED)
	2.	Quality Teacher Training and Development – for NVS ECE Teachers to undergo training to raise qualification recognized by NDoE

SPA	SPA 11: Population, Youth and Women Empowerment	
DIP	DIP 11.2	Youth Empowerment and Labour Mobility
	DIP 11.4	Women Empowerment
	DIP 11.5	Family and Social Protection
Description	Focus is on the increase in youth participation in National Volunteer and Civic Services and the National Compulsory Service (NCS). Creating access to civic engagements, job placements and graduate schemes.	
	State agency (NVS) implementation of the GESI Policy	
	Disability and Social Protection Program – for NVS Staff and Volunteers to undergo Child Protection Training to become Child Protection Officers (CPOs)	
Investments	1	National Compulsory Service
	2.	Gender Based Violence (GBV) and Sorcery Accusations Related Violence (SARV)
	3.	Disability and Social Protection Program

Youth Mobilization and Volunteerism



Six hundred (600) youths of Esa'ala District engaged in the clearing and upgrade of the Miyadeba Airstrip, working closely with the civil engineers, Esa'ala District, Milne Bay Province, 2020

Draft

The progressive improvements of NVS's key indicators in the increase of its Capital Investment Budget Annual Appropriation for capacity building and the current Key Performance Indicator (KPI) targets are indicative of greater potential and innovative approaches for the Government to enhance service delivery through the NVS Volunteer Intervention Programs/Projects. With these potential opportunities comes also with a multiplicity of challenges and /or constraints encountered that impede the formulation and the full potential of the implementation of the NVSSDP for the timeframe of the plan. These include but are not limited to:

- I. Lack of Baseline Data; and
- II. Prudent Financial Management and Fiscal Discipline; and (Non-Funding of the Organizational Restructure and fiscal discipline and
- III. Lack of human capital; and;
- IV. Lack of enforcement of effective governance systems and /or mechanisms in place to ensure that there is institutional accountability and consistent reporting of Government investments.; and
- V. Lack of Monitoring/Tracking/Reporting of the Investments Programs and Projects and the Volunteer Intervention Programs/Projects

2.5.1 The lack of accurate and reliable data.

NVS is fully aware of this on-going challenge across all sectors, agencies and levels of government. The Agency's management of its information and statistical systems are disintegrated with each division independently managing their own ad-hoc database system. As a result, it is difficult for the Corporate and Regulatory Services (CRS) Division, which houses Finance, and Volunteer Management Division (VMD) that manages the Volunteers to have reliable and accessible data available on the financial records of Volunteer Intervention Investment Programs and of the volunteer information/data management system respectively.

In addition, the absence of reliable volunteer intervention program/project data impacts on poor baseline information necessary for planning and monitoring.

It is highly recommended for an effective and efficient ongoing dialogue between NVS and the Department of National Planning and Monitoring (DNPM) for an effective national reporting system to track, monitor, and publish reports on the national volunteer intervention program outcomes and their contribution towards the overall national development plans.

On a positive front, support for the Public Investment Program (PIP) budgetary increased reallocation of K2.5 million in 2022 for 2023 fiscal year is a step in the right direction. This is significant in that the National Volunteer Service will now work towards putting in place its ICT Infrastructure in the soon to be acquired proper office space, purchase and procurement of hardware and software devices, Network and

System Configuration and the installation of its Management Information system (MIS) and Integrated Volunteer Information/Data Management System.

Furthermore, NVS Officers have received Statistical Operations and Procedures (SOAP) training as a result of the resolution of the PNGSDS High level Meeting in 2022. This will greatly help in the overall operations and management of its statistics with respect to the volunteer intervention program outcome indicators.

2.5.2 Fiscal discipline.

Despite the increases in both the Recurrent and the Capital Investment Budget allocations from 2019 to 2022, NVS still faced stiff challenges in the application of fiscal discipline in sticking to the planned and prioritized items as opposed to prioritizing the funding of mis-aligned programs and projects to prudently manage its finances. Growing of NVS’s ability to manage and mitigate the various financial limitations and constraints is inevitable. The lack thereof will lead to underperformance in its core program – Volunteer Intervention Programs.

2.5.3 Lack of human capital

The lack of human capital is attributed to the non-funding of the Department of Personnel Management (DPM) SCMC approved and sanctioned NVS Organizational Restructure of November 2022. The current staff on strength (SOS) of eighteen (18) is lacking sufficiency to say the least. The approval of the justified financial requirements proposed in the submitted Recurrent Budget for the operational year 2024 will most certainly address and therefore transform NVS staffing shortage, capacity, and capabilities, and better position the organization in meeting the increasing demand in Volunteer management and placement.

2.5.4 Lack of enforcement of the governance systems.

In ensuring good governance systems are in place for efficient management of the Public Investment Programs (PIP), the transparency of reporting of the Agency’s performance against the NVSSDP key result areas, strategies, targets and indicators and public accountability, the need arises for the operationalization of the same. This can be realized under the following key components.

Table 2.5.4 Governance Mechanisms Key Components

No.	Description
2.5.4 a	A high level identification of NVS’s main cross-functional business Processes (strict adherence to the PIP Guidelines that minimizes last minute or 11 th hour pushing for funding of mis-aligned projects and hijacking of projects as per wishes of the political head and governing body)
2.5.4 a	Clarity on its Sector Development Goal that framed the definition of its Key Performance Indicators (KPIs) & Key Result Areas (KRAs) in its log-frame
2.5.4 a	Accountability and ownership for the management of its business processes, combined with the appropriate and balanced empowerment, control and guidelines.
2.5.4 a	Management of the knowledge about processes to achieve the necessary transparency enabling well informed decisions and related actions
2.5.4 a	Well alignment of its NVSSDP to the MTDP IV SPAs and DIPs for PIP funding through the

	CIB and towards achieving the overall National Development Outcomes
2.5.4 a	Having a set of well-defined implementable and achievable set of investment program and implementing strategic priorities focused on what matters most for the organization

2.5.5 Lack of Monitoring/Tracking/Reporting of the Investments and Volunteer Intervention Programs and Projects

Policy/Development Plan Monitoring and Evaluation (PME)

NVS is required to submit its SSDP quarterly reports to DNPM, which will be used to provide regular MTDP progress reports to the Central Agencies Coordinating Committee (CACC) and the National Executive Council (NEC). The Program/Project progress reports are against planned targets – Outputs/Outcomes and Actual Expenditure,

Physical Monitoring aspect of whether Investment program/project activities have taken place as planned or are in line with planned activities and outputs and particularly the volunteer projects quarter monitoring site visits are very much lacking as far as NVS is concerned. There is need for a lot of improvement in this area going forward.

Financial Monitoring of whether budgets have been released and spent in line with allocations and the immediate results contributing to the desired SSDP results is another grey area to say the least that needs a complete overhaul in terms of the governance systems and mechanisms. For the Agency to maintain its consistent PIP Budgetary increments, PIP Monitoring (Value for Money Monitoring) and Policy Outcome Monitoring (Indicator Based Monitoring), strict adherence to Guidelines and process is necessary.



Picture collage of Goodenough Cocoa Farmers, Goodenough Island, Normanby, Esa'ala District, MBP

Chapter 3: Strategic Alignment to the MTDP IV

3.1

Objectives of the Plan



3.1.1 Introduction

The alignment of investment programs and projects towards achieving the national outcomes continues to be a challenge as per the MTDP III Review. This consequently calls for prioritization and strengthening of a greater alignment of Sectoral, Provincial, District and Development Partners' alignment of their respective development plans to the MTDP IV.

In accordance with the legislative requirement of the PMR Act, all stakeholders are to align their development plans and strategies in their respective sectors to the Vision 2050, DSP 2010-2030 and the rolling five-year MTDPs all of which provide the framework for alignment.

NVS appreciates the significance of streamlining of the sectors, provinces and districts' respective development plans and programs to higher level policies and goals such as the MTDP IV 2023-2027, PNG-Strategic Development Plan 2010-2030 (PNG-DSP) and Vision 2050.

3.1.2 Linkages to National and Global Agendas and Strategies: Development Planning and Volunteerism

In 1985, the UN General Assembly passed a resolution to give recognition to the work of volunteers around the world for their contribution in driving economic and social development. It urged Governments to heighten awareness of volunteerism with the intention to encourage more people in all occupations to offer their services as volunteers both at the international and domestic fronts. PNG ratified the Treaty to become a member to the pact. As a member state to the UN General Assembly and signatory to the UN Declaration on Human Rights, the Government sanctioned the establishment of the Office of the National Volunteer Service of PNG through an Act of Parliament in 1990 to give effect to this Resolution.

PNG is also a signatory to several other international conventions and treaties, including the Sustainable Development Goals (SDGs). PNG has an obligation to take action and regularly report to the UN General Assembly. The country's reputation is at stake with the achievement of Agenda 2030 and the SDGs.

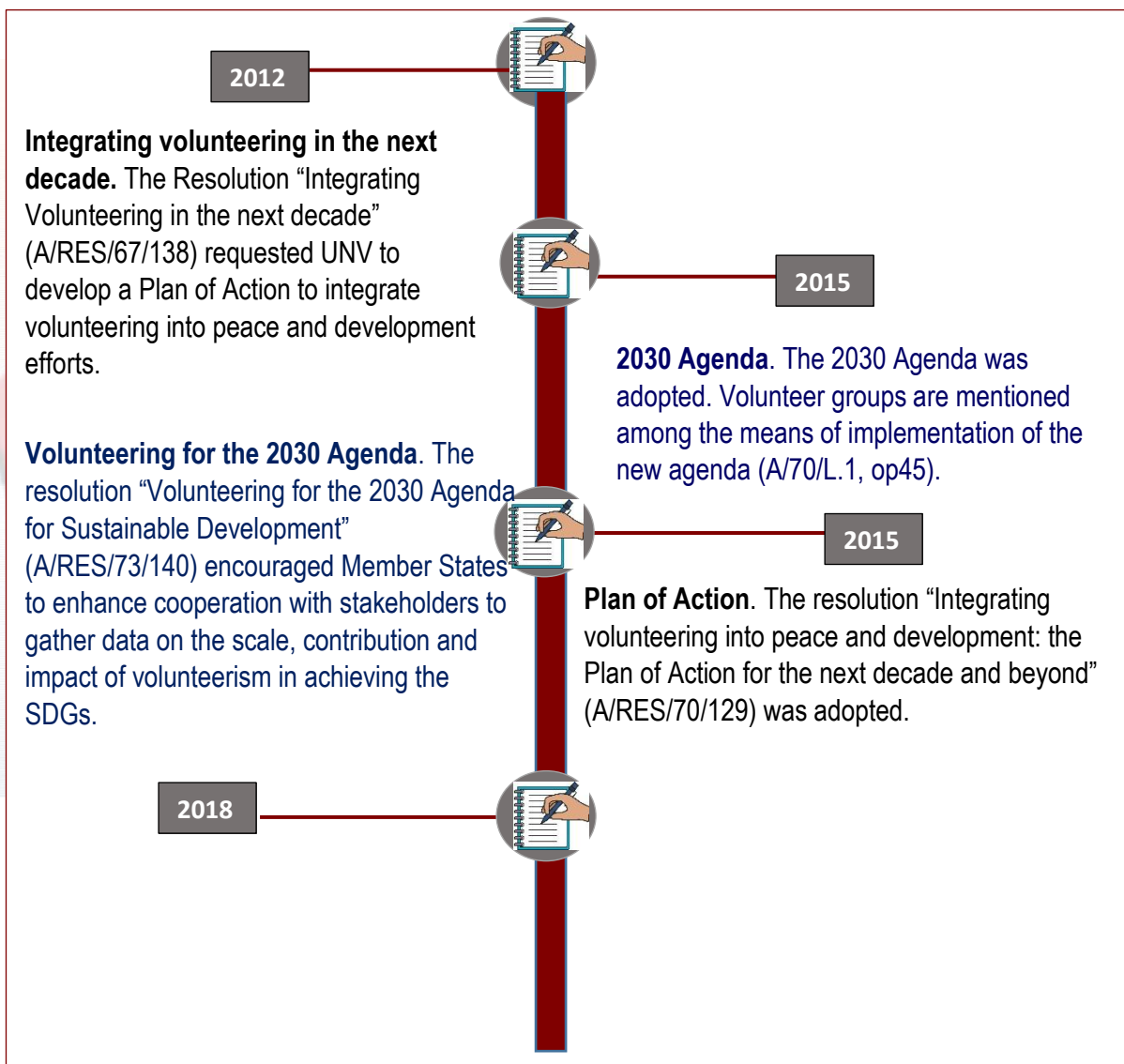
The NVSSDP is strategically aligned to the National Constitution's Five Goals and Directive Principles, Vision 2050 Pillars, Development Strategic Plan 2010-2030 (PNG-DSP) Objectives and the 17 localized Global Agenda on Sustainable Development Goals, all of which provide a long-term vision and goals for national development.



Furthermore, it is aligned to the Strategic Priority Areas (SPAs) and implemented within the five-year cycle of the MTDP IV (2023 – 2027) as required under the National Planning Framework (NPF). Specific deliberate interventions are undertaken under Deliberate Intervention Program (DIP) 12.5: National Volunteer Service to ensure there is maximum outcome to achieve the MTDP IV development indicators. It is important to note that resources will only be mobilized through these aligned development plans and guided by the Public Investment Program (PIP) Guidelines.

The NVSSDP also compliments the Provincial (Level 5), Districts (Level 4) and Ward (Level 1) Development Plans, supporting the Minimum Service Standards (MSS).

Figure 3.1.1 Key United Nations General Assembly resolutions mentioning volunteering ⁷



⁷<http://www.unv.org/news/resolution-volunteering-2030-agenda-sustainable-development-formally-adopted-un-general>

Table 3.1.1 to 3.1.4 shows the alignment of NVSSDP's Key Performance Indicators to the UN SDGs, the seven pillars of PNG Vision 2050, the seven Objectives of the Development Strategic Plan 2030 and the 12 Strategic Priority Areas (SPAs) of the MTDP IV respectively.

Table 3.1.2a Linkages to the Sustainable Development Goals (SDG's)

#	National Volunteer Service's Indicators	UN-Sustainable Development Goals
1	Number of Papua New Guineans registered by category and participating in volunteer placements	Goals 1, 2, 3, 4, 5, 6, 8, 9, 10, 11, 16 & 17
2	Number of International Volunteers registered by category and participating in volunteer placements (NOTE: decrease over time)	Goals 1, 2, 3, 4, 5, 6, 8, 9, 10, 11, 16 & 17
3	Number of districts engaging volunteer services	Goals 1 - 17
4	Number of Youth Engaged in the National Volunteer Service (NVS)	Goals 1 - 17

Table 3.1.2b Linkages to PNG Vision 2050 Pillars

#	National Volunteer Service's Indicators	PNG-Vision 2050 Pillars
1	Number of Papua New Guineans registered by category and participating in volunteer placements	Pillars 1, 2, 3, 6 and 7
2	Number of International Volunteers registered by category and participating in volunteer placements (NOTE: decrease over time)	Pillars 1, 2, 3, 6 and 7
3	Number of districts engaging volunteer services	Pillars 1 -7
4	Number of Youth Volunteers	Pillars 1, 2, 3, 6 and 7 but especially Pillar 1

Table 3.1.2c Linkages to the PNG-Development Strategic Plan 2030 Objectives

#	National Volunteer Service's Indicators	PNG-Development Strategic Plan (DSP) Objectives
1	Number of Papua New Guineans registered by category and participating in volunteer placements	Objectives 1 - 4, 6 & 7
2	Number of International Volunteers registered by category and participating in volunteer placements (NOTE: decrease over time)	Objectives 1 -7
3	Number of districts engaging volunteer services	Objectives 1 - 4, 6 & 7
4	Number of Youth Volunteers	Objectives 1 - 4, 6 & 7

Table 3.1.2d Linkages to the MTDP IV 2027 Strategic Priority Areas (SPAs)

#	National Volunteer Service's Indicators	MTDP Strategic Priority Areas (SPAs)
1	Number of Papua New Guineans registered by category and participating in volunteer placements	SPAs 1, 3 – 5, 8 - 12
2	Number of International Volunteers registered by category and participating in volunteer placements (NOTE: decrease over time)	SPAs 1 - 12
3	Number of districts engaging volunteer services	SPAs 1 – 12
4	Number of Youth Volunteers	SPAs 1 – 5, and 8 – 12, but especially SPA 11

3.1.3 Strategic Priority Areas (SPAs)

The Development Priorities of Government are aimed at achieving the above goals and targets.

The MTDP IV identifies and provides 12 Strategic Priority Areas (SPAs) as the strategic key pillars that reflect the national development goals, objectives and aspirations of Vision 2050. It will also guide all stakeholders, including Development Partners to align to MTDP IV to which government investments will be allocated so there is synchronization and better coordination of development efforts.

All the development programs and projects initiated and financed through the National Budget and implemented by respective sector agencies including the Sub-National Governments and Administrations in the Provinces and Districts as well as the Development Partners are classified into these twelve (12) SPAs as part of a “whole of nation” approach to development in the country.

This is consistent with the Prime Minister and Government’s declaration to transforming the country through deliberate interventions programs.

The alignment of the NVS Strategic Priority Areas (SPAs) and the Deliberate Intervention Programs (DIPs) ensures that results achieved at the sub-national levels, especially NVS Volunteers’ Intervention Programs/Projects at the Ward and Community levels will subsequently contribute to the high-level national development outcomes. These are ultimately in line with the District, Provincial and National indicators and targets that are outlined in the MTDP IV 2023-2027.

3.1.4 Goal: Forging Strategic Partnerships for greater development results

Objective 1: Increased Engagement of Volunteers

The current disproportion gap between the volunteers' expressions of interest (EOIs) and the actual placements is still enormous. The current year's total number of volunteers placed in selected host organizations within communities is 85. This comprised of 30 Morobe Volunteers and 55 Southern Region Volunteers for both Recurrent and Joint Partnership Volunteer Programs. The other three (3) Regions Volunteers totaling 45 are yet to be inducted and placed. The priority placements are captured in the Strategic Priority Areas (SPAs) and Deliberate Intervention Programs (DIPs) Logical Framework.

Objective 2: Improved Strategic Partnerships

The continuous demand for volunteers indicating NVS's potential in service delivery has gotten the Government to progressively increase the Agency's volunteer engagement and placement targets from 500 in 2023 to 900 in 2026 and with a total placement of 2,900 volunteers by the timeframe of its NVSSDP (2027).

In achieving its expected annual targets and outcomes, on-going promotion of partnerships is encouraged through increased but strategic awareness, advocacy and marketing. NVS has embarked on exploring and establishing new and strategic partnership arrangements with national sector agencies of the government, Provincial and Local Level Governments, District Development Authorities and Administrations at the sub-national level as well as other development partners.

Objective 3: Community based initiatives promoted and supported

NVS Volunteers help to extend the reach of the GoPNG in community oriented development program/project initiatives. These volunteers, when properly supported, can facilitate access to health, education and many other areas to some of our country's most poorest, marginalized or most vulnerable communities ensuring no-one is left behind.

Volunteerism makes a distinct contribution to sustainable development. By being embedded with communities, NVS Volunteers build strong, reciprocal personal and working relationships. The people they work alongside with, usually the communities they themselves come from have a mutual understanding of each other's experience, skills and networks and can come up with solutions that are community based and led initiatives and are locally owned. This means that the hard work that the volunteers put in can continue to have an impact and be sustained after the placed NVS Volunteer's contract ceases.



Objective 4: Enhancing Basic Services via Volunteerism

Meeting the basic human needs should be a fundamental priority of any Government for its people with poverty reduction and eradication as an ultimate goal. Central to realizing this objective is inclusive, sustainable people centered development that ensures no one goes without access to basic quality health and education services, which are basic human rights and form the foundations of well-being.

Without improvements in the capacity of Government institutions to deliver basic but essential services, the effective implementation of its development agenda, no matter how ambitious or transformational, will remain limited. Addressing the Minimum Service Standards is therefore of utmost importance and equally critical.

NVS and its Volunteers, when well facilitated, can be a particularly effective mechanism to foster support and compliment the Government's provision of essential services across a number of sectors.

NVS Volunteer Intervention programs provide opportunities for wider participation in development processes, often including the otherwise marginalized and excluded, which can positively influence the reach and qualitative outcomes of service delivery.

An increasing number of national sector agencies as well as the sub-national governments and administrations are increasingly becoming aware of, hence their need to collaborate with NVS and its volunteers in promoting social transformation through their ability to effect attitudinal and behavioral change. Our peoples' attitudes and behaviors are development barriers that often stand in the way of access to basic services for all. These barriers can be strategically overcome through the NVS Volunteer Interventions.



Central Province Volunteers at the Pre- Service Orientation (PSO) of NVS Batch 19 Volunteers, Goldie Barracks, Port Moresby, 2023

Draft

Chapter 3:

Strategic Alignment to the MTDP IV



NVS LOG FRAME

SPA 12: Strategic Partnerships

Goal: Forging Strategic Partnerships for greater development results

AGENCY: National Volunteer Service (NVS)

Table 1 INVESTMENTS

DIP Link	MTDP IV Investment Programs	Sector Aligned Investment Programs/Projects	Implementing Agency	Location	MTDP IV Funding Estimates (K'mill)					Total Cost (K'mill)	Funding Sources
					2023	2024	2025	2026	2027		
DIP 12.5	National Volunteer Intervention Program	1	NVS	Districts	7.0	7.0	7.0	7.0	7.0	35.0	GoPNG/SIPs
		2	NVS	Provincial	0.5	6.0	6.5	7.0	7.5	27.5	GoPNG/DPs/SIPs
		3	NVS	National	2.5	2.0	1.5	1.0	0.5	7.5	GoPNG
TOTAL					10.0	3/15.0	15.0	15.0	15.0	70.0	

Table 2 KEY RESULT AREAS

No	Key Performance Indicators (KPIs)	2023	2024	2025	2026	2027	Responsible agency(ies)
		1	Number of Volunteer Meeting & Transit Haus established and operational	3	4	4	
2	Number of Partnership Arrangements with Districts to have Volunteer Intervention Programs rolled out	0	4	4	4	12	NVS

NATIONAL VOLUNTEER SUB - SECTOR DEVELOPMENT PLAN 2023 - 2027

No	Key Performance Indicators (KPIs)	2023	2024	2025	2026	2027	Responsible agency(ies)
3	Number of Papua New Guineans registered by category and participating in volunteer placements	500	700	800	900	2,900	NVS
4	Number of international Volunteers registered by category and participating in volunteer placements (Note: decrease over time)	60	50	40	30	20	NVS
5	Number of districts engaging volunteer services	20	20	20	20	18	NVS
6	Number of Joint Strategic Partnerships Established	4	10	12	14	40	NVS and its Strategic Partners
7	Standardized Training Manuals developed and rolled out for NVS Volunteers	-	2	2	2	6	NVS
8	Number of Capacity Building Training rolled out for NVS and its Volunteers	-	8	10	10	10	NVS and its Strategic Partners
9	Established Business Analytics System that captures Volunteer Management System (% operational)	30%	80%	100%	100%	100%	NVS
10	Improved consistency in the turnover of NVS Volunteers Reports (number of annual volunteer reports received, analysed and impact reported)		700	800	900	2,900	NVS
	Key Performance Indicators (KPIs)	2023	2024	2025	2026	2027	Responsible agency(ies)
11	Number of smallholder farmers (under the NVS Volunteers projects) supported through MSME Financing ('000s)	5	12	20	30	40	NVS, DAL, SMEC, DCI
12	Number of Farmers (under the NVS Volunteers projects) benefited from freight subsidies ('000s)	10	20	30	40	50	NVS, DAL, FPDA, DNPM
13	Number of farmers (under the NVS Volunteers projects) benefited from Price Stabilization Program ('000s)	10	20	30	40	50	NVS, DAL, All Commodity Boards
14	Number of coffee seedlings distributed under the NVS Volunteers projects (millions)	1.0	1.0	1.0	1.0	1.0	NVS, CIC
15	Number of registered coffee Cooperative Societies under the NVS Volunteers projects	N/A	8	15	22	30	NVS, CIC, DCI
16	Total volume of coffee transported to markets under freight subsidies under the NVS Volunteers projects	60	80	100	150	150	NVS, CIC
17	Number of cocoa seedlings distributed ('000) to NVS Volunteers Project farmers	10	12	14	17	20	NVS, PNGCB
18	Number of improved Cocoa Quality Combination Drier Roll-out for farmers under the NVS Volunteers projects	10	11	12	13	15	NVS, PNGCB
19	Number of cocoa MSMEs supported under the NVS Volunteers projects	5	7	9	10	31	NVS, PNGCB
20	Number of Cocoa Cooperatives supported under the NVS Volunteers projects	5	7	9	10	31	NVS, PNGCB
21	Number of small-scale rice farms established under the NVS Volunteers projects	1	1	1	1	4	NVS, DAL
22	Total hectares of land used for rice farming ('000s) - (NVS Volunteers projects)	0	1	2	3	4	NVS, DAL

NATIONAL VOLUNTEER SUB - SECTOR DEVELOPMENT PLAN 2023 - 2027

No	Key Performance Indicators (KPIs)	2023	2024	2025	2026	2027	Responsible agency(ies)
DIP 11.2	23 Number of youths engaged in the National Voluntary Services (NVS)	36,000	36,000	36,000	36,000	36,000	NYDA and NVS
	24 Number of volunteer civic engagements training components standardized & taught in NCS Training	2	2	2	2	2	NYDA and NVS
DIP 11.4	25 Percentage of victims of gender-based violence receiving counselling services from NVS Volunteers (%)	10	12	15	20	25	DfCDR, Police
	26 Implementing of GESI Policy in NVS (% implementation)	25	100	100	100	100	NVS , DPM
DIP 11.5	27 Number of NVS Staff and Volunteers trained as Child Protection Officers	-	2	3	4	5	NOCFS, NVS

Table 3 STRATEGIES

No	DIP 12.5 – National Volunteer Service (NVS)	Policy/Plan Reference
1	Restructure and modernize the National Volunteer Services (IFMS/Alesco /Online Banking 01/01/24 and new office space occupancy by 01/01/24	National Policy on National Volunteerism 2020-2025
2	Develop a Competency and Accreditation Framework to manage the NVS Profession	National Policy on National Volunteerism 2020-2025
3	Promote tripartite arrangements with local administrations, corporate citizens and NVS	National Policy on National Volunteerism 2020-2025
4	Review of policies and legislations to effect the NVS integration program	National Policy on National Volunteerism 2020-2025
5	Maintain the Recurrent Volunteer Engagements at 100 per year as per NEC Decision.	NVS - Sub Sector Development Plan 2023 - 2027
6	Subsume the balance of the indicated annual placement targets under the Joint Partnership Volunteers	NVS - Sub Sector Development Plan 2023 - 2027
7	Utilize the Kina for Kina financing of the programs and projects for the Joint Partnership Volunteers	MTDP IV 2-23 – 2-27
8	Develop the Joint Partnership (JPP) Guideline	National Policy on National Volunteerism 2020-2025
9	Multi-level partnerships IDAG/ PLLSMA	National Policy on National Volunteerism 2020-2025
10	Establish and operationalize PSC/PMU	National Policy on National Volunteerism 2020-2025
11	Introduce school and graduate program for development of professional volunteerism	National Policy on National Volunteerism 2020-2025
12	Mainstream NVS in the public service as a prerequisite into the public service employment	National Policy on National Volunteerism 2020-2025
13	Incorporate respective sector priority on supply of skilled/technical resource personnel in various plans (and budgets)	National Policy on National Volunteerism 2020-2025
14	Ongoing capacity building for volunteers	National Policy on National Volunteerism 2020-2025
15	To engage youths in the NVS through the National Compulsory Service (NCS) and civic engagements in nation building and volunteer services	National Policy on National Volunteerism 2020-2025, National Compulsory Service Policy, NYP 2020 - 2030
16	Development of in-house Training Manuals	National Policy on National Volunteerism 2020-2025
17	Conduct Standard Trainings for NTC Assessment and Certification	National Policy on National Volunteerism 2020-2025
18	Secure a physical space (proper office space)	National Policy on National Volunteerism 2020-2025
19	Fully staff and operationalize capacity of the ICT section	National Policy on National Volunteerism 2020-2025
20	Standardize and improve the Volunteer Reporting System	National Policy on National Volunteerism 2020-2025

NATIONAL VOLUNTEER SUB - SECTOR DEVELOPMENT PLAN 2023 - 2027

DIP 1.1 - Commercial Agriculture and Livestock Development	
21	Support extension services to farmers and Cooperative Societies to maintain quality value and supply chains
22	Support farmers and MSMEs by giving them access to financial capital and identify viable domestic and international markets
23	Establish a central data centre to coordinate and track progress of the volunteer agriculture sector for future planning purposes
24	Provide extension and training business support services to cooperative society and smallholder farmers (MSMEs, youth and women)
25	Promote value-adding products, access to coffee market and domestic consumption of coffee
26	Support cocoa extension programs for smallholder growers
27	Promote and support Downstream Processing Initiatives or Projects
28	Promote Cocoa Cooperative Societies
29	Improved Cocoa Quality – roll-out distribution of Combination Driers
30	Promote Cocoa MSMEs and group-based production and marketing systems
31	Adequately promote and market rice produce in PNG
32	Mobilisation of additional customary land for commercial rice production
33	Promote smallholder and cooperative societies in rice farming
DIP 11.2 – Youth Development and Labour Mobility/ DIP 11.4 – Women Empowerment	
DIP 11.5 Family and Social Protection	
34	Support youth in civic engagements and democratic participation process in schools, communities, institutions and society
35	Awareness of population management that incorporate gender issues throughout the country
36	Support and strengthen Meri Seif Haus initiatives
37	Training provided for NVS and its Volunteers to carry out awareness on GBV and as Child Protection Officers (CPOs)

Table 4

INDICATORS

Project Link	Indicator	Source	Baseline (2021)	Annual Targets				
				2023	2024	2025	2026	2027
1,2	Proportion of users of the facility (%)	NVS Annual SSDP Report	0	3	10	15	20	25
2	Percentage increase in number of registered volunteers participating in volunteer placements (%)	NVS Annual SSDP Report	N/A	-	40	14	13	67
2	Percentage increase in population registered and volunteering in institutions (by category - %)	NVS Annual SSDP Report	N/A	4	5	6	8	10

NATIONAL VOLUNTEER SUB - SECTOR DEVELOPMENT PLAN 2023 - 2027

Project Link	NVS Annual SSSDP Report	N/A	12	10	8	5	2	Annual Targets						
								2023	2024	2025	2026	2027		
2	Percentage of international volunteers participating in volunteer placements (%)	N/A												
2	Number of training manuals developed	N/A	0	2	2	2	6							
2	Number of trainings conducted	N/A	0	2	2	2	6							
2	Number of volunteers trained	N/A	500	700	800	900	2,900							
2	Number of different trainings conducted by stakeholders	N/A	-	9	10	11	30							
2,3	Number of Expression of Interest Applications registered (%)	N/A	3	10	15	20	25							
2	Proportion of volunteers placed (%)	N/A	4	5	6	8	10							
2,3	Number of Volunteer Project Reports Received monthly (%)	N/A	12	10	8	5	2							
	Source	Baseline (2021)												
1,2	Export volume ('000 tonnes)	N/A	61.332	100	200	300	384.000							
1,2	Export value (K'mil)	N/A	0.703	1.5	2.0	2.5	3							
1,2	Proportion of households (Smallholder farmers) involved in the coffee sector (%)	N/A	1,700	1,740	1,760	1,780	1,800							
1,2	Proportion of land used for coffee farming (ha)	N/A	20	60	100	150	200							
1,2	Total cocoa production volume (NVS Volunteers and their projects) ('000 tonnes)	N/A	200	220	240	260	282							
1,2	Total cocoa volume supplied to domestic markets ('000 tonnes)	N/A	13	14	15	16	17							
1,2	Total cocoa value supplied to domestic markets (K'mil)	N/A	0.338	0.364	0.390	0.416	0.442							
1,2	Number of registered Smallholder farmers involved in the cocoa sector (%)	N/A	1,800	1,800	1,850	1,900	2,000							
1,2	Proportion of land used for cocoa farming (ha)	N/A	298	298.5	299	299.5	300							
	DIP 11.2 – Youth Development and Labour Mobility/ DIP 11.4 – Women Empowerment/ DIP 11.5 Family and Social Protection													
1,2	Number of youths engaged in the National Volunteer Service(NVS)	N/A	36,000	50,000	80,000	120,000	150,000							
1,2	Percentage of victims of gender-based violence receiving counselling services from NVS Volunteers (%)	N/A	10	12	30	40	60							
1,2	Implementation of GESI Policy in NVS (% implementation)	N/A	25	100	100	100	100							
2	Proportion of NVS Staff and Volunteers trained as Child Protection Officers (%)	N/A	-	2	3	4	5							
	Executing Agencies	NVS and all its Executing Strategic Partners												
	Coordination Mechanism	MTDP IV Sector (SPA 12) Coordination Mechanism/Program Implementation and Coordination Mechanism												
	Lead Sector Agency	DNPM (oversight)												

Chapter 4: Financing and Implementation



4.1

Source of Financing

The NVS like other Regulatory Statutory Authorities (RSA) of the GoPNG receives an Annual Budget Appropriation through the Department of Treasury and Finance. The budgets are released as monthly Warrants for both the Recurrent and the Capital Investment Budgets (CIB).

The Strategic Investments are targeted towards the twelve (12) Strategic Priority Areas (SPAs), including SPA 12 and DIP 12.5 National Volunteer Service (NVS). These 12 SPAs have been costed based on the significance of the programs and the Government's deliberate interventions to grow the economy and achieve the target of K200 billion economy by 2030, provide access and improve the quality of life for the people of PNG.

Based on the Government's key investment priorities, DIPs have been identified and costed for the five-year period of the MTDP IV.

In this medium term, an estimated investment of **K 234.2 million** that translates to 0.5% of MTDP IV total financing will be mobilized to support the implementation of the Strategic Priority Area (SPA) 12: Strategic Partnerships. Deliberate Intervention Program (DIP) 12.5: National Volunteer Service takes up 29.88% (K70 million) of the total SPA 12 financing by 2027 as tabulated below.

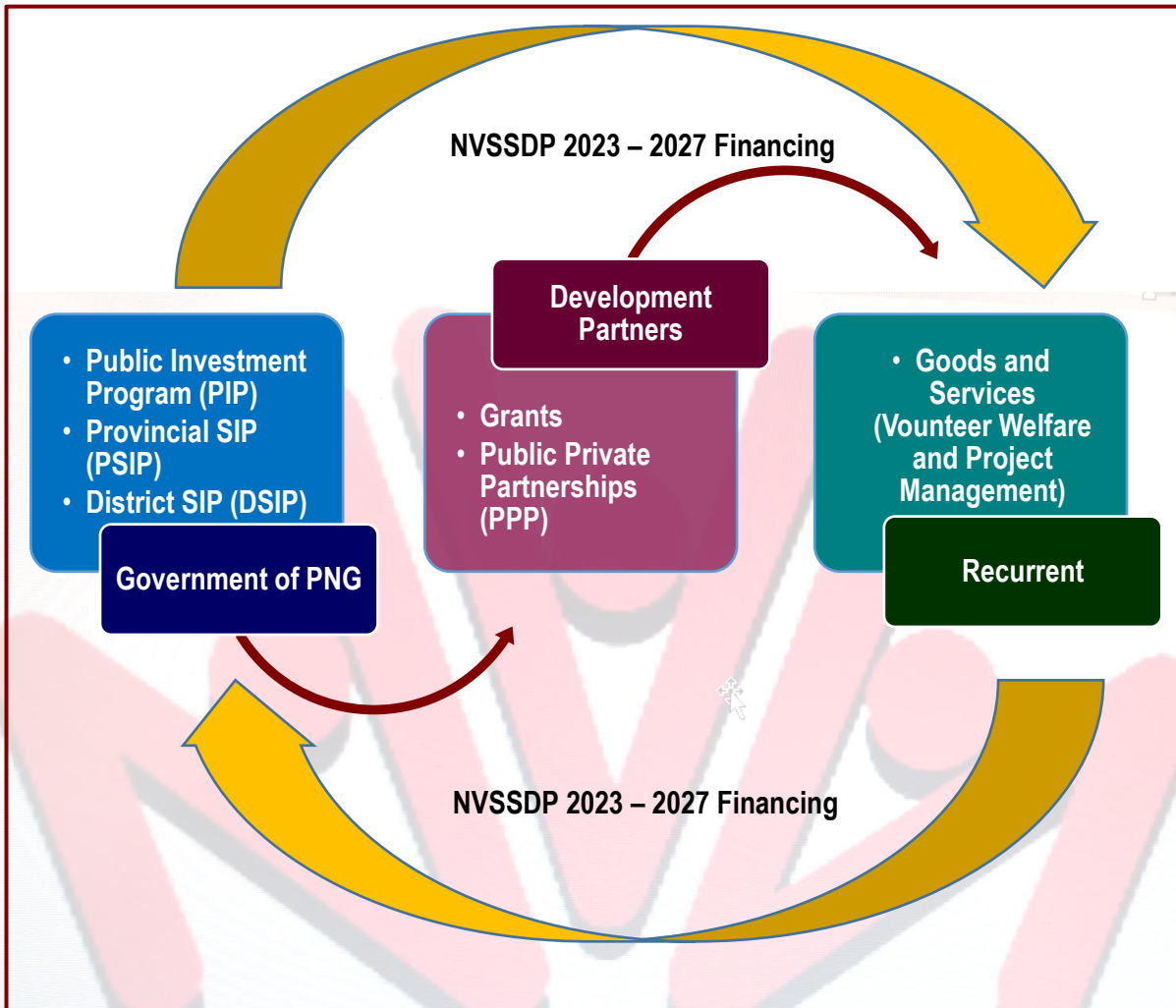
DIP Link	Investment	2023 (K'mil)	2024 (K'mil)	2025 (K'mil)	2026 (K'mil)	2027 (K'mil)	Total Est.Cost (K'mil)	Funding Source(s)
DIP 12.1	21.86%	0.0	12.0	12.0	12.0	12.0	48.0	PIP
DIP 12.2	3.24%	2.0	3.3	2.5	1.5	1.5	10.8	GoPNG(PIP)/DP
DIP 12.3	5.63%	2.0	2.8	2.8	2.8	2.8	13.2	GoPNG/DPs
DIP 12.4	39.36	5.2	21.0	22.0	22.0	23.0	92.2	GoPNG/DPs
DIP 12.5	29.88%	10.0	15.0	15.0	15.0	15.0	70.0	GoPNG/DPs /SIPs
Total	100%	19.2	54.1	54.3	53.3	54.3	234.2	GoPNG/ PIP/SIPs/DP

Source: MTDP IV, SPA 12 Log- Frames

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The main sources of financing the NVSSDP 2023 – 2027 are the Recurrent Budget, Capital Investment Budget (CIB) and Development Partners (DP).

Figure 4.1.1 Sources of Funding



Recurrent

The Goods and Services (G&S) component of the Recurrent Budget has been utilized by NVS to take care of the welfare management of its Volunteers (including recruitment and monthly living allowances and Volunteers Projects Monitoring and welfare quarter visits).

NVS is fully aware of and understands the prevailing challenges of financial resource scarcity. However, given Prime Minister Hon. James Marape's Directive on the increase number of Volunteer placements as stipulated in NEC Decision 293/2018, the Agency finds itself hard pressed financially. This stems from its accentuated commitment and dedication to reaching 100 Recurrent Volunteers engaged by 2023 and enhancing its impact. An increase in the Goods and Services vote under the Recurrent Budget would be a step in the right direction in ensuring the proper welfare management of its invaluable volunteers.

4.1.1

Public Investment Programs (PIP)

Public Investment Programs (PIP)

The Public Investment Programme (PIP) is a funding mechanism of the Government of PNG (GoPNG) through its Capital Investment Budget (CIB) targeting the financing of the “National Significant Programs and Projects”. “National Significant Programs and Projects” are the Government policy priorities captured in the MTDP IV that are translated into a coordinated set of investment activities contributing towards achieving the national development targets. MTDP IV PIP funding’s focus is on nation building programs, projects, and investments that are deliberately aimed at growing the economy to K200 billion by 2030.

This therefore calls for responsive planning and budgeting, promoted, and coordinated Strategic Partnerships. The intent is to build and strengthen capacity at all levels of Government for effective service delivery and sustainability of livelihoods towards the ultimate improvement of PNG’s overall social, economic and sustainable development indicators.

The NVS current PIP Investment Program’s major components under its Volunteer Intervention Program include the Volunteer Transit and Meeting Haus, Information, Communication and Technology (ICT) for Volunteer Information and Database Management System and Volunteer Capacity Building tabulated below.

Table 4.1.1.1 Investment Table

DIP Link	MTDP IV Investment Programs	Sector Aligned Investment Programs/ Projects	Implementing Agency	Location	MTDP IV Funding Estimates (K'mill)					Total Cost (K'mill)	Funding Sources
					2023	2024	2025	2026	2027		
DIP 12.5	National Volunteer Intervention Program	Volunteer Transit and Meeting Haus	NVS	Districts	7.0	7.0	7.0	7.0	7.0	35.0	GoPNG, SIPs
		Volunteer Capacity Building	NVS	Provincial	0.5	6.0	6.5	7.0	7.5	27.5	GoPNG, DP, SIPs
		Volunteer Data Management System	NVS	National	2.5	2.0	1.5	1.0	0.5	7.5	GoPNG
TOTAL					10.0	15.0	15.0	15.0	15.0	70.0	

Table 4.1.1.2 Key Result Areas (KRAs)

No	Key Performance Indicators (KPIs)	2023	2024	2025	2026	2027	Responsible Agency
12.5.1	Number of Volunteer Meeting & Transit Haus established and operational	3	4	4	4	15	NVS
	Number of Partnership Arrangements with Districts to have Volunteer Intervention Programs rolled out	0	4	4	4	12	NVS
12.5.2	Number of Papua New Guineans registered by category and participating in volunteer placements	500	700	800	900	2,900	NVS

	Number of International Volunteers registered by category and participating in volunteer placements (Note: decrease over time)	60	50	40	30	20	NVS
	Number of districts engaging volunteer services	20	20	20	20	18	NVS
	Number of Joint Strategic Partnerships Established	4	10	12	14	40	NVS and its Strategic Partners
	Standardized Training Manuals developed for NVS Volunteers		2	2	2	6	NVS
	Number of Capacity Building Training for NVS and its Volunteers		8	10	10	10	NVS and its Strategic Partners
12.5.3	Established Business Analytics System - Volunteer Information Management System (% operational)	30	80	100	100	100	NVS
	Improved consistency in Reporting (%)		100	100	100	100	NVS

Component # 1: Volunteer Transit and Meeting Haus

The Volunteer Transit and Meeting Haus renamed “Volunteer Resource Centre (VRC)” covers an accommodation (2-bedroom house) and a training facility for meetings, trainings and any other programs rollout that both volunteers and staff intend to host. These facilities in a way, contribute towards the Minimum Service Standards (MSS) of the Districts in terms of infrastructure development, compliments the work of the volunteers and provides a linkage between the Wards (Level 1) and the Communities (Level 2) to the Districts (Level 4) with respect to service delivery.

In this medium term, NVS will work towards the construction and operationalization of four (4) Volunteer Resource Centres (VRC) every year commencing in 2024 towards the target of fifteen (15) VRC by 2027. The intention is to ensure the presence of NVS in the districts, market and promote the work of volunteers, and act as catalysts in gaining further support from the District Development Authorities (DDAS) and the Provincial Administrations.

Furthermore, the self-esteem of volunteers are boosted and more importantly, the monitoring and reporting gap that has been lacking in the past is strengthened. For quite some time now, there has been a perceived notion that volunteers and their work are seen as duplication of service delivery and out of context by the Administrations. This has been mainly due to lack of inter-government publicity and liaison.

The volunteer intervention programs rolled out of these facilities and the achievement of key deliverables is envisioned to contribute to the achievement of the MSS and help lessen on the one hand the idea of parallel service delivery and on the other hand promote outreach and complementary service delivery in partnerships with the sub-national governments and administrations.

Component # 2: Volunteer Capacity Building and Placement Approach

NVS provides skilled and qualified human resources referred to as professional volunteers. These Volunteers are non-state actors, meaning they are not public

servants who are paid a fortnightly salary by the Government. They fall under established therefore recognized community-based organizations, church or faith-based organizations, and corporative societies etc.

The GoPNG has allocated volunteer placement targets as Key Performance Indicators in the Agency's logical framework over the lifespan of the NVSSDP. The target for the current year (2023) is 500 volunteers. Prime Minister Hon. James Marape's Directive as stipulated in NEC Decision 293/2018 is to increase the number of Volunteer placements to 100 by this current year 2023.

NVS will place 100 volunteers under its Recurrent Volunteer Engagement Program (RVE) and utilize the Goods and Services vote under the Recurrent Budget to manage the 100 volunteers' welfare with respect to their living allowances and quarter project monitoring field visits. The balance of the target placements can be managed under its Societal Partnership Responsibility (SPR) Program with partners that can best harness, optimize, and multiply the resources available, capacity and effectiveness in driving forward real change that impacts the lives our people for the better.

An important implementation strategy to guide the establishment and management of NVS's partnerships is the development of its Joint Partnership Guideline. Multilevel partnerships with inter Agencies and Departments at the national level, the subnational Governments and Administrations and other Development Partners and collaboration with the Provincial and Local Level Services Monitoring Authority (PLLSMA) are important strategic partnerships that need to be established and promoted.

Table 4.1.1.3 Possible Joint Partnerships

No.	Partner Organization	Sectoral Placements	Placement Duration	Total Number of Volunteers
1	TOTALEnergies EP	Health and Education	2023 – 2025 (2 years)	4
2	Morobe Provincial Government (MPG)	Agriculture, Health, Education	2023 – 2025 (2 years)	30
3	University of Technology (UNITECH)	Agriculture, Development Communication,		116/200
4	NIPHA	Health	2023 – 2025 (5 years)	42/72
5	DPLLGA	SPA 8: National Statistical System (Ward Records)		400
6	Nipa Kutubu District	Health and Agriculture		9
7	PNG Civil Identity and Registry (CIR)	SPA 8: National Identification Registration		795
8	National Youth Development Authority (NYDA)	SPA 11: Youth Development		36,000
9	Abau District Support Volunteers	Agriculture		18
10	Enga Provincial	Education		300

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	Administration			
11	ENB (Black eye peas) x5	Agriculture		5
12	University of Goroka (UOG)	Education		100
13	Alotau District – Milne Bay Province (MBP)	Agriculture, Education, and Health		105
14	ADRA	Education		20
15	WNBPHA	Health		10
16	Manus	Health and Education		18
17	Morobe PHA	Health		100
Total possible partnerships = 16				38,000

As far as the engagement of 36,000 youths in the National Volunteer Service (NVS) is concerned, NVS will utilize the NYDA's Youth Development Council Networks especially with the Districts that have already established their District Youth Development Councils. The Youth Volunteer Programs can be subsumed under the National Youth Policy (NYP) Pillar # 2: Community and Environment.

Component # 3: Volunteer Database/Information Management System

Volunteer Database/Information Management System is a comprehensive and centralized platform that allows for smooth coordination and organization of volunteers and their various sectoral and community based programs and projects. It is an essential part of volunteer management system, sorting all information on past and present volunteers.

The Agency's current management of its information and statistical systems are disintegrated with each division independently managing their own ad-hoc database system. In addition, the absence of accessible and reliable volunteer intervention program/project data affects poor baseline information necessary for planning, implementation, monitoring and reporting.

It is highly recommended that the Agency establish a proper Business Analytics System, particularly its Volunteer database/Information Management System and have it 100% operational by the end of 2024. With improved consistency in reporting and analytics, NVS can be provided with valuable insights into its volunteer engagement and assist in improving its volunteer management processes.

Moreover, having in place such a system will achieve the following:

- Streamlines the volunteer recruitment, onboarding, training and placement procedures;
- Centralizes Volunteer data and information for simple access and management;
- Facilitates effective communication and coordination with volunteers in the communities ;
- Saves time and resources by automating administrative activities;
- Provides real-time data analytics into volunteer performance and engagements, valuable insights and allows for data-driven decision making to optimize volunteer impact programs and projects;

- Improves project success;
- Promotes solid partnerships and
- Improves the total volunteer intervention impact in community driven projects/programs.

NVS Volunteer database/information management system is working towards creating an impactful program. The various touchpoints NVS uses to gather information throughout the entire volunteer management process includes:

- Online Volunteer Expression of Interest Applications;
- Online Communities Request for a Volunteer Applications;
- Volunteer Monthly Reports (especially project reports against key deliverables and outcome indicators as well as the baseline data collected ideally at the start of their placements); and
- Mid-Term/year Volunteer Presentations and Reports at Mid Service Conference (MSC) and end of service Reports at the closure of their placements.

While it matters what type of volunteer data NVS gathers, it matters even more how that data/information is used. The analytics can provide visibility into the effectiveness of the volunteer management strategies and data can be used to create a more impactful volunteer project.

When NVS fully understands how it can leverage its volunteers' data, it can make smarter decisions, report to the GoPNG on the impact indicators of its volunteer intervention programs/projects and reel new supporters into its cause. In turn, it can effectively increase its visibility and expand its base of support with different strategic partners and stakeholders.

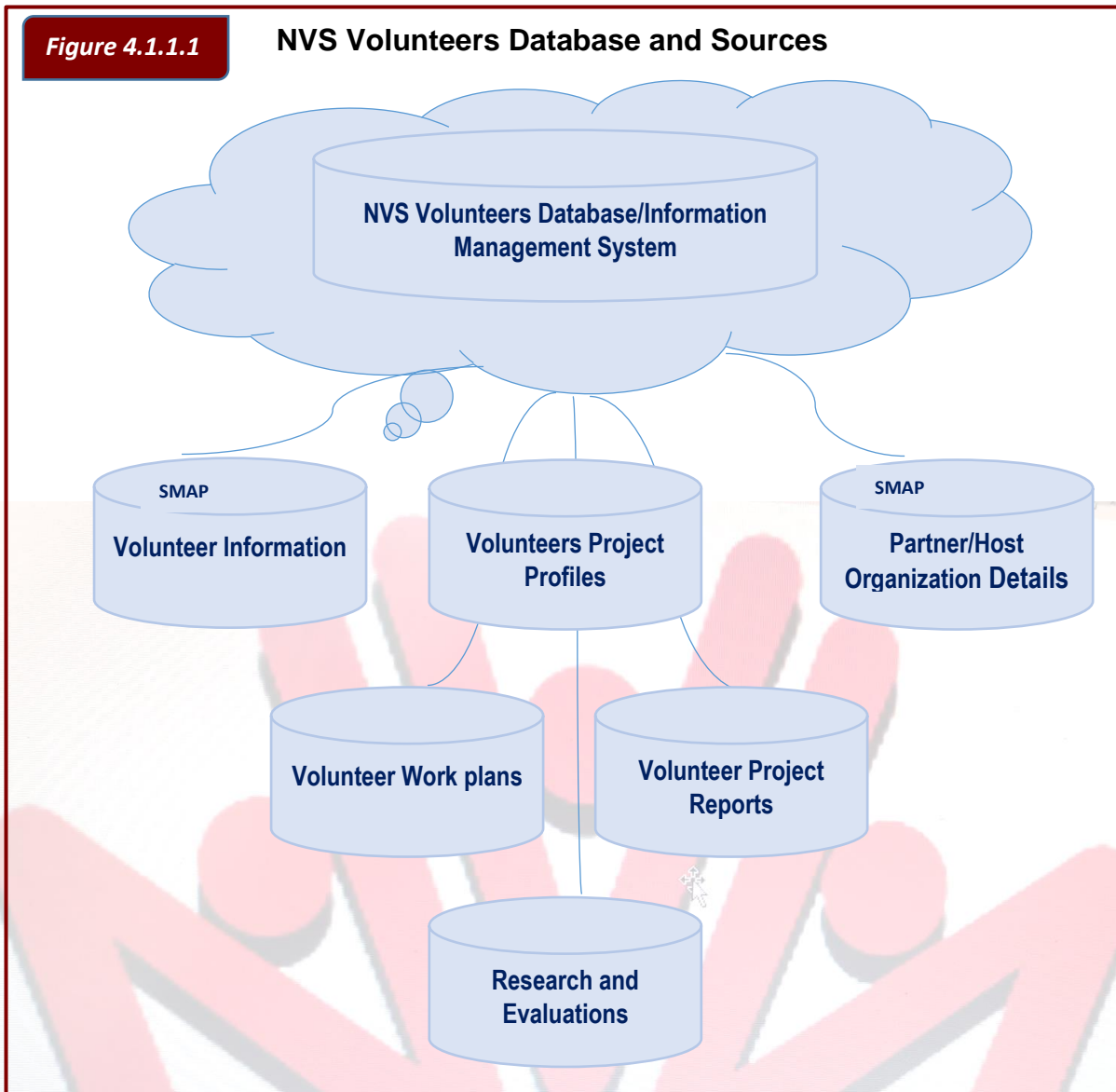
One of the most effective mediums of ensuring consistency in volunteer monthly reporting is to share information regarding how the Volunteers influence your (NVS) cause through their projects. A summary of the Volunteers' project impact when they reach a milestone is reported quarterly to the Sector Coordination Mechanisms and DNPM on the value of their contributions towards the achievement of the overall development indicators of the country.

NVS shall collect, compile, analyze, retrieve and report strategic data or information associated with the performance and results of its Volunteers Intervention programs/projects.

A detailed statistical information/data by sectoral placements, key deliverables in the Key Result Areas (KRAs), indicators and data disaggregates such as hectares of customary land alienated for coffee farming, production volumes, export volumes, inter- alia is captured in the Annexes.

Figure 4.1.1.1

NVS Volunteers Database and Sources



4.1.2

Service Improvement Program (SIP)

The Provincial Service Improvement Program (PSIP) and the District Service Improvement Program (DSIP) are the policy commitments of the Government allocated to the Provinces and Districts as grants. The PSIP is administered by Provincial Governments with the Provincial Governor as the chair of the Provincial Executive Council (PEC) that approves provincial budget items to be funded under this program. The DSIP is administered by District Development Authorities (DDAs) with the Open Member of that District as the chair of the DDA Board who approves district budgets to be funded under DSIP.

The PSIP and DSIP is to support provinces and districts to prioritize investments in accordance with their respective Provincial and District Development Plans.

With the deliberate inclusion of the sub-nationals in the MTDP IV and the incorporation of the Minimum Service Standards (MSS), the Provinces and the Districts will do within their means and ensure the delivery of these specific deliverables for their people of their respective constituencies.

With the Government’s recognition and inclusion of NVS in the MTDP IV SPA 12 and DIP 12.5, the Agency’s intervention programs and engaged volunteer services make up a part of the MSS. Delivery and engagement levels need to happen at the Provincial level (Service Level Classification – SLC 6) with the establishment of Provincial Volunteer Services Program and at the District level (SLC 5).

Financing of the volunteer intervention programs and services can be done through a “Kina-for-Kina” financing model. Both NVS at the national level with its PIP and the Provinces and Districts at the sub-national level with their SIPs can opt for jointly funded engaged volunteers programs and projects under a volunteer service delivery agreement.

4.1.3 Grant Financing

Development Partners Grant financing modality has not been aggressively pursued by NVS. This however, can be seriously taken into consideration as another source of financing of the Volunteer Intervention programs in the country.

Grant support from the Development Partners normally comes through capacity building programs, which includes technical assistance, education and training, outreach and awareness and advocacy activities.

NVS needs to strategically position itself through legislative and policy reforms and structural and capacity transformations to diversify its funding base and in accessing capacity building and technical assistance from Development Partners (DP) donor grants financing.

4.1.4 Private Sector Partnership – Public Private Partnership (PPP)

Development Partners/Public Private Partnerships (PPP)

NVS utilizes its Joint Partnership Program (JPP) to enhance its partnerships with the private sector and its development partners. In that way, NVS’s partners are not burdened but are given the opportunity to be a part of a rewarding and fulfilling engagement with the communities outside of their main business domains, fulfilling their corporate citizenship charters.

The current partnership is with TotalEnergies. NVS and TotalEnergies’ partnership program is jointly delivering social and development services to the people in the PRL 15 project area, Kikori District, Gulf Province in the areas of health and education and agriculture in the near possible future.

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L-R: TOTALEnergies CEO Mr. xxx, NVS Exe. Director Ms. M Willie, NVS Council Chairman Mr. B Maladina & TOTALEnergies



L-R: Mr. Wissink, NVS Council Deputy Chairman, Dr. Renagi UNITECH VC, Mr. B Maladina, NVS Council Chairman & Ms. Willie NVS Executive Director with the signed MOU: NVS to recruit students, Lae, MP, 4/11/23



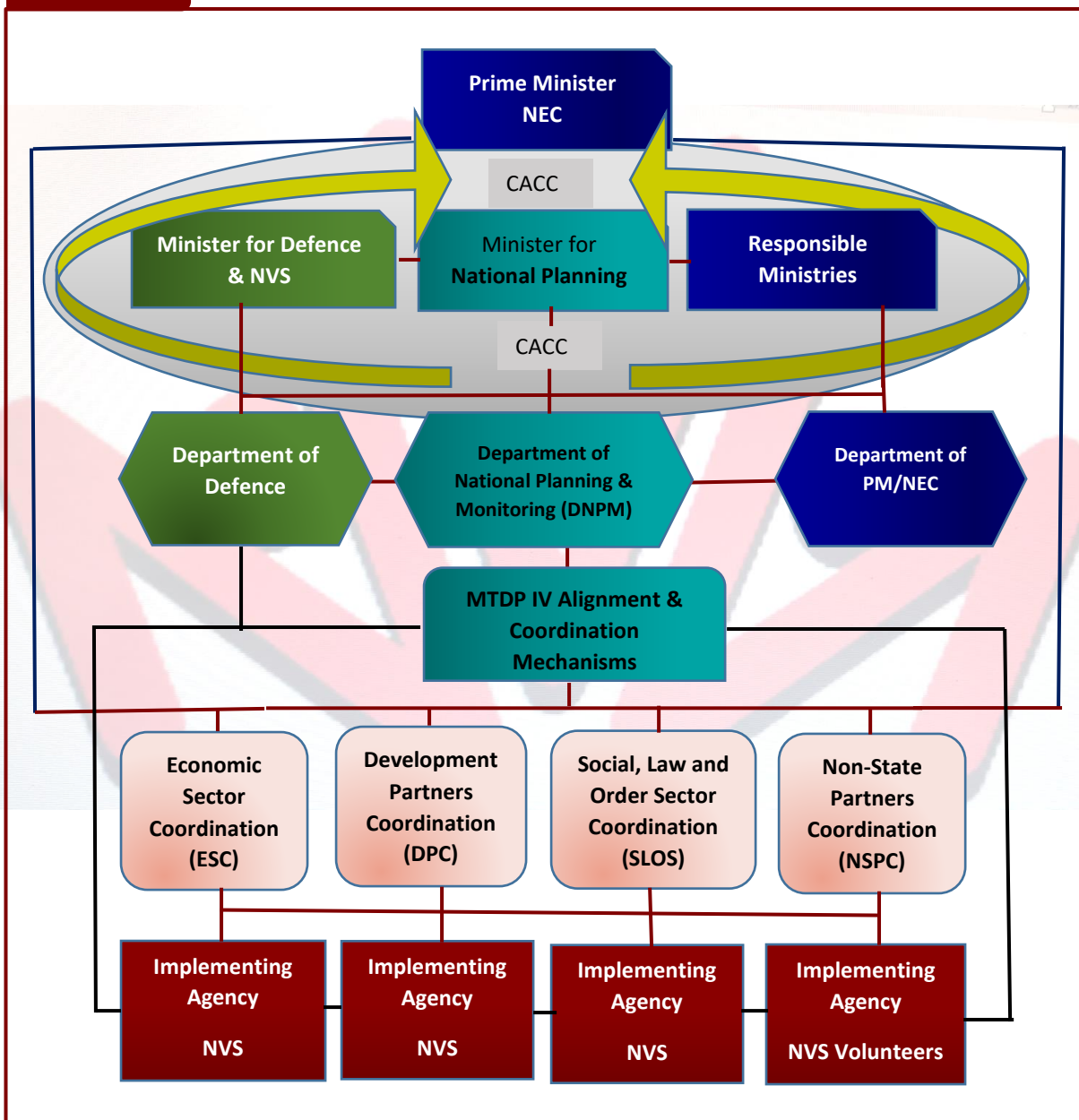
NVS Batch 19 Volunteers Pre-Service Orientation (PSO), Goldie Barracks, Port Moresby, 2023

4.2 Implementation and Governance Structure (Narration and Charts)

NVSSDP Implementation Governance Structure

The NVSSDP 2023 – 2027 will be implemented through the established legislative and policy frameworks of the National Volunteer Service (NVS) and in compliance with all the other appropriate statutory regulations and overarching policies of the Government captured particularly in MTDP IV.

Figure 4.2.1 NVSSDP Implementation Governance Structure



The National Volunteer Service (NVS) as a SPA 12 implementing agency will have the High Level Development Corporation Forum drive its coordination mechanism

whilst the Department of National Planning and Monitoring (DNPM) will provide the oversight as depicted in the Figure above.

NVS is also recognized as a cross-cutting sub-sector agency with its volunteers placed in the main sectors of Agriculture, Health, Education and Community Development. Consequently, the Agency has to report to the Economic Sector Coordination Mechanism for its Agriculture volunteers and the Social and Law and Order Sector (SLOS) Sector Coordination Mechanism for its Health and Education Volunteers. In addition, since NVS Volunteers form part of the community-based organizations as non-state actors, the Volunteers together with their supervisors of their respective Partner Organizations will report to the Non-State Partners Coordination Mechanism (NSPC).

In reporting its quarterly performance of its Investment programs/projects, NVS as an implementing Agency in the case where the Sector Coordination Mechanisms fail to hold their quarterly sector budget performance review meetings will still report directly to the Department of National Planning and Monitoring (DNPM), Department of Treasury (DoT) and the Defence Ministry (Portfolio Minister responsible).

The roles and responsibilities of all relevant stakeholders in implementing the National Volunteer Service Sub Sector Development Plan (NVSSDP) 2023 – 2027 is captured in the following diagram.

Project Steering Committee (PSC)

Public Investment Programs (PIP) funding appropriated and allocated to the national sector agencies, sub-national Governments and Administrations and other Development Partners (DPs) have not been properly coordinated, implemented, monitored and evaluated well in the past. Hence, there is very little to show in terms of physical tangible development results on the ground.

The establishment of the Project Steering Committee (PSC) was intended to address these issues mentioned. The PSC is a mechanism established within implementing agencies such as NVS to provide oversight, guidance and monitoring of development funds in the implementation of programs and projects through the Public Investment Program (PIP). The results are reported to the Government for its review and to inform future decisions. The whole of government approach to monitoring the development programs/projects and accountability and transparency in the overall implementation of the PIP are emphasized.

Project Implementation and Technical Working Group

The PSC can establish sub-committees or working groups to explore particular programs or project issues in depth and to report to the main committee for deliberation and action.

The committee shall convene its meetings on a quarterly basis (4 times a year) on a set date as per the Annual Operational Plan and Budget Cycle for no more than one (1) day. In the case where there is an urgent need for the committee to convene at any time on urgent issues affecting the investment projects and its management, it will do so as and when such situations warrants immediate action from the committee.

Roles and Responsibilities of all stakeholders implementing the NVS Sub Sector Development Plan 2023

Figure 4.2.2

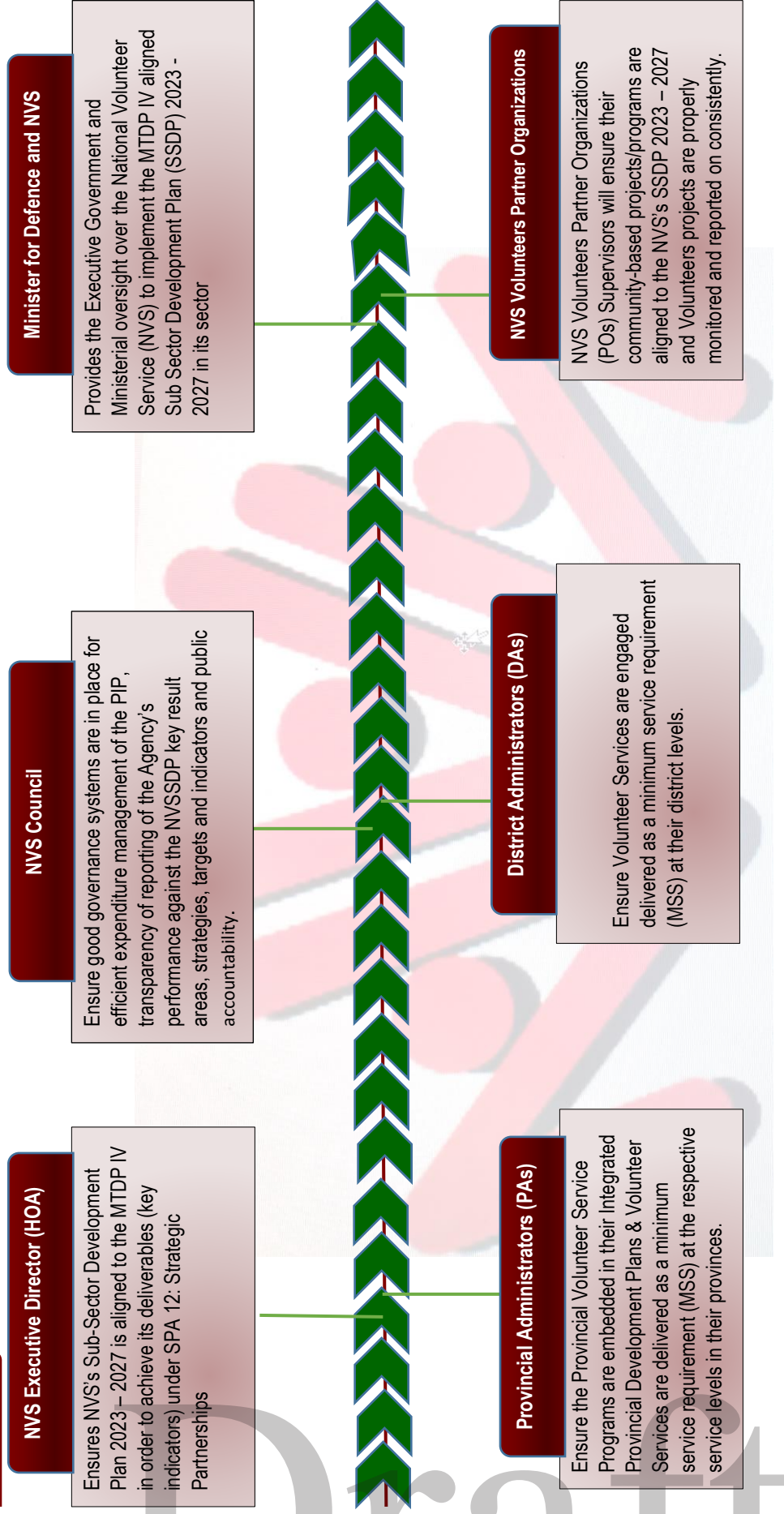
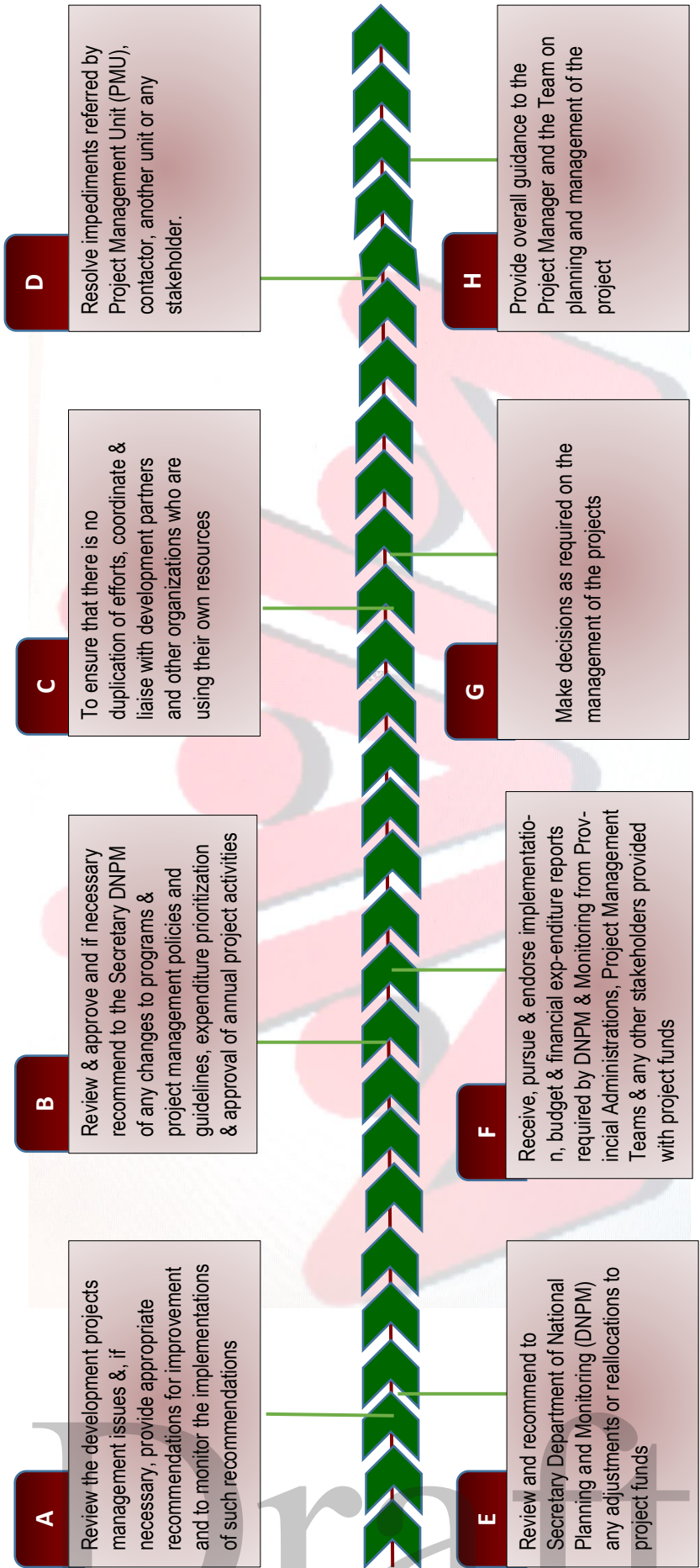


Figure 4.2.3 Roles and Responsibilities of the Project Steering Committee (PSC)



Chapter 5: Monitoring, Evaluation & Reporting

5.1

Implementation and Monitoring

Background

Monitoring and Evaluation is an important compliance and scrutiny requirement of Government. It is employed to ensure that the implementing agencies of government such as the NVS at the National level, and the Provinces and Districts at the sub-national level have appropriate governance structures, data collection and collation, and reporting mechanisms to ensure public investments are delivered on time and on budget to achieve the targeted development outcomes.

However, implementation, governance systems, monitoring and reporting functions of Government Agencies are deemed generally weak, performed on an ad hoc basis, fragmented and uncoordinated. Evaluation is rarely carried out on government's policies and there is inadequate data collected and collated in most sectors, agencies and at all levels of Government according to the assessments of the previous MTDPs.

It is therefore with utmost importance to systematically and objectively assess the financial and physical performance of the annual development budgets against the development targets and indicators under the MTDP IV to which the NVS SSDP is aligned. Measuring the performance of service delivery at the national, provincial and district levels will require a rigorous & robust development monitoring, evaluation and reporting system, which is critical towards the ultimate goals of PNG's development agenda.

NVS will monitor and evaluate the implementation of its Sub-Sector Development Plan 2023 - 2027 in an honest and transparent manner. It will communicate results and information generated to DNPM, its partners and stakeholders providing them with accessible evidence based information and data for the purposes of informed decision-making and in ensuring the achievement of sustainable outcomes.

Monitoring, Evaluation and Learning (MEL) Framework

The overall goal of the MEL Framework is to contribute to improved accountability, performance, and enhance the effectiveness of public policies and services in Papua New Guinea.

The Planning and Responsibility (PMR) Act 2016 established the Monitoring and Evaluation Framework (MEF). NVS will utilize the MEF to track and report on its SSDP alignment, implementation, and particularly the actual value for money implementation of its Investment programs funded through the Capital Investment Budget (CIB) and its Volunteers' projects.

When consistently and effectively taken advantage of, MEL will achieve the following:

Draft

- i. Ensure the implementation of the Investment programs/projects achieve value for money (PIP Monitoring) on its deliverables and/or Key Result Areas (KRAs);
- ii. Ensure the sectoral outcomes (Agriculture, Health, Education and Community Development) are achieved against NVS's Volunteers' Service Delivery, targets and indicators;
- iii. Achieve effective coordination of statistics and development information generated from the point of production to the depository for planning, policy formulation and further decision making;
- iv. Track the country's performance on its commitments to volunteerism and the UN Sustainable Development Goals (SDGs).

Rationale for NVSSDP Monitoring and Evaluation

The performance of the Strategic Priority Area (SPA) 12: Strategic Partnerships will be tracked against the budgeted investments under Deliberate Intervention Program (DIP) 12.5 - NVS has funded programs through the annual national development budgets.

The NVS's monitoring, evaluation and reporting systems and processes are intended to;

- i. Enable the continuous generation of evidence to inform policy and planning, program and project improvement, adaptation and management at the national (NVS) and sub-national level (Volunteers' Partner Organizations);
- ii. Provide enhanced clarity, accountability and transparency to stakeholders for the outcomes achieved through the resources provided;
- iii. Assess and confirm the effectiveness, relevance and efficiency of policies and investments with respect to the results of NVS's SSDP Key Result Areas (KRAs), implementation strategies and indicators contributing to sustainable economic and social development outcomes;
- iv. Enable greater collaboration within the Sector and Ministry and between departments and agencies to stimulate cross-learning and integration during implementation;
- v. Build a system to collate and analyze data to inform future evidence-based planning and decision making; and
- vi. Enable the NVSSDP and pipeline investment to be better linked to future budgets.

Table 5.1.1

M&E Processes for NVS as a National Sector Agency

	Key Processes	Description	Expected Outputs
1	Preliminary Activities		
1.1	NVS M&E Working Group formation	Establishment of NVSM&E Unit and Sector M&E Working Groups	NVS M&E Unit and Sector M&E Working Groups established & formalised
1.2	NVS and Sector M&E Planning	Annual NVS and Sector, M&E Plan formulation	NVS Annual Plan and Annual Sector Plan

2	Monitoring		
2.1	Implementation and Budget Reviews	Quarterly Budget Implementation Reviews (Progress reporting against SSDP Annual Deliverables and targets)	NVS Quarterly Budget and Implementation Review Report
2.2	Annual Reviews	Annual SSDP and sector plan review against MTDP III priorities	Annual SSDP and Sector Performance Report
3	Evaluation		
3.1	NVS SSDP and Sector Summative Review	NVSSDP and Sector Plan Review in its contribution to overall MTDP IV goals and targets by 2027	End of SSDP and Sector Performance Review Report by 2027.

5.1.1 Project Monitoring (PIP-Implementation Monitoring)

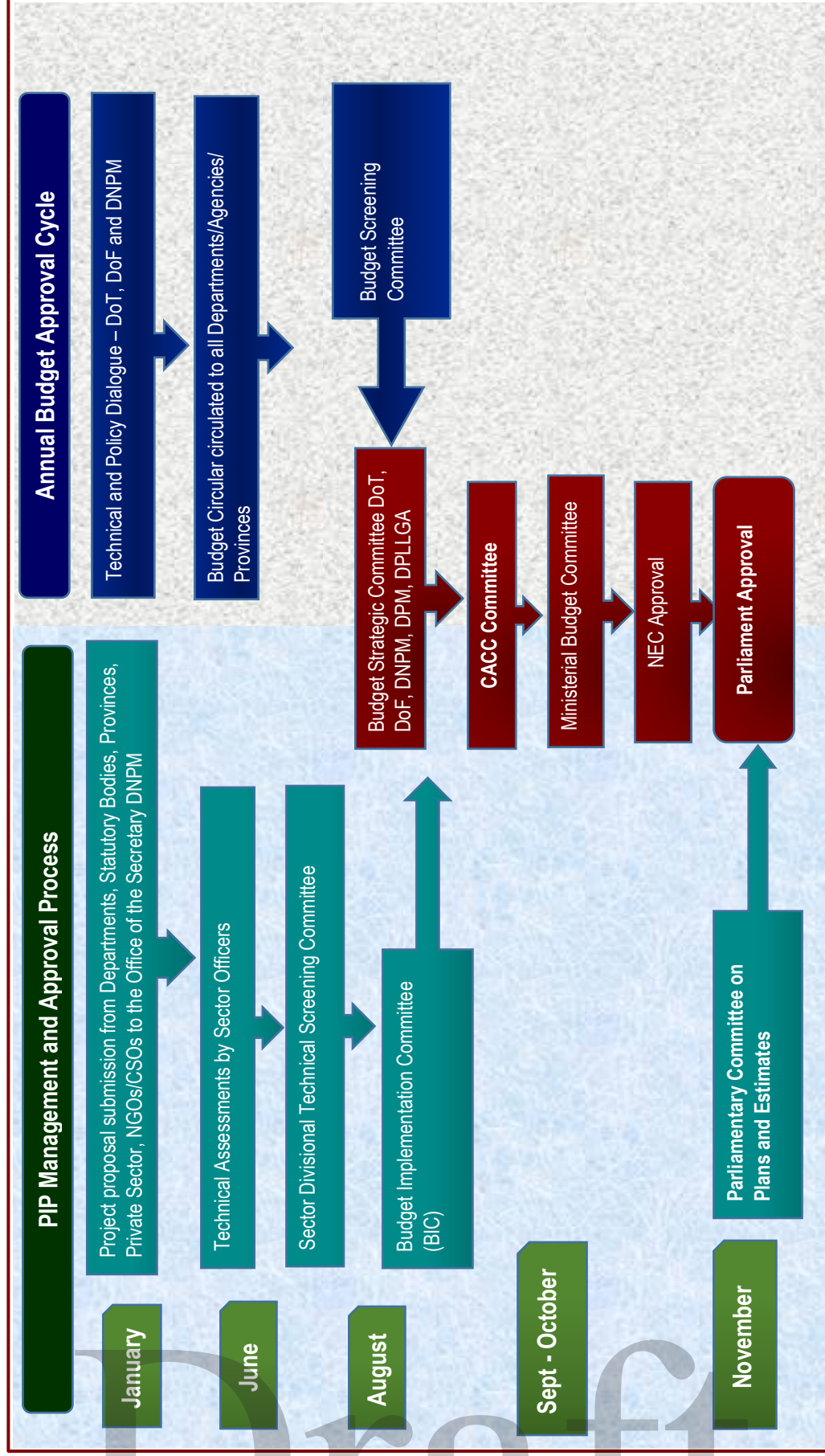
The Public Investment Programme (PIP) is a significant component of the Capital Investment Budget of the Country in the annual National Budget. When the programs and projects are funded, the project implementation needs to be monitored to ensure there is value for money outcome gained by the beneficiaries. The PIP guidelines provide the monitoring and reporting protocols for all public funds received for implementation of critical investment programs.

PIP Project/Program Submission and Appraisal

DNPM Technical Screening Committee areas appraises PIP Investment Programs/Projects submitted taking into consideration the following PFD areas:

- Linkage to MTDP IV SPAs and DIP Key Result Areas (KRAs)
- Linkage to Sector Policies and Plans
- Sustainability and Affordability
- Equity
- Return on Investment on the Investment Programs and Projects
- Risk Assessment
- Logical Framework
- Implementation schedule
- Cost schedules
- Cash flow analysis and business plans for income earning opportunities project proposals.

Figure 5.1.1 PIP and the Annual Budget Cycle Flow Chart



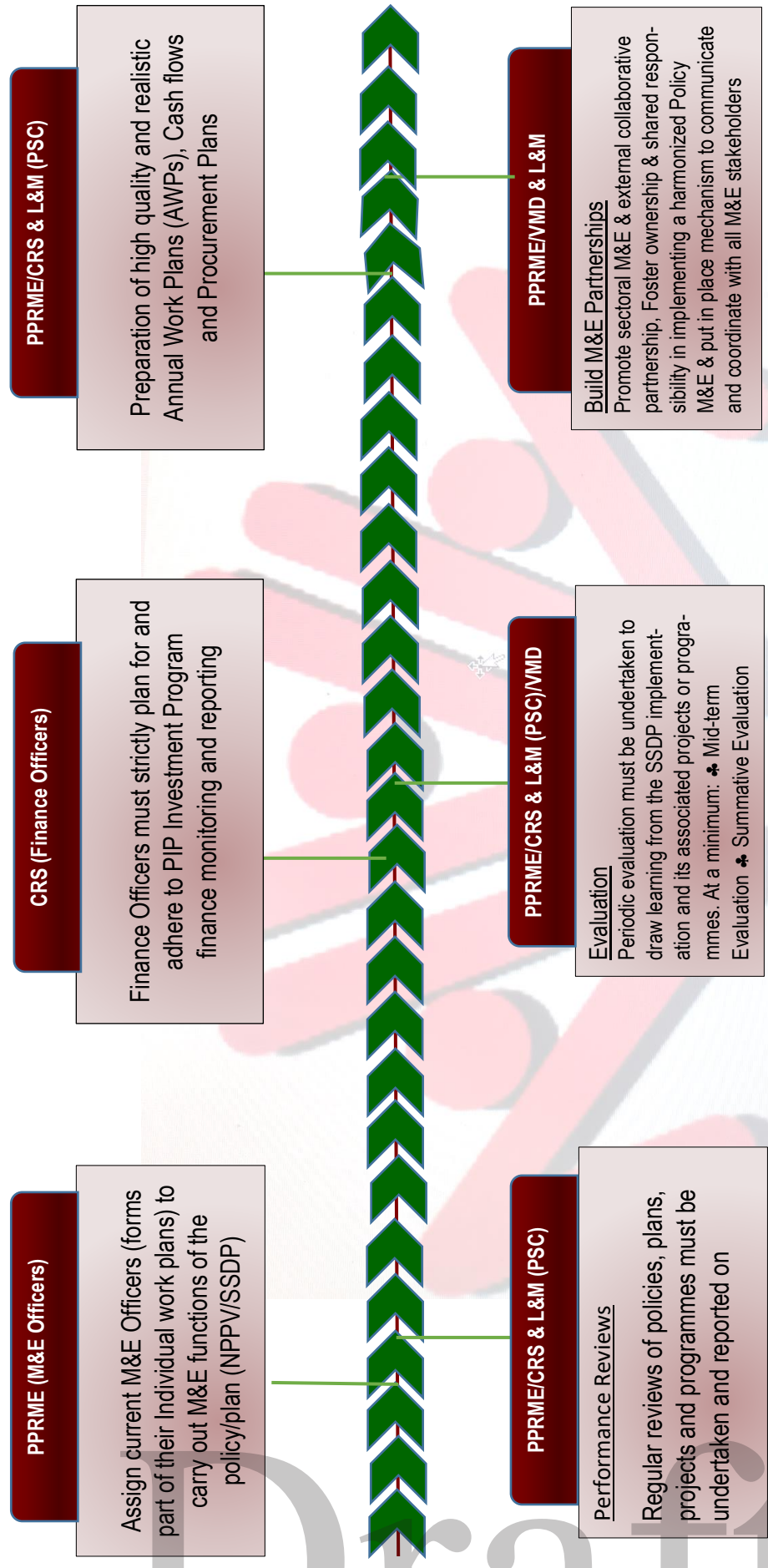


Figure 5.1.2 Roles in Policy Monitoring and Evaluation (M&E) Implementation

Implementation requirements

The implementation process commences with a Circular Instruction issued by DNPM to NVS with approved PIPs to submit work plans and cash flow requirements for a PIP.

DNPM should receive NVS's required Annual Work Plan (AWP) and Cash Flow and Procurement Plans by January of each fiscal year. The Agency's Project Steering Committee (PSC) must be established and operationalized with its Terms of Reference (TOR), Implementation, and Costing Schedule Framework for each operational year.

Monitoring and Evaluation of PIPs

NVS will conduct strategic monitoring (to ensure that project outputs contribute to outcomes) and implementation monitoring (inputs and outputs are monitored to ensure that monies are used for the purpose intended) for PIP funded Investment programs and projects. The following M&E tools are used:

- PFD submitted
- Cash Flows and Annual Work Plans
- Revised Budget Appropriations
- Quarterly Budget and Performance Reports
- Quarterly Monitoring Project Site Visits
- Project Steering Committees (PSC)
- Audit and Acquittals
- Consultations and desktop monitoring.

Challenges Encountered

Some of the challenges encountered include but are not limited to:

- Lack of appropriate submissions in term of the lack of detailed information, key requirements not been addressed, projects/programs not identified using the Project Identification Documents (PID)
- Lack of sector coordination amongst implementing agencies which leads to competing priorities
- Misalignment between OLPLLG, DDA Act, PFMA.
- Lack of overall Reporting
- Lack of enforcement of the PFMA, PNG Planning and Monitoring Responsibility Act and other relevant legislations
- Lack of capacity (under staff and lack of skills-sets) to prepare reports
- Ignorance in adhering to the reporting requirements in the use of reporting templates and the time targets

Way Forward: Recommendations to addressing the Challenges

- Adhere to the CIB/PIP Processes understanding and utilizing the Annual Budget Policy Framework and the PIP Guidelines
- Establish and operationalize the Sector Alignment and Coordination Mechanisms,
- Monitor and report on PIP performance effectively and efficiently

- Establish and strengthen effective coordination, collaboration and strategic networking between all stakeholders, DNPM, Sector Alignment and Coordination Mechanisms, National Sector Agencies and the Provincial and District Administrations;
- Promote transparency and accountability in the use of public funds. This is important for as Government entities, it is one's duty to report on how taxpayers' monies are being utilized.
- Boost compliance. It is anticipated that the review of the PNG Planning and Monitoring Responsibility 2016 and consultations undertaken on the Draft Bill in 2021 would provide DNPM the legal mandate to penalize government entities who do not comply with the reporting requirements.
- Fully understanding by all government agencies/officers of the reporting expectations of the CIB and compliance to avoid legal implications. All government agencies/officers to transparently utilize taxpayers' monies with due diligence and integrity;
- NVS Leadership and Management (L&M) must provide leadership in creating enabling M&E policies and plans and demonstrate capacity to control and guide implementation and
- Involvement of main stakeholders to improve the quality of M&E and to make findings more widely accepted and useful.

5.1.2 Result Monitoring (Impact)

MTDP Result Monitoring Framework Pocketbook

A summary report that reports on the implementation progress of the MTDP (currently the MTDP III 2018 – 2022)

A policy M&E tool used by DNPM to monitor the actual results of plans/policies and outcomes of resources used in the targeted sectors.

The MTDP III is the plan to drive the development agenda of the GoPNG to secure the future through inclusive sustainable economic growth. Assessing this plan means tackling the questions, "Is the government/relevant agencies successfully implementing the Investment Plan and ultimately, "Is PNG developing?" The pocketbook answers these questions

How does the MTDP RMF work?

The MTDP RMF tracks the performance of a collection of indicators reflecting the country's rate of development and Government's contribution towards this end.

All indicators in the MTDP RMF represents secondary data – information already collected (and usually made public) by relevant Government agencies.

The pocketbook interprets the performance of these indicators and assesses the broader trends that emerge from the data.

Defining Indicators

What is an indicator? An indicator is a specific, observable and measurable characteristic that can be used to show changes or progress a programme is making toward achieving a specific outcome.

National Indicators are yardsticks to measure the development progress of the country with respect to economic, social and environmental goals as flagged in the MTDP III.

Prime Minister Hon. James Marape in 2020 during the launch of the VNR for SDGs, instructed DNPM to derive a set of national indicators that will report on PNG's development progress at the international and national level.

Table 5.1.2.1

Where does NVS fit in? MTDP IV Parameters

SPA 1: STRATEGIC ECONOMIC INVESTMENTS								
INDICATORS - DIP 1.1/ 1.1.2 Coffee/ 1.1.3 Cocoa/ 1.1.7 Rice								
Project Link	Indicator	Source	Baseline (2020)	Annual Targets				
				2023	2024	2025	2026	2027
1	Value of exports for all commodities (K'mil)	QEB	3,783.1	5,434.5	6,008.0	6,665.3	7,556.4	8,585.9
2	Volume of exports for all commodities ('000 tonnes)	QEB	1,174.0	1,405.5	1,553.4	1,705.6	1,936.8	2,194.0
3	GDP contribution of the sector (%)	DAL/ NSO	13.2	13.4	13.6	13.8	14	14.2
4	Proportion of customary land mobilised for Agriculture Hub and Commercial Mechanism		NA	DAL, DLPP and NSO to provide the data				
5	Total coffee production ('000)	CIC	47.1	58.3	75.8	102	132	168
6	Export volume ('000 tonnes)	QEB, CIC	40.7	50	65	85	110	140
7	Total volume of coffee processed domestically ('000 tonnes)	CIC	7.8	8.3	10.8	17	22	22
8	Export value (K'mil)	QEB	416.5	501.1	651.4	851.9	1,102.4	1,403.1
9	Coffee contribution to the total export revenue of agriculture sector (%)	QEB	7	9.7	11.5	15	15.6	17.8
10	Coffee contribution to GDP (%)	CIC	6.0	7.0	7.5	8.0	8.5	9.0
11	Proportion of households involved in the coffee sector (%)	CIC/NSO	24.1	24.5	24.8	25.0	25.5	26.0
12	Total cocoa production ('000 tonnes)	Cocoa Board	37.4	42.9	45.9	50.5	56.2	63.0
13	Total cocoa export volume ('000 tonnes)	QEB	36.6	42.0	45.0	49.0	54.0	60.0
14	Total volume of cocoa processed domestically ('000 tonnes)	Cocoa Board	0.8	0.9	0.9	1.5	2.2	3.0

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15	Total cocoa export value (K'mil)	QEB, Cocoa Board	284.6	315.0	337.5	367.5	405.0	450.0
16	Cocoa contribution to the total export revenue of agriculture sector (%)	Cocoa Board,	7.0	6.1	6.0	6.5	5.7	5.7
17	Cocoa contribution to GDP (%)	NSO/BPNG	NSO to calculate GDP for cocoa					
18	Proportion of households involved in the cocoa sector (%)	AMTDP '20-'22	15.3	16.5	17.1	18.3	19.7	21.4
19	Total volume of rice produced domestically ('000 tonnes)	DAL Data Base	4.9	6.0	10.0	25.0	30.0	40.0
20	Proportion (%) of population involved in rice farming (000, households)	DAL Data Base	1	1.5	3	5	7	10

SPA 3: QUALITY AND AFFORDABLE HEALTH CARE

INDICATORS - DIP 3.1/ DIP 3.5

Project Link	Indicator	Source	Baseline (2020)	Annual Targets				
				2023	2024	2025	2026	2027
1	Maternal mortality rate per 100,000 live births	DHS 2016-2018	171	149.7	142.6	135.5	128.4	121.3
2	Infant mortality rate (up to 12 months) per 1,000 live births	DHS 2016-2018	33	28.2	26.6	25	23.4	9
3	Under 5 Mortality rate (per 1,000 live births)	DHS 2016-2018	44	36.8	34.4	32	29.6	27.2
4	TB incidence per 100,000 population	NHIS	432	430.4	400.2	391	362.8	327.6
5	Incidence of reported malaria patients per 1000 population	NHIS	108	105.3	104.4	103.5	102.6	101.7
6	Proportion of children under 1-year old immunised against measles (%)	NHIS	46	48.7	49.6	55.6	51.4	52.3
7	Proportion of 1-year old children immunised with doses of DTP Hep B Hib (%)	NHIS	47	49.4	50.2	51	51.8	52.6
8	Number of health facilities per 1,000 population	NHIS	0.002	0.007	0.009	0.01	0.01	0.01
9	HIV/AIDs prevalence rate per 1,000 people	Spectrum - EPP	0.9	0.83	0.83	0.82	0.82	0.82
10	Prevalence of HIV/AIDs by gender (15-49)	Spectrum - EPP	M: 0.7	0.52	0.5	0.4	0.3	0.3
11			F: 1.2	0.8	0.7	0.6	0.5	0.4
12	STI/HIV prevalence among young people aged 15-24 years old by gender	Spectrum - EPP	M=0.2	0.14	0.12	0.1	0.08	0.06
13			F=0.3	0.2	0.18	0.15	0.12	0.09
14	Proportion of People Living with HIV (a) Known HIV Status (b) On ART (c) Virally Suppressed (%)	Spectrum - EPP	73-65- 95	95-95- 95	95-95- 95	95-95- 95	95-95- 95	95-95- 95
15	Number of new HIV infections per 1,000 (uninfected) population	Spectrum - EPP	3,400	2,440	2,120	1,800	1,480	1,160

SPA 4: QUALITY EDUCATION AND SKILLED MANPOWER

INDICATORS - DIP 4.1/ DIP 4.5

Project Link	Indicator	Source	Baseline (2020)	Annual Targets				
				2023	2024	2025	2026	2027
1	Early Childhood Education (ECE)	EMIS	56	62	74	85	90	100
2	Net enrolment ration in ECE (%)	EMIS	54	60	70	80	90	100
3	Teacher: Pupil Ratio ECE	EMIS	1:55	1:50	1:45	1:40	1:35	1:30
4	Number of Volunteers engaged in Adult Literacy Programs	NEP 2020-2029	63.4	63.7	65	66	67	70

SPA 11: POPULATION, YOUTH AND WOMEN EMPOWERMENT

INDICATORS – DIP 11.2/ DIP 11.4 and DIP 11.5

Project Link	Indicator	Source	Baseline (2020)	Annual Targets				
				2023	2024	2025	2026	2027
1	Number of youths engaged in the National Volunteer Service(NVS)	NVS/NYDA	N/A	36,000	50,000	80,000	120,000	150,000
2	Percentage of victims of gender-based violence receiving counselling services from NVS Volunteers (%)	NVS	N/A	10	12	30	40	60
3	Implementation of GESI Policy in NVS (% implementation)	NVS	N/A	25	100	100	100	100
4	Proportion of NVS Staff and Volunteers trained as Child Protection Officers (%)	NVS/ NOCFS	N/A	-	2	3	4	5

Major Challenges

The major challenge in developing the annual Pocketbook is the ability and capacity of various national sector departments/agencies, provinces and districts to provide the necessary and required data for the indicators to reflect our development progress at all levels of policy implementation.

Way Forward: Recommendations to addressing the Challenges

The National Volunteer Service (NVS) should not be totally reliant on the Sectors it cuts across to develop the Sectors' RMF Pocketbook. It must take ownership and begin at the Agency level to track its own development progress. Developing your RMF Pocketbooks annually will enable you to know if you are actually progressing or regressing in development.

NVS together with all other sectors who have aligned their plans to MTDP IV with the Alignment Toolkit must produce a RMF every year as sanctioned by the PMR Act.

5.2 Reporting and Information Management

NVSSDP Implementation and Reporting

The coordination, implementation and reporting of the NVSSDP is an ongoing process that will follow the structure as outlined in Figure 6.2.

All cluster groups outlined in 6.1 above will carry out two High-Level Meetings in a year. All stakeholders in respective cluster groups are required to plan programs, formulate budgets, implement and report on their performance against MTDP IV key result areas, strategies, targets and indicators.

The Technical Working Groups (TWGs) are sub-set working committees of the cluster groups that will meet at least 4 times in a year to prepare for the High-Level Meetings.

All these meetings will be required to prepare for the Leader's Summit the following year to provide a full report of performance of all sectors, Provinces and Districts against the MTDP IV targets and indicators.

Reporting

Reporting on the NVSSDP should be a consistent and on-going process for the Agency's accountability to the Government of the day, partners and stakeholders and its Volunteers and their Partner/Host Organizations. It is important to report on NVS and its Volunteers' contribution towards the development progress of the country. Therefore,

- Every effort must be accounted for
- Every progress must be reported and
- Every milestone achieved must be celebrated.

Monitoring & Evaluation System ⁸

Although the National Volunteer Service has delivered basic services through its Volunteer Intervention Program over three decades, the Agency has always faced the challenge of unavailability of data and statistics to substantiate the impact of volunteer projects at the ward/community level.

It was not until recently, that the Agency has started aligning to the National Government's Development Frameworks and in so doing, realized the significance of data to substantiate evidence of volunteer project impacts. Furthermore, with NVS' involvement in PNG Strategy on Development of Statistics Sector Working Group, the Agency has been identified as a data producer, hence, the need to set up an effective M&E/ Data Base System.

The Agency recognizes the importance of carrying out monitoring and evaluation across all its volunteer Intervention Programs as well as in the implementation of its National Policy. Thus, it is envisaged that this proposed M&E system, when established will focus on the collection, recording, analysis, reporting and overall management of important statistical data to highlight the contribution of volunteers to the various National Development Indicators by their respective sectors.

Although we echo the notion that data is the new oil of the digital economy, it does not take away the fact that data collection and analysis is a very costly and technical exercise. However, it is also indisputable that the importance of having availability of data outweighs the cost.

The data that will potentially be generated from this system will be representative of four (4) regions, 22 Provinces and more than 30 Districts. In terms of the disaggregation of data, the system will be programmed so that it will produce statistical information/data by sectors, gender, population impacted by the project, production volume of various commodities, and income generation among many others.

The usefulness of this system will very much be dependent on how effective and detailed the data collection exercise will be, in making sure that data is disaggregated as much as possible and each one measured and accounted for. NVS is aware that the Government of the day strongly emphasizes on producing and sharing data and statistics to compliment government's development efforts as well as inform decision making at all levels of government.



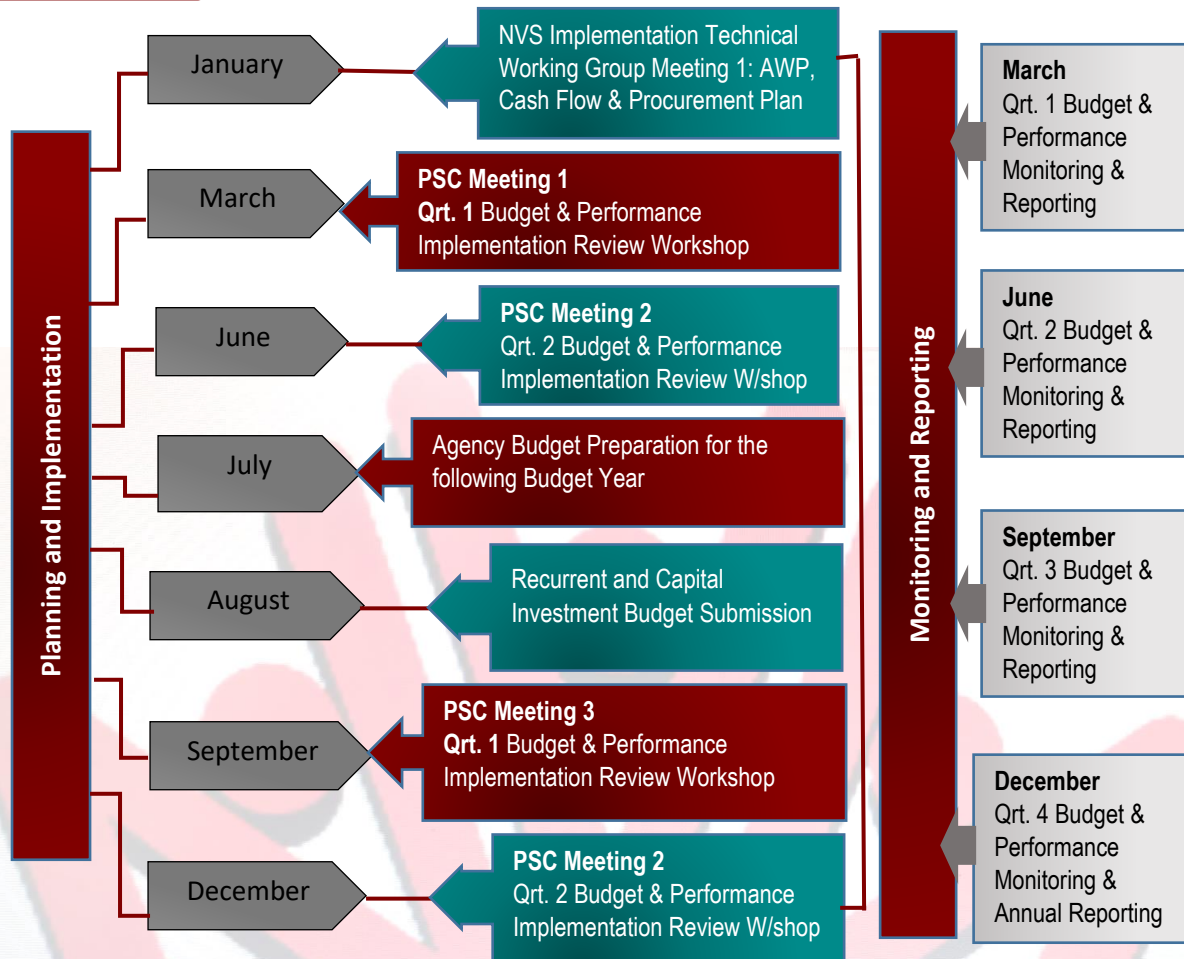
Pre-Service Orientation (PSO) for NVS Batch 19 Southern Region Volunteers, Goldie Barracks, Port Moresby, 2023

⁸ Monitoring and Evaluation System constitutes part of the Project Formulation Document (PFD) put together by Ms. Auka (NVS M&E Officer) for 2023 CIB (PIP) Budget Submission, Gateway, Port Moresby, 2022.

5.2.1 PIP Implementation Report (Specific Periodic Reports)

Figure 5.2.1.1

NVS PIP Implementation Monitoring and Reporting



Reporting of the country's development progress against various development indicators and targets is critical under the Open Government Partnership platform to allow the people to assess and judge the performance of their government and the respective state institutions and agencies that exist to serve them.

In the MTDP IV, annual reporting shall be made mandatory for all state agencies and subnational governments to present to the National Government in a required form and by the approved time. Each responsible state agency will also be required to report their sectors performance against national targets and deliverables, which the report will then be converted into a development information and collated for national statistical system development. MTDP IV through the National Planning and Monitoring Responsibility Act sets a deadline for all reports to be submitted for consolidation and final publication of the report for public information and consumption.

NVS's Head of Agency as the Chairperson of the PSC will hold quarterly Review Meetings based on project progress against planned targets, actual expenditure and issues identified during the project implementation and lessons learnt

Quarterly Budget and Performance Review Meetings for the Agency will also be held at the end of each quarter specifically in the months of March, June, September and December. Twenty-eight (28) days thereafter and through the Project Manager will submit progress report against targets (planned outputs and outcomes). The report will reflect cumulative progress of projects outputs and outcomes, analysis of the achievements, challenges, gaps, and lessons learnt.

Site visits - Physical Monitoring

Project Site visits for physical monitoring will be scheduled and undertaken every quarter ascertain whether program/project activities have taken place as planned or are in line with planned activities and outputs

Financial Monitoring

Financial monitoring will need to be done to verify whether budgets have been released and spent in line with allocations and the immediate results contributing to the desired SSDP results were achieved.

Financial, Administrative and Other Related Reports that covers any other information that may be relevant and or required in the course of the implementing stage will be compiled and furnished DNPM.

5.3 Evaluation and Assessment

Development Plan Evaluation Process (PEP)

Development Plan Evaluation

- i. Provides an impartial and objective assessment on NVSSDP sub-sectoral performance against the national development institutional agenda;
- ii. Provides a systematic assessment of the economic growth strategies and other focus areas
- iii. Pinpoints, coordination and policy issues;
- iv. Promotes greater learning within NVS and executing agencies at all levels; and;
- v. Assess the effectiveness, relevance, efficiency, impact and sustainability of the Government's big-ticket infrastructure projects.

Evaluation will occur three (3) times at;

Annual Reviews

Annual review is meant to track and document project achievements (outputs and initial outcomes), issues and lessons learnt during the year. It will:

- ♣ Assess and validate the achievements of the SSDP outcomes and outputs planned for each year;
- ♣ Identify implementation bottlenecks and/or issues; and;
- ♣ Document lessons learnt during the year.

A report against the Log-frame indicators will be published through the MTDP Result Monitoring Pocket Book annually. Incorporate a policy/plan implementation barriers/issues log for capturing the issues in the process of implementing the policy/plan under Policy Monitoring and Evaluation.

5.3.1 Mid-Term Evaluation

- ♣ Provides mid-term analysis of the cumulative achievements against the SSDP's goals and targets;
- ♣ Reflects on key policy/plan coordination and implementation issues encountered over the medium term; and;
- ♣ Provide insights on the necessary changes to be made, including the strategic re-direction for the second half of the SSDP implementation period.

Final Evaluation

- ♣ This will be an independent and objective evaluation by evaluator(s) coming from outside the Agency to:
- ♣ Assess the overall project achievements (goals and objectives) of the SSDP during the implementation period;
- ♣ Assess the effectiveness, appropriateness and key results achieved by the key growth strategies;
- ♣ Documents lessons learnt to be built on for the next SSDP; and;
- ♣ Is envisaged to take place at the end of the third quarter of 2027.



Pre-Service Orientation (PSO) for NVS Batch 19 Southern Region Volunteers, Goldie Barracks, Port Moresby, 2023

Chapter 6: Risk Management

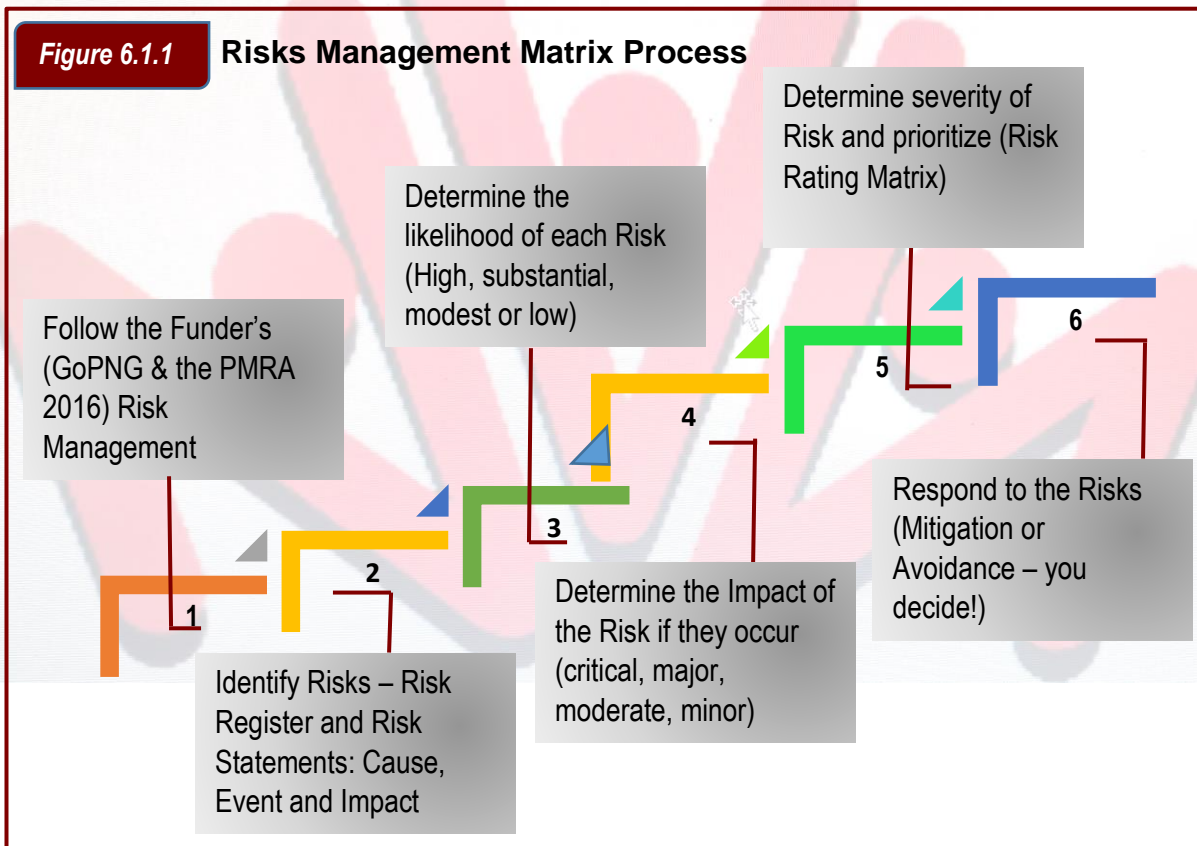


6.1

Key Risk Factors

Development programs and projects like most aspects of life are shaped by uncertain events. Risks associated with the resourcing and implementation of NVS SSDP are inevitable. The failure or success of the NVSSDP will depend on NVS's ability to mitigate and manage these uncertainties or risks.

The main potential risks to be addressed are political influences and interferences, lack of effective governance systems and processes, financing of unsolicited and misaligned projects and operational programs and activities, lack of effective monitoring, evaluation and learning (MEL) over capital investments and lack of fiscal discipline to prudently manage its finance especially from the Capital Investment Budget (CIB).



6.1.1

Political influences and interferences

One of the primary risks associated with implementing the NVSSDP is political instability and interference on investment priorities. In the last SSDP 2018 – 2022, NVS went through a major ministerial shift from the Ministry of Community Development to Defence Ministry and four (4) different Ministers.

While the political ownership for development is critical, the MTDP IV SPAs must guide the annual Capital Investment Budget prioritization and other funding mechanisms for the DIPs.

Strategy for managing risks include;

- i) Alignment of the NVS Sub-Sector Development Plan 2023 – 2027 to the MTDP IV SPAs and DIPs, the PNGSDP 2030, Vision 2050, Constitution and Directive Principles as well as the localized SDGs;
- ii) Effective advocacy of the NVSSDP; and
- iii) Advocacy for greater political leadership and ownership.

6.1.2

Lack of effective governance systems and processes

Good governance relates to improvements in transparency, accountability and good leadership and management. The MTDPs discusses governance in the context of improved public administration, public expenditure management, the efficiency of spending, and the transparency of reporting and public accountability.

The Open Government Partnership, and other governance reforms under SPA 7: National Revenue and Public Finance Management, will improve governance and the corruption index. The effective compliance with the processes and efficient delivery are critical for the successful implementation of the NVSSDP and ultimately the MTDP IV.

On NVS and its SSDP level, there is a lack of enforcement of effective governance systems and /or mechanisms in place to ensure that there is institutional accountability and consistent reporting of Government investments. Proper processes such as the PIP Guideline is to be adhered to in order to minimize impromptu (eleventh) hour pushing for funding of projects which in most cases are mis-aligned to the NVSSDP.

Strategy for managing risks include:

- i. The enforcement of Penalties for Offences - Part V of the Planning and Monitoring Responsibility Act 2016 (amended) for non-compliances, where Heads of Agencies are held accountable for failing to comply.
- ii. Carrying out of financial and physical audit management, compliance, accountability and control during the early stage of delivery of the Investment Programs and Projects.

6.1.3

Financing of unsolicited and mis-aligned programs

The risk of funding unsolicited and mis-aligned projects and programs is highly likely and that might eventually make it hard to measure the targets and contribute to improving the development indicators as outlined in the plan. This could be propelled by political influences and such risks are very much associated with projects that are

directly identified, designed and programmed by political offices rather than guided by the Public Investment Program (PIP) Guidelines.

Therefore, in order to minimize the risk, the following strategies are highly recommended:

- i. Strict adherence to the use of the PIP Guidelines and processes to ensure unsolicited and misaligned proposals are vetted and aligned to the MTDP IV key deliverables;
- ii. Prioritize and strengthen greater alignment of Sector Development Plan (NVSSDP) to the MTDP IV priorities and DIPs that are identified in the log frames; and;
- iii. Promote consistent funding of identified, planned and budgeted for Investment Programs/projects over mis-aligned projects.

6.1.4

Lack of effective MEL over capital investments

Lack of effective Monitoring, Evaluation and Learning (MEL) over capital investments is also one of the key risks to realizing the objectives of the SSDP. Suggested strategies include:

- i. Verify the inputs, outputs and outcomes of the projects and programs with the aid of the MEL tool kit
- ii. Measure development outcomes targeted by the SSDP with the use of the Monitoring and Evaluation Policy Framework and the overarching role that it provides;
- iii. Prudently used funding earmarked for MEL for quarterly monitoring project site visits, audit, evaluating and reporting.

6.1.5

Lack of fiscal discipline

Lack of coordination over expenditure has been a recurring issue over the years, which has impeded the achievement of development aspirations. NVS's lack of fiscal discipline has led to the Agency under performing in the achievement of its key deliverables of its Investment Programs/projects

This issue will be addressed through:

- i. Strengthening reporting and accountability, complemented with
- ii. Tracking, monitoring and reporting consistently on its SSDP implementing utilizing the MEL mechanism.

6.2 Risk Management Strategy (Matrix)

It is important to identify the risks, assess the risks and find effective ways to manage them. These risks should be monitored on a regular basis and reported in the appropriate forums. Fraud audit is carried out on all corruption, mismanagement, and prosecution applied in accordance with PFMA (1995) and Planning and Monitoring Responsibility Act (2016).

Table 6.2.1

Risk Management Table

No	Key Risks	Consequences	Probability	Rating	Strategy Going Forward
1	Political influences and interferences	4	4	16	Ensure Alignment of SSDP Advocacy and marketing of the SSDP
2	Lack of effective governance systems and processes	4	4	16	Strengthen the implementation of Open Government Partnership Strengthening governance mechanisms
3	Financing of unsolicited and mis-aligned programs and projects	4	4	16	Strict PIP guidelines and processes to ensure unsolicited project proposals are vetted and aligned to MTDP IV deliverables
4	Lack of effective MEL over capital investments	3	3	9	Routine M&E on DIPs
5	Lack of fiscal discipline to prudently manage the limited funding	4	4	16	Rolling out of IFMS

Key

Rating	Extreme (4)	High (3)	Medium (2)	Low (1)
Consequence				
Probability	Almost Certain (4)	Likely (3)	Possible (2)	Unlikely (1)

Rating: If total rating falls between

13 – 16 Serious Concern	9 – 12 Concerning
5-8 Cause for Concern	1 – 4 Manageable

Rating: The rating is calculated by multiplying the Consequence and Probability columns

Chapter 7: Marketing & Communication Strategy

7.1 Marketing and Communication

Clear and consistent transmission with accuracy and clarity of a well-planned Marketing and Communication Strategy will result in the following:

- Encouraged strong, broad and active stakeholder mobilization and engagement;
- Promoted buy-in, ownership, commitment and motivated action in the planning, development, implementation, monitoring and evaluation and reporting of the NVSSDP 2023 – 2027; and
- Created wider and increased awareness and understanding of NVS’s role of service delivery via Volunteerism and development planning amongst different target audience and groups; and
- Solicited and generated support in resource mobilization.

The final evaluation of the NVS’s past Sub Sector Development Plan (SSDP) 2018 – 2022 indicated that there was lack of good communication, clear transmission, accuracy, clarity and consistency in the communication and marketing of its SSDP. The source of this implementing barrier was the lack of clarity and understood significance of having such a strategy in place to robustly communicate and market its plan. NVS’s recommended suggestion as per the Mid-Term Review of its SSDP (2020) was to put in place its communication strategy going forward.

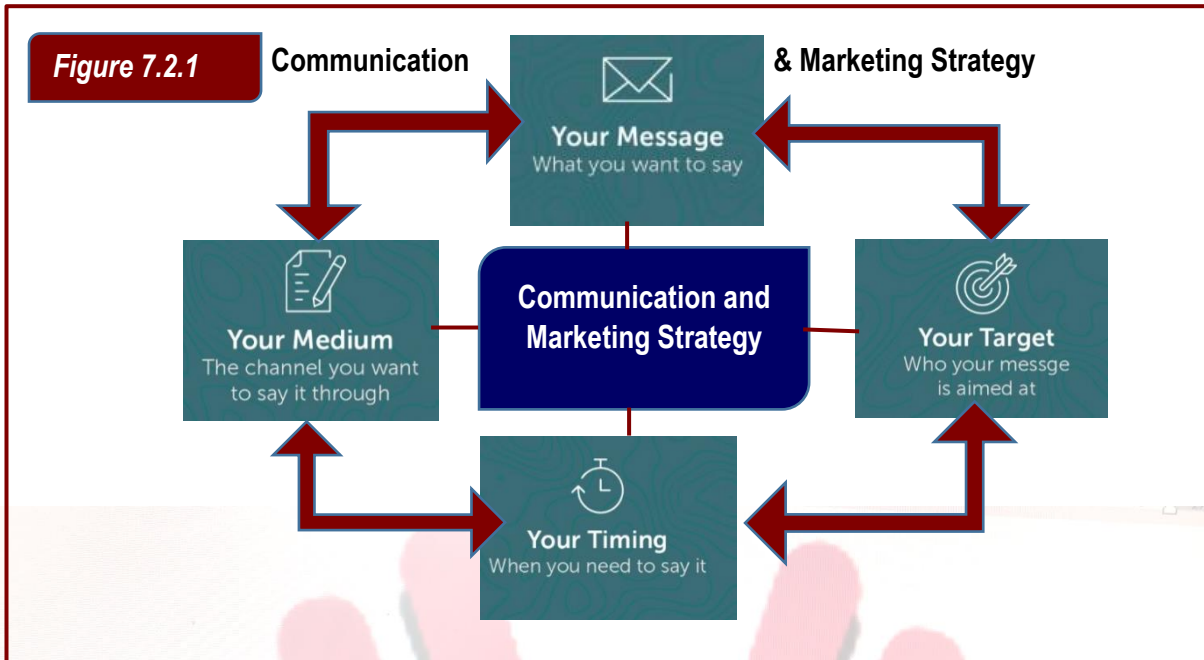
7.2 Objectives

The primary objective of the Marketing and Communication Strategy is to ensure the right message is delivered to the right people, at the right time, and through the right channel. The benefit of this Strategy is maximized when all the four (4) needed parts are fulfilled.

This strategy will include effective modes of communications that can;

- i. Ensure the strategic allocation of scarce resources through a policy - driven budget
- ii. Engage effectively with the different stakeholders, including NVS Volunteers and their Partner/Host organizations, portfolio Minister (MP) responsible for NVS, sub-national governments and administrations, private sector, development partners, NGOs, and the general public which is anticipated to lead to the achievement of the development outcomes of its SSDP;
- iii. Improve clarity on expectations, roles and responsibilities of the above mentioned stakeholders to ensure optimum use of resources;

Draft



- iv. Ensure people understand the SSDP, which can lead to desired changes in perception, attitude and behavior where necessary and especially in service delivery and the cargo cult (handout) mentality; and;
- v. Minimize Political interferences in the planning processes and the problem of unsolicited funding.

Challenges in the effective implementation of the Marketing and Communications Strategy for the SSDP includes;

- i. The availability of funding to undertake the various innovative methods of communications identified;
- ii. Finding the balance between crafting the right message that matches the action; and
- iii. The willingness to embrace change through policy (NPPV/SSDP).

However, consistency in advocacy and awareness can influence people to take ownership of the SSDP.

7.3

Target Groups

7.3.1 Marketing and Communication Strategy Matrix

The following stakeholders have either a direct or an indirect role in the successful implementation of the SSDP:

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Table 7.3.1.1

Marketing and Communication Strategy

Target Institutions/ Stakeholders	Target Audience	Method of Communication	Key Communication Messages
NVS Volunteers	Batch 19 Volunteers (both RVE and SPR)	PSO/Induction and Alignment of work plans, MSC, media platforms highlighting milestone achievements	NVSSDP KRAs, KPI and Outcome Indicators
			MTDP IV SPAs and DIPs that NVS cuts across
			Volunteers Projects that contribute towards the Achievements of the MTDP IV SPAs and DIPs Indicators
Volunteers Partner/Host Organizations	PO/HO Supervisors	PSO and MSC, Volunteer Project Profiles and aligned Work plans	Volunteers Projects that contribute towards the achievements of the MTDP IV SPAs and DIPs Indicators
			Raise awareness on the MTDP IV and PPP
National Volunteer Service (NVS)	EMT, SMT and Staff	SSDP Operationalization Annual Operational Planning (AOP)	Divisional Roles & Responsibilities in the implementation of the SSDPSSDP Logical Framework
			Overview of the MTDP IV
NVS Council	Chairman and members	SSDP Operationalization Qrt. Council Meetings	SSDP Priority Areas of Intervention, KRAs, Strategies and Indicators
			Governance roles of accountability & transparency, drive and ownership of the SSDP
Defence Ministry	Minister, Secretary, Executive Officer, FAS, Policy and Programs (Civic Desk)	Ministerial Briefing, NVS Council Meetings	SSDP Priority Areas of Intervention, KRAs, Strategies and Indicators
			Their roles & responsibilities & specific output requirements and outcomes
			Resource/funding mobilization for the SSDP
			Ownership, Drive and Accountability
Relevant National Departments & Agencies	FAS, AS, Policy/ Planning Division	Regular Inter-Agency & Sectoral Committee Meetings for feedback on implementation & on progress of SSDP's development Investment Programs	SSDP Priority Areas of Intervention, KRAs, Strategies and Indicators
			Their roles & responsibilities & specific output requirements and outcomes
			Identified collaborative areas (programs and Strategies) towards outcome indicators
			SPAs and DIPs Investment Programs
Private Sector	Extractive Industries; Manufacturing companies; Multi-national corporations; and MSMEs	Meetings, Newspaper Articles, TV and radio talk back show to highlight key achievements	SSDP Priority Areas of Intervention, KRAs, Strategies and Indicators
			Financing models of PPP
			Information on development priorities and CSR in service delivery
NGOs, CSO, CBOs, FBOs, PNG Council Of Churches	Leaders/Managers of Organisations; Women/Youth Councils; Philanthropists and Individuals.	Seminars, Workshops, Consultative Meetings, TV, Newspapers and Radio talk back show to highlight key achievements	SSDP Priority Areas of Intervention, KRAs, Strategies and Indicators
			Information on opportunities for partnerships to implement SSDP and SPA 12 & its DIPs

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Development Partners	Country Directors, country Manager, sector specialists, finance specialist, and technical advisors	High Level Development Forums, Sector Group Meetings & Conferences, Consultative Meetings Newspapers, Radio Programs, Newspaper, TV & radio talk-back show to highlight key achievements	SSDP Priority Areas of Intervention, KRAs, Strategies and Indicators
			Partnership modalities including Development financing model of PPP
Universities & Higher Learning Institutions	Lecturers, professors Academics and research fellows	Seminars, Policy Forums Conferences, newspaper radio talk back show to highlight key achievements	SSDP Priority Areas of Intervention, KRAs, Strategies and Indicators
			Graduate Volunteer Program
			Relevant Strategic interventions (SPAs)
Sub National Governments and Administrations	Provincial Administrators, DDA CEOs Planners, Technical advisors, and public servants	Planners Conference National TV & radio talk-back shows to highlight key achievements, Regional development forums and consultation Workshops	SSDP Priority Areas of Intervention, KRAs, Strategies and Indicators
			Provincial Volunteer Services Programs
			Districts engagement of volunteer services
			Counterpart funding support

7.4

Methods of Communication

7.4.1 Methods of Communication Overview

Very little is known about the National Volunteer Service and its volunteer intervention programs that has caused confusion and limited participation. Thus, the need for adequate promotion, publicity and awareness on NVS products and services is of significant importance. A good promotion, publicity and awareness program will enable NVS to develop and maintain links with the public, private and voluntary organizations both at national and international level. This strategy will add value and significance to the work of NVS and its Partners.

Information on SSDP will be made available to the stakeholders through the following means:

- i. Electronic medium,-
- ii. Radio Talkback shows
- iii. Print media: use of articles and advertisement in newspapers;
- iv. Information kiosks in major forums, conferences, roadshows and events.
- v. Internet: online access social media applications like Facebook,
- vi. Internet: The official NVS website where the SSDP overview and Priority Areas of Intervention, KRAs, Strategies and Indicators background and up to date information highlighting key achievements and partnerships entered into, SMAP Volunteer and Partner Organizations Applications and call for volunteers' advertisements will be made available.

- vii. A series of documentation and videos on NVS Volunteers and their projects.

7.4.2 SSDP Rollout in Schools (Lower and Higher Secondary, Universities, Colleges & Technical Institutions)

An effective method to roll this out in the schools (Higher Secondary, Universities, and Colleges and Technical Institutions) is to have volunteer programs run by the students themselves. This is a great opportunity to serve and give back to the community.

The objectives to invest in this strategy is to provide an avenue for:

- i. Young people in the lower and higher secondary schools who are gifted in a certain trade or hobby and have the desire to use their gift to serve or help others, act upon their values and support a cause and in so doing will turn to find themselves wherever they may be.
- ii. Youths in the National Compulsory Service (NCS) to undergo training on Volunteerism under Civic Actions and go on a 6 months practical placements to do volunteer work before going into universities and colleges etc.

Youth volunteerism is a means for engaging young people in a range of activities that bolster their constructive participation in society and harnessing their energy and enthusiasm to contribute to local, national as well as global development. Involving youth and affording them leadership experiences through volunteerism generates stronger ownership by their generation of development processes and outcomes. It can foster greater social cohesion, more active young citizens, better and more sustainable collaboration between communities and governments, improved health and education and increased employability of youth.

- iii. Post Graduates from Universities, Colleges or Technical Institutions who wish to use their qualifications to serve the communities before moving into the Job Market. In the process, their commitment to their volunteer activities may be strong as they have specific personal and professional goals including the desire to acquire, develop or strengthen specific skills, gain work experience, add to their CVs and increase employability, explore career options, and develop personal and professional networks.

7.4.3 SSDP Rollout in Workplace

Volunteerism strengthens civic engagement, social inclusion, solidarity and ownership. It increases the reach, scale and inclusiveness of action from the local to the national level and beyond, by building capacities, ownership and connections between sub-national local communities and national authorities for achieving the MTDP IV goals and the SDGs.

Volunteer groups can be brokers of for engagement, connecting institutional initiatives with volunteer action at community level. Hence, it is crucial that volunteerism is integrated into policies and plans involved from the planning stage for the GoPNG and its institutions in aligning their plans to the PNG DSP 2030, Vision 2050, the Constitution and the Directive Principles and the localized SDGs.

In rolling out the NVSSDP in the workplaces (National Sector Agencies as well as the sub-national administrations), NVS will heighten awareness, information dissemination and advocacy for the establishment and operationalization of Volunteer desks to roll out volunteer services programs.

7.5

Website

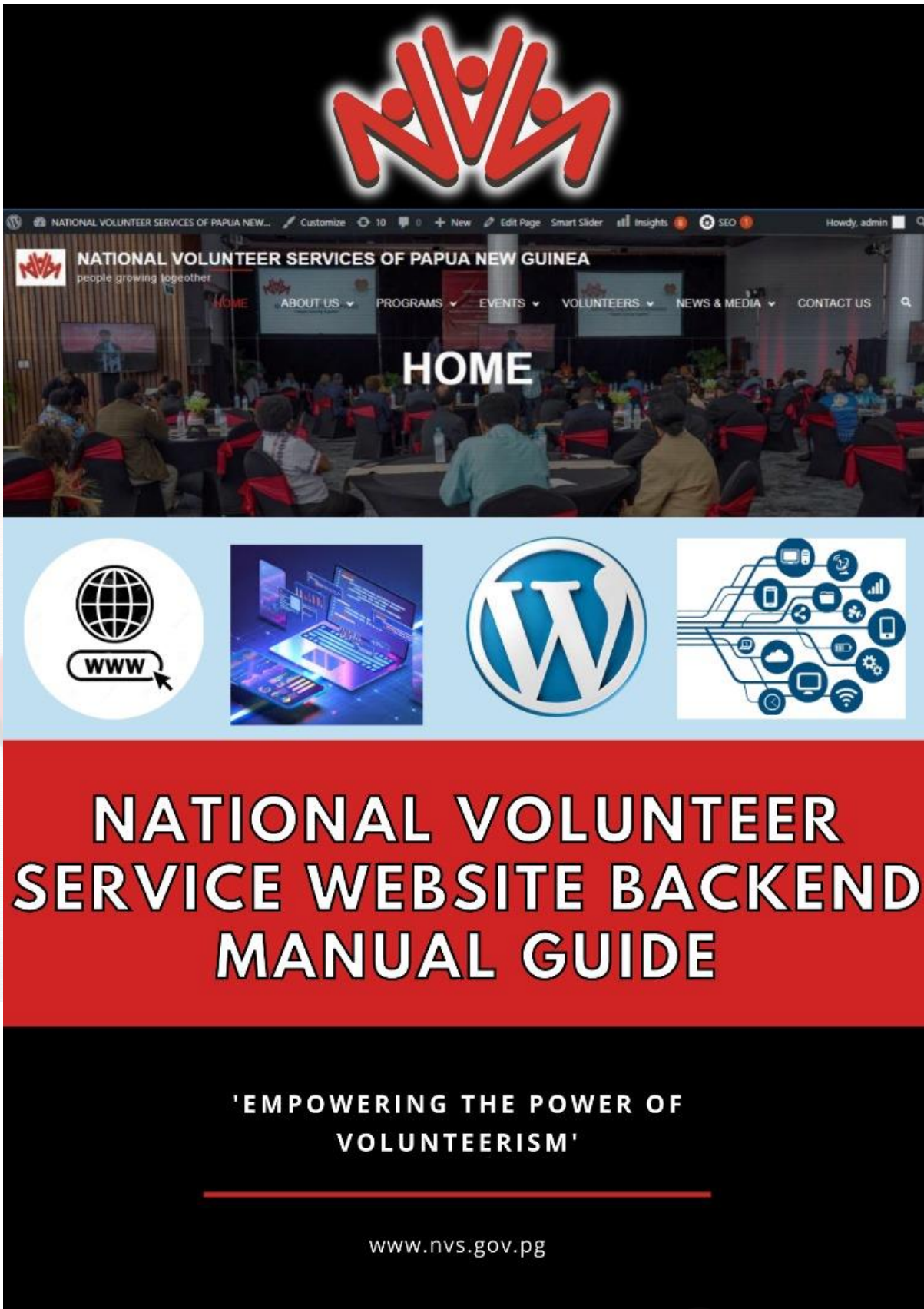
The National Volunteer Service (NVS) launched its first ever-standard Government required website in 2010. It was re-designed to the new organizational structure and aligned to the Policy on Digital Government Transformation and e-portal clause on website re-designing hosting with the government standard domain name www.nvs.gov.pg in 2022.

NVS' Website is recognized as the organization's hardest working communication tool where anyone can go to learn more about the organization and its work, get in touch, or get involved.

NVS will ensure its **Sub-Sector Development Plan 2023 – 2027** is a bold Menu Option when users reach its Website. Information is provided on the:

- i) Overview of the NVSSDP, Priority Areas of Intervention, KRAs, Strategies and Indicators;
- ii) Process on how to volunteer with NVS linking the audience to the
- iii) SMAP Online link or QR Codes on Volunteer Expression of Interest (EOI) Application Forms, Partner/Host Organizations request for Volunteer Application Forms;
- iv) Advertised volunteer vacancies;
- v) Volunteers Projects success stories in the form of videos and documentaries
- vi) Milestone achievements of NVS Volunteers Projects in the SSDP's sectoral placements towards the overall achievement of the development outcomes of the MTDP IV; and;
- vii) Latest updates on the NVSSDP.

The ultimate objective of communicating through the website is to get volunteers to sign up and be engaged. Therefore, whether the National Volunteer Service (NVS) is posting on social media or distributing print materials, its communications intent is to lead its audience back to its website. Therefore, the Agency (NVS) will do everything in its capacity to ensure the immediate launch and full operationalization of its re-designed Website.



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Annexes



Annex 1: Volunteer EOI and Community Request for Volunteer Link Codes

https://sg.smap.com.au/webForm/id/u/047759a3-5737-83e1-62b01e773d2f/s1891_34607

https://sg.smap.com.au/webForm/id/u93bbf018-6011-40ff-9718-367c90c58495/s1891_35756

NVS will implement its NVSSDP as per its log frame. The different tables in the log frame are delegated to different Divisions of the Agency as their primary responsibility in implementing according to their Key Result Areas (KRAs).

Annex 2: NVS SSDP Log Frame Implementation Roles and Responsibilities

No.	Log Frame Table	Primary Responsible Division	Key Responsibilities
	Investment Program Components	L&M & CRS (Finance)	Work plan, Cash flow and Procurement Plan PSC Meetings, Qrt. Budget & Performance Review Meetings, Qrt. Council Meetings, Qrt. TWGs Meetings, High level Meetings, Budget Prep for the following year and Leaders' Summit
1	Volunteer Transit & Meeting Haus	L&M & CRS (Finance)	Work plan, Cash flow and Procurement Plan. PSC Meetings, Qrt. Budget & Performance Review Meetings
2	Volunteer Data-base/Information Management System (ICT)	CRS & ICT	Management to decide on what system to use. Data collection, analysis, reporting. Work plan, Cash flow and Procurement Plan. PSC Meetings, Qrt. Budget & Performance Review Meetings,
3	Capacity Building	VMD & CRS (Finance)	Annual Work plan and Budget formulation, Annual Monitoring, Reporting to the Implementation Technical Working Group for PSC Quarterly Meetings

Annex 3: Programme/Project Monitoring and Evaluation (M&E) Process

Project M&E Process	Description
Project Steering Committee (PSC) quarterly review meetings	The PSC reviews based on project progress against planned targets, actual expenditure and issues identified during project implementation and lessons learnt.
Quarterly Project Progress Reporting	The heads of agencies through the project manager must submit progress report against targets (planned outputs and outcomes). The report should reflect cumulative progress of project outputs and outcomes, analysis of the achievements, challenges, gaps, and lessons learnt.
Annual project reviews	Annual review is meant to track and document project achievements (outputs and initial outcomes), issues and lessons learnt during the year in review.
Final Project Evaluation	This evaluation is meant to assess project goals and objectives, or effects on the conditions of the beneficiaries and lessons learnt.

Annex 4: SSDP Implementation Framework

Implementing Division		Policy Planning Research and M&E (PPRME)									
Key Priority - Activity (KPA)	Actions	Time Targets - 2023				Funding Source	Key Performance Indicators (KPIs)				
		Q1	Q2	Q3	Q4						
1 SSDP 2018 – 2022	Final Evaluation					PIP (10% Admin)	SSDP 2018 – 2022 Final Evaluation Report				
	National Stakeholder Consultations					PIP (10% Admin)	Stakeholders Consultations Workshop Conducted				
	Formulation & Alignment						NVSDP submitted to DNPM				
	Vetting & Approval Printing						NVSDP 2023-2027 approved				
	Operationalization						NVSDP 2023-2027 printed Operationalization Workshop conducted				
		2024									
3 Work-plan, Cash flow and Procurement Plan	Prep and submission of Work plan, Cash flow & Procurement Plan					Nil	Work plan, cash flow and Procurement Plan submitted to DNPM by 31/01/24				
	Establish PIP Project Implementation Technical Unit					Nil	TOR for PIP Project Implementation Technical Unit				
	Qrt. Budget Performance Review Workshop						Qrt. 1 Budget & Performance Review Workshop conducted				
	Batch 19 PSO					PIP (10% Admin)	Batch 19 PSO participation				
4 Quarter Monitoring	Project Site Monitoring Visit						Project Site Monitoring Visit carried out				
	PITU Meeting 1/24						Project Implementation Technical Unit Meeting 1/24 held				

Annex 5: NVS Implementation Approach

No.	Key Areas/Strategies/Activities	Involved Stakeholders/Target Audience	Timing	Responsible Agency/Division
1	National Volunteers Sector Development Plan NVSDP) 2023 -2027 approved & launched	NVS, all relevant stakeholders	8 th December 2023	NVSL&M/PPRME/PRM
1.1	Draft NVSDP submitted to DNPM for final vetting and approval	NVS (All Divisions)	31 st October, 2023	NVS L&M and PPRME
1.2	Approved NVSDP printing	NVS and GPO	20 th – 30 th November 2023	NVS PPRME and CSR (Finance)
1.3	Lead up awareness, promotion and marketing	NVS & NBC/Media/Newspapers	4 th – 7 th December 2023	
2	NVSDP Awareness is heightened to all Stakeholders	NVS and all relevant Stakeholders	11 th – 15 th December 2023	NVS PPRME and MALUL Consultants
2.1	NVS In-House Orientation and Operationalization	NVS (All Divisions)	2 nd Quarter 2024	NVS PPRME and MALIL Consultants
2.2	Stakeholders Orientation Workshop	NVS and All its Strategic Stakeholders	2 nd Quarter 2024	NVS PPRME
2.3	NVS Website	NVS and the Public	2023 - 2027	NVS CRS (IT/ICT)

“Can you imagine a world without volunteers? It would be a poorer world because... volunteering is about action and service, about active citizenship, social cohesion, partnership and relationships. Its impact on local, national and global development can be transformational.”

Dr. Gill Greer, CEO, Volunteer Service Abroad (New Zealand)

Annex 6: Stakeholders Roles and Possible Collaborative Areas (as per the National Stakeholders Consultation Workshop)

No	Organization	Strategic Priority Areas (SPA)	Deliberate Intervention Programs (DIP)	Stakeholder Roles (Development)	Identified Challenges	Possible Collaborative Areas	Programs/Strategies
1	Kokonas Industri Koporesan (KIK)	SPA 01: Strategic Economic Investments	DIP 1.1 Commercial Agriculture and Livestock Development 1.1.4 Coconut	Increase coconut production level Improving the productivity of smallholders adoption and utilisation of new high-yielding coconut varieties expansion of new planted areas Revival of rundown coconut plantations.	Data, lack of skilled human resources capacity	Revival of rundown coconut plantations. Improving the productivity of smallholders adoption and utilisation of new high-yielding coconut varieties virgin coconut oil (VCO) high-value coconut products (HVCP)	Use of NVS Volunteers as Agriculture Extension Officers in the collaborative areas identified high-value coconut products (HVCP) The use of NVS Vols in Kokonas (unattached PS)
2	Small, Medium Enterprise Corporation (SMEC)	SPA 01: Strategic Economic Investments	DIP 1.6 Micro Small and Medium Enterprises (MSME)	Promote and drive inclusive economic growth through employment and wealth creation. Increase National revenue create employment. empower local entrepreneurs (While contributing to improving quality of people's lives).	Lack of skilled human resources capacity	Increase the number of registered MSMEs from 150,000 to 240,000 by 2027. SME Funding for Agriculture K12 billion un-banked (informal) to banked (formal economy)	NVS SPA 01 & SPA 4 Volunteers to undergo SME Intensive TOT Training NVS VMD Director/Training Manager to undergo SME Training (TOT) Provincial Volunteer Service Program Coordinators
3	National AIDS Council Secretariat	SPA 03: Quality and affordable Health Care	DIP 3.5 HIV and AIDS	Coordination: Awareness, advocacy- (greater coverage of HIV/AIDS awareness in all provinces and districts)	Despite the support of Development Partners and Government's investments in HIV/AIDS, the disease	Awareness & advocacy- greater coverage of HIV/AIDS awareness in all provinces and districts) - training	Volunteers (CHWs/Education Vols. Referral pathways

Challenge: More than **85%** of MSMEs comprise mostly of informal, semi-informal and micro enterprises that are operating in the **informal sector** and account for more than **K12 billion-** estimated cash flow that circulates in the informal economy per annum. This is the equivalent to **20%** of the country's **GDP**, which needs to be brought into the formal economy.
Recommendation: JPP Guideline to be in place/MOUs Standardized. (Implementation Strategy - Logframe

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4	Centre for Excellence in Financial Inclusion (CEFI)	SPA 01: Strategic Economic Investments	DIP 1.5 Banking and Finance	<p>More Districts and Provinces have access to HIV/AIDS treatment services ART/Drugs</p> <p>Establish One-stop-shops are in strategic areas as an information hub and safe places for people living with HIV/AIDS.</p> <p>shift the structure of the economy towards a formal economy</p> <p>Opening up financial services to more than 80% of the country's population</p> <p>Financially inclusive population (increase).</p>	<p>prevalence rate and new infections rates have increased over the last decade.</p> <p>Estimated 70% of the country's population does not have access to formal financial markets and services.</p> <p>Poor financial accessibility diverse and often geographically remote population</p> <p>limited participation in the formal economy</p> <p>limited exposure to the formal financial sector</p> <p>High levels of financial illiteracy</p>	<p>information dissemination</p> <p>Peer Education</p> <p>Counselling (training)</p> <p>Dispensary (condoms)</p> <p>HIV/AIDS Treatment</p> <p>MSMEs</p> <p>Women</p> <p>Youths</p> <p>Cooperative societies.</p> <p>Financial inclusion curriculum will also be introduced in Secondary and Primary Schools, including promoting Sumatin-Accounts.</p> <p>financial literacy training promoting a savings culture</p> <p>Providing opportunities to access credit facilities, such as the Credit Guarantee Scheme.</p> <p>Church State Partnership Program</p>	<p>All NVS Volunteers</p> <p>Volunteers</p> <p>All NVS Social Workers employees /BESI Officer/VMD-training</p> <p>NVS CHW Vols? Referral</p> <p>Identified NVS Volunteers to undergo TOT in FLT</p> <p>NVS VMD Training Staff to be certified TOT in FLT-Retail Training</p> <p>Provincial Volunteer Service Program Coordinators</p> <p>NVS Education Sector Volunteers</p>
				<p>The role of NGOs, CSOs, FBOs and</p>	<p>Lack of funding</p> <p>Lack of technically skilled human capital</p>	<p>Church State Partnership Program</p>	
5	PNG Council of Churches	SPA 12:	DIP 12.4				

Annex 7: Logframes for Strategic Priority Areas (SPA) 3 and 4

Table 2		SPA 3: Quality and Affordable Health					
KEY RESULT AREAS							
No	Key Performance Indicators (KPIs)	2023	2024	2025	2026	2027	Responsible agency(ies)
DIP 3.1	1 Number of community health posts in operation and manned by NVS CHWs	14	81	5	7	107	NDoH/ PHAs/ DDAs/ NVS
DIP 3.4	2 Number of NVS Volunteers as Community Health Workers trained [Baseline: 4,591 (2020)]	14	81	5	7	107	NDoH/ PHAs/ DDAs/ NVS
	3 Proportion (%) of NVS Volunteers as Midwives trained	-	10	15	20	45	NDoH/ PHAs/ DDAs/ NVS
	5 Proportion of NVS Volunteers as Nurses trained [Baseline: 4,047 (2020)] (%)	-	10	15	20	45	NDoH/ PHAs/ DDAs/ NVS
DIP 3.5	6 Percentage of coverage on HIV/AIDS awareness in provinces per year undertaken by NVS Volunteers (%)	-	90	5	5	100	NAC/ NDoH/ NVS
	7 Proportion of NVS Volunteers trained to carry out HIV/AIDS Awareness (%)		50	30	20	100	NAC/ NDoH/ NVS

Table 2		SPA 4: Quality Education and Skilled Human Capital					
KEY RESULT AREAS							
No	Key Performance Indicators (KPIs)	2023	2024	2025	2026	2027	Responsible Agencies
DIP 4.1	1 Proportion of Early Childhood Education and Adult Literacy teachers with approved teaching qualifications engaged as volunteers (%)	0	2	10	13	25	NVS, PNGIE, PG, Districts, Churches
	2 Number of NVS Volunteers as ECE Teachers serving in Early Childhood Education model preschools established in the Wards	2	8	8	8	26	NVS, PNGIE, PG, Districts, Churches

Table 3		SPA 3: Quality and Affordable Health	
STRATEGIES			
No	DIP 3.1: Primary Health Care and DIP 3.5: HIV/AIDS	Policy/Plan Reference	
1	Strengthen integration of clinical services, public health interventions and primary healthcare at all levels of service	National Health Plan 2021-2030	
2	Medical supply chain improvement to ensure adequate, affordable and continuous availability of safe and good-quality medicines that can be used rationally and consistently	National Health Plan 2021-2030	
3	Mitigate socio-economic impacts of HIV/AIDS	National HIV and AIDS Strategy	
4	Upscale & implement 5 HIV Prevention Pillars	National HIV and AIDS Strategy	
5	Upskilling of professionals at VCT & Couple Counselling Services	National HIV and AIDS Strategy	
6	Integrate HIV procurement, supply and distribution into national programs	National HIV and AIDS Strategy	

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7	Strengthening of awareness and HIV prevention programs	National HIV and AIDS Strategy
8	Strengthening partnerships with all stakeholders	National HIV and AIDS Strategy
No	DIP 4.1: Early Childhood Education and DIP 4.5: Quality Training and Accreditation	Policy/Plan Reference
1	Promote strategic partnerships with NDoE and the Churches to improve engagements of NVS Volunteers as ECE Teachers in the inclusive Early Childhood Education schools in the country	National Education Plan 2021-2029 / ECE Policy 2020
2	Enhance collaboration with NDoE, TSC and other relevant agencies to create employment opportunities for graduate	National Higher & Technical Education Plan 2021-2030/DHERST Strategic Priorities - Teacher Colleges 2020/National Education Plan
3	Enhance capacity development for teachers, trainers and support staff from ECE, lower Secondary Schools, upper Secondary Schools, SoE, FODE, Inclusive Education	National Higher & Technical Education Plan 2021-2030, National Skills Development Plan 2021-2025

Table 4

INDICATORS

SPA 3: Quality and Affordable Health

No	DIP 3.1: Primary Health Care and DIP 3.5: HIV/AIDS	Source	Baseline	2023	2024	2025	2026	2027
1	Maternal mortality rate per 100,000 live births	Volunteers Annual Report						
2	Infant mortality rate (up to 12 months) per 1,000 live births	Volunteers Annual Report						
3	Under 5 Mortality rate (per 1,000 live births)	Volunteers Annual Report						
4	TB incidence per 100,000 population	Volunteers Annual Report						
5	Incidence of reported malaria patients per 1000 population	Volunteers Annual Report						
6	Proportion of children under 1-year old immunised against measles (%)	Volunteers Annual Report						
7	Proportion of 1-year old children immunised with doses of DTP Hep B Hib (%)	Volunteers Annual Report						
8	Number of health facilities per 1,000 population manned by NVS Volunteers	Volunteers Annual Report						
9	HIV/AIDS prevalence rate per 1,000 people	Volunteers Annual Report						
10	Prevalence of HIV/AIDS by gender (15-49)	Volunteers Annual Report						
11	STI/HIV prevalence among young people aged 15-24 years old by gender	Volunteers Annual Report						
12	Proportion of People Living with HIV (a) Known HIV Status (b) On ART (c) Virally Suppressed (%)	Volunteers Annual Report						
13	Number of new HIV infections per 1,000 (uninfected) population	Volunteers Annual Report						
No	DIP 4.1: Early Childhood Education and DIP 4.5: Quality Training and Accreditation	Source	Baseline	2023	2024	2025	2026	2027
1	Number of NVS Early Childhood Education Trained (ECE)	NVS Annual SSDP Report						
2	Net enrolment ration in ECE (%)	Volunteers Annual Report						
3	Teacher: Pupil Ratio ECE	Volunteers Annual Report						
4	Number of Volunteers engaged in Adult Literacy Programs	Volunteers Annual Report						

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"Never doubt that a small group of thoughtful, dedicated citizens can change the world: indeed, it is the only thing that ever has."

Margaret Mead

"Without volunteers, we would be a nation without a soul."

Rosalynn Carter



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