



PAPUA NEW GUINEA
OPEN GOVERNMENT PARTNERSHIP
NATIONAL ACTION PLAN
2025-2029



**“Promoting accountable, inclusive and responsive
Government in Papua New Guinea”**



DEPARTMENT OF NATIONAL PLANNING AND MONITORING





**CELEBRATE OUR HISTORY
INSPIRE OUR FUTURE**



PAPUA NEW GUINEA

OPEN GOVERNMENT PARTNERSHIP NATIONAL ACTION PLAN 2025-2029

“Promoting Accountable, Inclusive and Responsive Government in Papua New Guinea”



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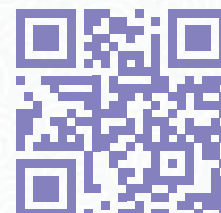
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LORD'S PRAYER

Our Father, who art in heaven, hal-
lowed be Thy name;
Thy kingdom come;
Thy will be done;
on earth as it is in heaven.
Give us this day our daily bread.
And forgive us our trespasses,
as we forgive those who trespass
against us. And lead us not into
temptation;
but deliver us from the evil one.
For Thine is the kingdom,
the power and the glory,
for ever and ever.
Amen

NATIONAL ANTHEM

I

O arise all you sons of this land, Let us
sing of our joy to be free, Praising God
and rejoicing to be Papua New Guinea.
Shout our name from the mountains to
seas

Papua New Guinea;
Let us raise our voices and proclaim
Papua New Guinea.

II

Now give thanks to the good lord above
For His kindness, His wisdom and love
For this land of our fathers so free,
Papua New Guinea.

Shout again for the whole world to hear
Papua New Guinea;
We're independent and we're free
Papua New Guinea.

NATIONAL PLEDGE

We, the People of Papua New
Guinea, pledge ourselves, united in
One Nation. We pay homage to our
cultural heritage, the source of our
strength.

We pledge to build a democratic so-
ciety based on justice, equality, re-
spect and prosperity for Our People.

We pledge to stand together as

- One People
- One Nation
- One Country

GOD BLESS PAPUA NEW GUINEA



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GLOSSARY

Term	Definition
Citizens Budget	It is a document that summarizes and explains basic budget information to promote citizen participation in government budgeting processes
Civil Society Organizations	Non-State, not-for-profit, voluntary entities formed by people, both locals and internationals, who have a presence in public life.
Cluster Commitments	Group of OGP commitments
Co-Creation	Collaborative promotion of OGP by government and civil societies.
Commitments	Specific plan of actions or obligations under cluster commitments
Development Partners	Donor partners, including philanthropic foundations, NGOs, and INGOs, are working with government in service delivery
Development Process	The drafting stages of the 2nd NAP 2022-2024
e-Democracy	Also known as digital democracy, it is the use of information and communication technologies to enhance the delivery of government services
E-Government Portal	A gateway or central government web for managing digital public services
Extractive Resource Transparency	A call for promoting transparency and accountability in the oil, gas, and mining sectors through the disclosure of government and company data
Fiscal Transparency	It refers to the publication of information on how governments raise, spend, and manage public resources.
Freedom of Information	A principle that calls for individuals and the public at large to have the right to access information that is pertinent to their interests.
Government Integrity	Citizens' trust in the government that the government must fulfil its commitment to the public
International Commitments	Global OGP initiatives on good governance, transparency, and accountability of governments.
Milestone	a specific point within an OGP'NAP life cycle used to measure the progress towards the ultimate goal of a commitment
National agenda	Government's domestic policy and development priorities



National Conference	A stakeholder OGP co-creation conference held from 9-10 September 2021
National Goals	Preamble of the Constitution, capturing the 8 Goals and Directive Principles
National Steering Committee	A peak body for the PNG OGP stakeholders to meet every quarter for reporting and monitoring of the implementation of the OGP commitments
OGP Secretariat	A unit established under the DNPM to coordinate and expedite the OGP process in the country
Open Data	A set of data that can be freely used, reused, and redistributed by anyone
Open Government	A doctrine calling for all government business to be open to regulation and scrutiny by the public
Partnership	It is about working in a relationship and collaboration with different stakeholders based on mutual consensus.
Policy and Legislative Enabler	A Perception that OGP is a facilitator to promote a transparent, responsive, open, and accountable government by supporting the dynamics of OGP
Policy Rationale	It is an explanation of the basis or fundamental reasons for adopting OGP.
Public Participation	A process that directly engages the public in decision-making and gives full consideration to public input in making that decision
Service Delivery	Socio-economic provision of public goods and services such as roads, schools, and hospitals.
Subnational	It refers to provinces, districts, and local-level governments
Voice Strategy	An informal economic voice strategy developed by the Department for Community Development and Religion
Strategic Policy Area	Six targeted policy areas for the National Action Plan III



ACRONYMS

BCEP	Building Community Engagement Program
CACC	Central Agencies Coordinating Committee
CEO	Chief Executive Officer
CIB	Capital Investment Budget
CIMC	Consultative Implementation & Monitoring Council
CPI	Corruption Perception Index
CSO	Civil Society Organization
CTWC	Commitment Technical Working Committee
DDA	District Development Authority
DFAT	Department of Foreign Affairs and Trade
DfCDR	Department of Community Development and Religion
DICT	Department of Information and Communications Technology
DIMS/PIMS	District/Provincial Information Management
DIP	Deliberate Intervention Program
DNPM	Department of National Planning & Monitoring
DoE	Department of Education
DoT	Department of Treasury
DPLGA	Department of Provincial and Local Level Government Affairs
DSIP	District Services Improvement Program
EITI	Extractive Resource Transparency Initiative
FBO	Final Budget Outcome
FBOs	Faith Based Organizations
FOI	Freedom of Information
GoPNG	Government of Papua New Guinea
ICAC	Independent Commission Against Corruption
ICT	Information Communication Technology
IFMS	Integrated Financial Management System
IGIS	Integrated Government Information System
INA	Institute of National Affairs
IRM	Independent Reporting Mechanism
LLG	Local Level Government
MTDP IV	Medium Term Development Plan IV
MYEFO	Mid-Year-Economic-Fiscal-Outlook



MYFO	Mid-Year Fiscal Out-look
NAP	National Action Plan
NDoH	National Department of Health
NEC	National Executive Council
NEFC	National Economic & Fiscal Commission
NEFC	National Economic & Fiscal Commission
NGDP	National Goals & Directive Principles
NICTA	National Information & Communication Technology Authority
NID	National Identification
NPC	National Procurement Commission
NRI	National Research Institute
NYDA	National Youth Development Authority
OAG	Office of Attorney General
OGP	Open Government Partnership
OLIPPAC	Organic Law on Integrity of Political Parties and Candidates
PEFA	Public Expenditure & Financial Accountability Assessment
PM&NEC	Department of Prime Minister & National Executive Council
PNGDSP	Papua New Guinea Development Strategic Plan
PNGRGC	Papua New Guinea Resource Governance Collation
PSIP	Provincial Services Improvement Program
RIGFA	Reform on Intergovernmental Financing Arrangements
SAF	Social Accountability Framework
SDG	Sustainable Development Goal
SIP	Services Improvement Program
SOE	State Owned Enterprises
SPA	Strategic Priority Area
STaRS	National Strategy for Responsible Sustainable Development
TIPNG	Transparency International PNG
TVI	The Voice Inc
TWG	Technical Working Group
UNDP	United Nations Development Program
UNHDI	United Nations Human Development Index
UPNG	University of Papua New Guinea
YC	Youth Council



STATEMENT BY PRIME MINISTER OF PAPUA NEW GUINEA



It is a great honour for me to make a statement on a matter that goes to the very heart of democracy, development, and national unity—the Open Government Partnership.

Papua New Guinea has entered into an unknown territory as an independent sovereign nation. The transition of a people of many languages, traditions, and cultures to nationhood is a testament to the prodigious leadership of our founding fathers. Aspirations and hope for a better future have held a nation together. The spirit of democracy and the National Constitution continue to uphold the barriers posed by diverse cultures and traditions as we progress as a nation over the next 50 years. National unity and democracy continue to grow despite ongoing socio-economic development challenges.

Papua New Guinea stands at a critical juncture. Our people are calling for stronger institutions, greater accountability, and a more inclusive governance system.

In this spirit, we are proud to be part of the Open Government Partnership. This global initiative brings governments and citizens together to promote transparency, empower citizens, combat corruption, and harness technology to improve public service delivery. This is not just a policy commitment. It is a moral obligation to our people.

We have achieved so much as a nation through successive governments, but more are yet to be delivered. Thus, what matters now is not what we would have liked to be done but what we must be able to do together as a



nation. Together, we can take our beautiful country forward.

Our people reasonably expect a transparent and accountable Government that delivers for all. Our people, through churches, civil society organizations, and Faith-Based Organizations, play a significant role in development planning, policy formulation, resource allocation, service delivery, and monitoring and evaluation. These are the focus of my government since I took Office as the Prime Minister of this country.

We believe that openness builds trust. When citizens are informed and involved in government decisions, public confidence grows. When data is shared and institutions are transparent, corruption is harder to hide. And when policies are shaped with public input, they are more likely to succeed. The Open Government Partnership is not about ticking boxes. It is about transforming mindsets—from secrecy to openness, from exclusion to participation, from suspicion to collaboration.

This NAP is different from the last two NAPs as we are celebrating our 50th Anniversary as an independent nation. The next 50 years must see a government that is transparent, accountable, and responsive to the needs of our people.

My government is focused on expediting the reforms that have already commenced, such as e-procurement, digital transformation, citizen-and inclusive-budgeting, and e-voting. These reforms are not ordinary; they will transform the country's development landscape.

The Government of Papua New Guinea's adoption of the Open Government Partnership (OGP) Global Initiative is a strategic decision. The reforms stated above will build on the OGP Platform and work closely with other OGP member countries worldwide.

Hence, my government is committed to supporting the good work of the PNG OGP Secretariat of the Department of National

Planning and Monitoring under the leadership of the Minister, Honorable Sir Ano Pala, MP, Minister for National and Monitoring, Co-Chair (TIPNG), and the rest of the government agencies and civil society organizations to implement PNG's 3rd National Action Plan (2025-2029).

To our citizens, I say: This is your government. Be involved. Ask questions. Make your voice count. To our public servants: Let us lead with integrity, transparency, and humility. Let us rebuild trust in public institutions. To our partners—civil society, development agencies, and the private sector—thank you for standing with us. Your collaboration is vital in making open government a reality.

Together, let us build a government that is not only for the people, but also by the people and with the people. Let us make open government the foundation of a stronger, more united, and more prosperous Papua New Guinea.

With this, I present the PNG Open Government Partnership National Action Plan III 2025-2029 to all PNG citizens, departments, statutory authorities, SOEs, development partners, non-government organizations, civil society organizations, churches, Trade Unions, and private-sector organizations for support and joint implementation.

God Bless the People of Papua New Guinea.

Hon. James Marape, MBA, MP
Prime Minister of Papua New Guinea

FOREWORD FROM THE PNG OGP MINISTER



Papua New Guinea's adoption of the Open Government Partnership (OGP) initiative in 2015 has been a momentous step toward promoting good governance, transparency, accountability, and inclusive service delivery. This is a testament to the Marape-Rosso Government's commitment to upholding the National Constitution and vibrant democracy that reflects the wishes and aspirations of our founding fathers.

Good governance, transparency, accountability, and inclusiveness are fundamental to this Government. The OGP objectives complement the spirit of our National Constitution and remain a solid pillar of our Democracy.

It has been a significant platform for the Government through which concerted efforts have been made to promote transparency, accountability, and integrity in government business processes. It further fosters information sharing, inclusive development planning, policy formulation, equitable resource allocation, and effective service delivery and reporting. It focuses on the effectiveness of Government responsiveness to citizens' needs.

The principles of democracy are fundamental to the OGP platform, which are promoted throughout the implementation process. The separation of powers of the three arms of the Government, the Legislature, Executive, and Judiciary, must be transparent and accountable to the people. These arms of the Government must function without influence or/interference from the other. The OGP process is restoring the Government's integrity against its people. These principles will influence all dimensions of the Government processes, including policy formulation, development planning, and service delivery.

OGP brings together government and civil society champions of reform who believe that governments are more effective and credible when they open their doors to public input and oversight. The crafting of the GoPNG-CSO Partnership Policy will elevate the participation of Civil Society Organizations in government business processes.

In retrospect, the policy and legislative reforms undertaken in the last five years were facilitated through the OGP process. Hence, the OGP platform appears to be a mainstay of effective service delivery. The OGP principles are incorporated in respective sectoral policies and development plans developed over the last five years.

Some of those reforms have shifted the Government's focus. The reforms include the Whistleblowers Act 2020, the ICAC Act 2020, the Public Finance Management Act (Amendment) 2018, the National Procurement Act 2017, the Digital Government Act 2022, and the review of the PNG Planning and Monitoring Responsibility Act 2016, among others.

Other evolving reforms, such as Digital Transformation, will receive equal priority and be developed through the OGP Platform. The



government will also streamline CSOs' activities, ensure they align with the Government's long- and medium-term priorities, and work closely with the Government through the Sectors.

The OGP commitments will be realized through the effective implementation of PNG's 3rd National Action Plan (NAP) 2025-2029, which is aligned with the Medium-Term Development Plan 2023-2027 and other cascading development plans and policies, including the global development agenda, such as the SDGs. This is a 4-year Plan that incorporates the MTDP IV priorities. The committed implementation will bring about the necessary policy and legislative reforms, shifting the country's development to a new dimension.

On this note, I encourage all public servants to take ownership of this NAP 2025-2029, including the OGP process, and work closely with civil society organizations, churches, institutions, the private sector, development partners, and the ordinary people of our beautiful Papua New Guinea.

God Bless Papua New Guinea.

**Hon. Sir Ano Pala, KBE, CMG, ISO, MP,
Minister for National Planning and PNG
Open Government Partnership**



STATEMENT FROM THE CIVIL SOCIETY REPRESENTATIVE



As the representative of the Civil Society Organization for the Open Government Partnership in Papua New Guinea, we endorse this critical 3rd National Action Plan 2025–2029. This NAP is a vital strategic document that represents a renewed pact between the State and its citizens, designed to secure a more accountable and inclusive future.

The principles of Open Government—transparency, accountability, and citizen participation—are essential levers for accelerating national development. When citizens can access information, engage meaningfully in decision-making, and hold institutions to account, the governance system becomes stronger, more equitable, and more resilient to corruption.

The OGP agenda is profoundly aligned with Papua New Guinea’s own National Goals and Directive Principles (NGDP). The Open Government Partnership directly embodies Goal 2: Equality and Participation by ensuring that every citizen, regardless of background, has the right to be consulted

and to actively participate in the country's political, economic, and social life.

The success of this 3rd NAP rests on a true partnership. Civil Society Organizations, including TIPNG, serve as vital conduits between the government and the people, translating policy into public understanding and feeding citizen perspectives back into the policy loop.

Therefore, we call upon all government agencies tasked with implementing these commitments to institutionalize genuine engagement with civil society. We are committed partners ready to contribute technical expertise, monitor progress, and ensure these reforms deliver tangible benefits to the people of PNG.

TIPNG remains committed to championing the OGP agenda. We urge all stakeholders—government, private sector, and civil society—to embrace the spirit of this PNG OGP NAP III, ensuring its ambitions for a transparent, inclusive, and responsive government are fully realized.

Mr. Peter J. Aitsi, MBE
Transparency International PNG - Civil Society Co-chair



ACKNOWLEDGEMENT FROM THE SECRETARY OF THE DEPARTMENT OF NATIONAL PLANNING AND MONITORING



The formulation of PNG's 3rd National Action Plan 2025-2029 has undergone a comprehensive, consultative process, facilitated by the Drafting Committee comprising both government and CSOs. The 4-Year NAP demonstrates the GoPNG's commitment to working with civil societies through the OGP platform. The NAP III aligns with the Government's cascading development plans and policies, as well as with other global agendas.

In retrospect, I wholeheartedly thank Almighty God for His leadership and guidance throughout the Implementation of the past NAPs and formulation of NAP III.

On behalf of the PNG OGP National Steering Committee and the Department, I express my sincere gratitude to our Prime Minister, Hon. James Marape, for his strong leadership and for his belief in transparency, accountability, and good governance, which are the pillars of democracy promoted by the OGP.

Our sincere gratitude to the Minister for OGP and National Planning, Hon. Sir Ano Pala, for his strategic directions and representations in the OGP process.

On the same note, I thank the Head of the PNG OGP Secretariat, Mr. Langa Kopio, and his team for their continued support and coordination of OGP processes nationwide.

I also express my sincere gratitude to the Professor. Leo Marai, PhD of the University of Papua New Guinea, for his overwhelming expertise, assistance, guidance, and forbearance throughout the process of drafting this Plan.

My special recognition to Transparency International in Papua New Guinea for providing the co-chair with the Department of National Planning and Monitoring, which accommodates the OGP Secretariat. Through the co-chair, the localisation of the OGP commitments has been realised.

I extend my gratitude to the Drafting Committee (both Government and CSOs) and to the government agencies and CSOs consulted. Your dedication, hard work, and collaborative spirit have resulted in a plan that reflects the genuine aspirations of our people and the principles of transparency, accountability, and inclusive participation that we proudly uphold.

Importantly, I also thank our partners—civil society organizations, development partners, and all who contributed their time, insights, and feedback, including financial and technical assistance towards the OGP process in the country. Their contributions are what make this a true partnership, not just a government program.



Finally, I sincerely appreciate the support of the United Nations Development Program (UNDP) for sponsoring the Co-Creation Workshop and of the Australian Government through the AusPNG Partnership Program for funding the entire drafting process. DFAT funding support for the AusPNG Partnership has been expended through the Building Community Engagement Program (BCEP). This level of partnership and support demonstrates the commitment of the UNDP and DFAT to the effective implementation of the OGP NAP 2025-2029. I also extend my sincere appreciation to the European Union Delegations for their support for the OGP during the last two NAP periods.

This Action Plan is not the end. It is the beginning of a new chapter—one where openness becomes a culture, not just a commitment.

Let us now move forward together to implement this Action Plan with the same energy, unity, and integrity you have shown during its development.

May God bless you all and our beautiful nation, Papua New Guinea.

A handwritten signature in blue ink, appearing to read 'Koney Samuel', written over a horizontal dashed line.

Koney Samuel
Secretary

PAPUA NEW GUINEA AT A GLANCE

THE OPEN GOVERNMENT PARTNERSHIP (OGP) IS A GLOBAL INITIATIVE WHERE GOVERNMENTS AND CIVIL SOCIETY CO-CREATE ACTION PLANS FOR MORE TRANSPARENT, ACCOUNTABLE, AND PARTICIPATORY GOVERNANCE, FOCUSING ON IMPROVING SERVICES, FIGHTING CORRUPTION, AND USING TECHNOLOGY FOR PUBLIC GOOD.



2015

PAPUA NEW GUINEA
JOINED
OPEN GOVERNMENT
PARTNERSHIP

10,185
MILLION

462,840
KM² LAND

\$32.84 B
GDP



CORRUPTION PERCEPTION INDEX

31/100
SCORE

127/180 ▲
RANKING

HUMAN DEVELOPMENT INDEX

0.576
INDEX

154/193 ▲
RANKING

POLITICAL SYSTEM

PARLIAMENTARY
DEMOCRACY

RELIGION

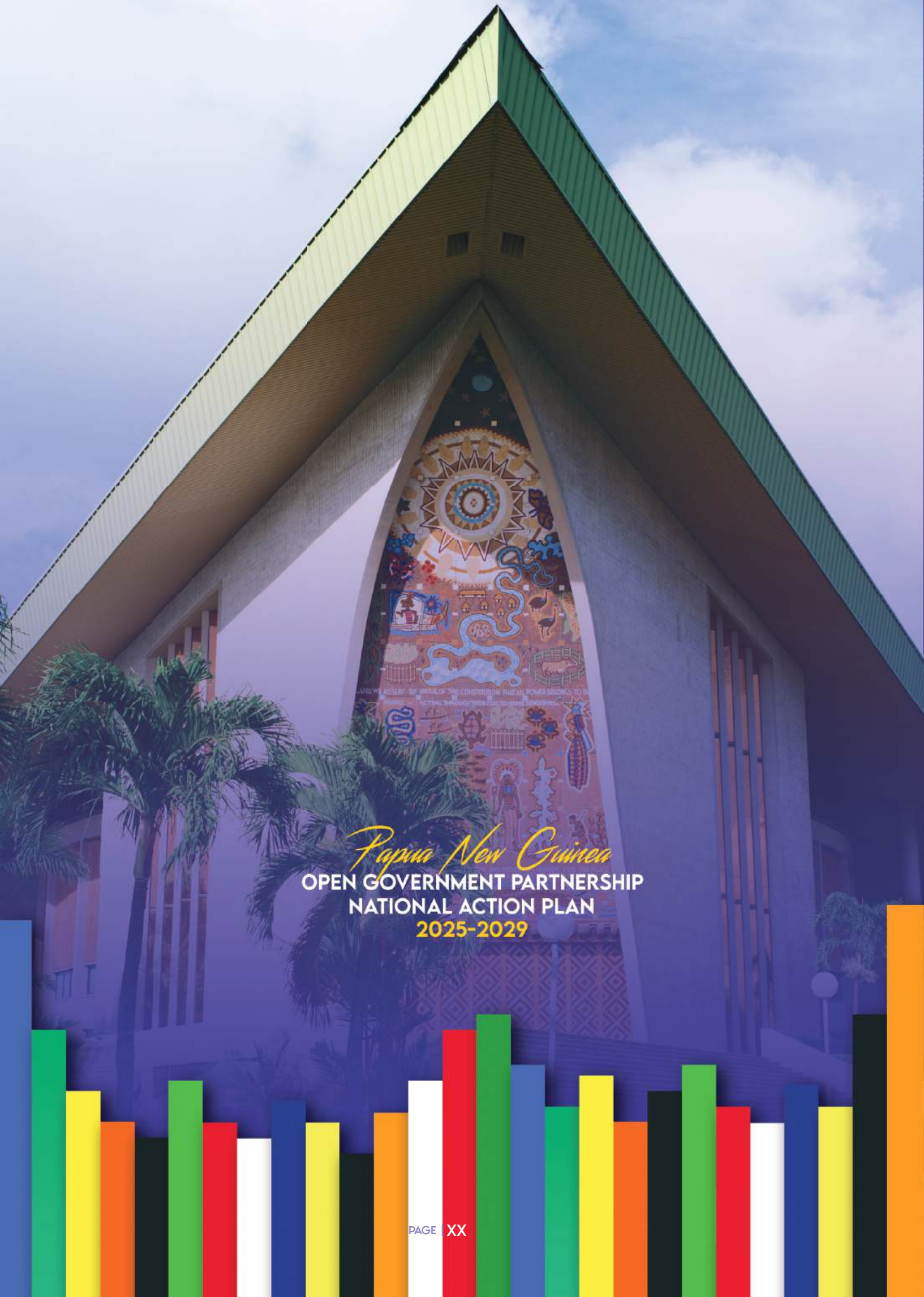
CHRISTIANITY

LANGUAGES AND ETHNICITY

830+

1000+





Papua New Guinea
OPEN GOVERNMENT PARTNERSHIP
NATIONAL ACTION PLAN
2025-2029



Chapter One

INTRODUCTION

PNG OGP NAP III
2025-2029

*“Promoting accountable, inclusive and responsive
Government in Papua New Guinea”*



OGP is a multi-stakeholder global initiative with over 78 countries, 150 local governments, and 3,000-plus civil society organizations participating worldwide. OGP creates a platform for the Government and CSOs to work together to improve transparency, accountability, and integrity in government systems and processes. Inclusive participation in development planning, policy formulation, resource allocation, service delivery, and monitoring and evaluation are the OGP's focus. OGP brings together governments, civil society, and the private sector as champions of reform who recognize that governments are much more likely to be effective and credible if they open their doors to public input and oversight.

The OGP promotes democratic principles and establishes a platform for transparent and accountable government. This includes access to vital information and the involvement of citizens in the decision-making process. This procedure allows the citizens to hold their government accountable.

The OGP promotes evolving policy and legislative reforms that advance good governance and sustainable, inclusive economic growth and development. The policy reform that is advancing through the OGP Platform across member countries is digital transformation. The GoPNG will focus on digital transformation in the short- to medium-term.



1.1. Background of the Open Government Partnership

In 2011, eight countries with few civil society organizations formed the Open Government Partnership to drive transparency, accountability, and innovation worldwide. The eight (8) countries are the United States of America (USA), Brazil, Indonesia, Mexico, Norway, the Philippines, South Africa, and the United Kingdom, and they remain the founding and vibrant OGP member countries worldwide. These countries came together, made public declarations, and announced their country action plans to implement the objectives of the OGP in their respective countries. These plans promote transparency, empower citizens to fight against corruption, and seek to harness new technologies to strengthen governance. It was stated that OGP member countries are required to develop a 2-year National Action Plan through a co-creation process. The plans guide participating countries in undertaking meaningful steps to implement reforms in close consultation with their citizens.

Currently, the membership comprises 78 countries, 150 local governments, and 3,000-plus civil society organizations. Global leaders consider the OGP platform a unique space for governments, CSOs, churches, institutions, and the private sector to work together.

1.2. Open Government Partnership in the Global Context

This was a landmark decision by the eight (8) countries that had come together to establish the Open Government Partnership initiative as the driver of future policy and legislative reforms, underpinning transparency, accountability, innovation, and inclusive participation by civil society and citizens in government business processes. The initiative was launched on 20th September 2011, in New York, USA, by those eight countries. Over the past 13 years, it has grown from 8 to 78, encompassing 3,000-plus local governments and civil society organizations, and appears to be a fast-growing movement worldwide.

The current policy reform pursued by almost all OGP member countries worldwide is digital transformation. It is envisioned that the country can become more transparent and accountable to citizens if all government business processes are digitized and key public information is made available in the public domain.

1.3. Open Government Partnership in the PNG Context

PNG's OGP membership in 2015 was formalized through a National Executive Council (NEC) Decision No. 285/2015. PNG's membership was officially accepted and announced by the OGP co-chairs on the 28th of October 2015, at the OGP Global Summit in Mexico.

As a member of the OGP, PNG is committed to providing 'open government' to its citizens, thereby making information available to the public. This aligns with the aspirations of the National Constitution. Section 51 of the National Constitution, which calls for Freedom of Information, and Section 10 (3) (e) of the Organic Law on Provincial and Local Level Government provide for the inclusion of women representatives in the Provincial Assembly.



These are constitutional provisions that are informed by the adoption and establishment of the OGP initiative and are the OGP's primary focus.

PNG had two National Action Plans (1 & 2) with key cluster commitments aligned with the country's policy priorities. The OGP objectives conform to our National Goals and Directive Principles, specifically the goals on "Integral Human Development; Equality and Participation, " and; Natural Resources and Environment Governance."¹

PNG has enacted important legislation, including the Organic Law on the Independent Commission Against Corruption (ICAC), the Whistleblowers Protection Act 2020, the Digital Government Act 2022, and the PNG Planning and Monitoring Responsibility Act 2016, which align with the spirit of the OGP. Other important policies include the GoPNG-CSO Partnership Policy 2025, the Digital Transformation Policy, the Right to Information Policy, and the Medium-Term Development Plan 2023-2027, which the NAP III has aligned with.

¹ Papua New Guinea National Constitution 1975, National Goals and Directive Principles.



CLUSTER COMMIT. : ENABLERS & BARRIERS
 (5)
Commitment 1:
 1. Barriers
 - No commission Bill in place / passed.
 - Dependent on ~~the~~ buying from EITM
 - Dependent on First legislative Council
 or feedback.
 - letter of advice received from office of
 on issues with the Draft Bill.
 2. Enablers
 - No enablers; as there was no prog
Commitment 2:
 1. Barriers
 - No legislation has been passed.
 - Commitment 2 is dependent on a
~~subsequent~~ ~~to~~ ~~Commitment 1,~~ ~~Commitment~~
 2. Enablers
 - No progress.

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Chapter Two

IMPLEMENTATION REPORT OF NAP 2022-2024

PNG OGP NAP III
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2.1. Cluster Commitment 1: Freedom of Information

Freedom of Information is a constitutional requirement that provides citizens with access to information. Section 51 of the National Constitution guarantees citizens the right to freedom of information. Citizens having access to information improve their understanding of potential issue(s) and enable parties to develop amicable strategies.

Under NAP II 2022-2024, the Freedom of Information Cluster was retained from NAP 2018-2020, despite changes to the commitments. The commitments under the NAP II include:

Legislation on Access to Information

The first commitment focuses on access-to-information legislation. The objective of this commitment was to develop access-to-information legislation that enables greater citizen participation in the management of public affairs. A Drafting Committee was established during the NAP II period, and the Department of Information and Communication Technology chaired it. The first committee meeting was held; however, no drafting was undertaken.



Inter-Agency Communication and Sharing of Information

The second commitment focuses on interagency communication and information sharing. The main objective was to increase government agencies' utilization of the Integrated Government Information System (IGIS). This commitment included two projects: Infrastructure and Data Portal. Progress on the country's ICT infrastructure was slow. DICT has formulated the Digital Transformation Policy, which was approved through NEC Decision No. 252/2020. Endorsement of the Digital Transformation Policy led to the renaming of the Department of Communications and Information (DCI) to the Department of Information and Communications Technology (DICT), and to a significant restructuring of the Department. The enactment of the Digital Government Act of 2022 is a testament to the DICT's commitment and efforts in enabling the flow of information through the OGP Platform.

Mechanism for Storage of Data and Information

The third commitment was to create a data storage mechanism within the e-Government Portal. The objective of this commitment was to centralize public datasets and make them accessible to the public through a single e-Government Portal, accessible from any web browser. This commitment has been a priority project since the enactment of the Digital Government Act 2022. Progress on this commitment was slow due to insufficient funding and coordination.

e-Government Policy

The fourth commitment was to have a policy and legal framework for e-government. The e-Government Policy aims to address significant government challenges related to information dissemination, accountability and transparency, bureaucracy, and citizen participation in domestic institutions and processes. The enactment of the Digital Government Act 2022 provides an avenue for constructive engagement between government and civil society on issues of legislative openness and citizens' participation in the legislative process through e-government.

2.2. Cluster Commitment 2: Public Participation

The Public Participation Cluster was brought forward to NAP II from NAP I. The forward-looking discussion was based on the OGP's overarching objectives. The following commitments from the Public Participation Cluster conform to the PNG context.

Citizen Engagement in Budgeting and Planning

The second commitment was to inform citizens on how to formulate, implement, monitor, and report on the National Budget. This concept or commitment also covers subnational budgets. The main objective was to engage civic participation in the budgetary processes. One of the projects is to have nationwide joint government-CSO budget information workshops so that the citizens have clarity on how and where they can be engaged in the budget process.



With funding support from the Building Community Engagement Program (BCEP) of the Australian Government through the Australia-PNG Partnership Program, the PNG OGP held four (4) regional and one (1) national Joint Government-CSO Budget Information Workshops, where the CSOs expressed their concerns, and those concerns have been translated into an Outcome Report and NEC Submission with key recommendations.

The GoPNG-CSO Partnership Policy

Since PNG became a sovereign state, CSOs, including churches, have played an essential role in PNG's transformation. CSOs and churches have been the frontliners in service delivery. They have reached out to the remotest parts of the country, where basic government services hardly reach the people.

However, those efforts have received little recognition from the state. The most critical missing link is that CSOs and churches have been delivering public goods and services without the GoPNG-CSO Partnership Policy. Thus, the NAP II identified the GoPNG-CSO Partnership Policy as a key commitment. The policy has been drafted and is in the final stage of being taken to the NEC for deliberation and endorsement.

Youth Participation in Decision-making and Service Delivery

Youth is an essential agenda in today's global development discussions. The global focus of this space is to develop and leverage youth to optimize socio-economic development. The transition of youth talent is a significant concern, and PNG is no different from other countries that focus on youth development.

The Commitment aimed to establish Youth Councils to recognize, mobilize, organize, train, fund, and support youth with adequate resources, enabling us to harness the positive contributions of youth in PNG. The National Youth Development Authority (NYDA) has been steadfast in its commitment, which will carry forward into NAP III.

2.3. Cluster Commitment 3: Fiscal Transparency

The Fiscal Transparency Cluster is the key cluster used to measure OGP performance in any member country worldwide. Cluster was part of NAP I, which had been carried forward to NAP II. These commitments are ongoing; hence, they are brought forward to NAP III. The commitments under NAP II include:

Monitoring and Reporting on the Budget Expenditure

The Department of National Planning and Monitoring must monitor, produce, report, and publish the annual implementation of the Capital Investment Budget. Once the Planning and Monitoring (Repealed) Bill is enacted, the above reporting will be a legal requirement of the Department, notwithstanding any other reports.



Timely Publication of Fiscal Information

For this cluster, key fiscal information is available on the Treasury website for public access. It does not prevent other agencies from implementing fiscal activities and from producing and publishing fiscal information, including budget implementation reports, on their respective websites. The information made available on the Treasury Website includes MYFO, FBO, and other necessary fiscal information.

Rollout of IFMS

The rollout of IFMS has reached all national agencies, provincial administrations, and 98% of the districts. The rollout of the newly created national agencies and seven new districts is nearly complete.

The Publication of Warrant Remittance to Subnational

The focus of this commitment was to ensure timely remittance of warrants to the provinces and districts, enabling citizens to hold their leaders accountable. The National Economic and Fiscal Commission (NEFC) has championed this commitment and published the information quarterly on its website. The warrants are for the sub-national operational budget. Improvements will be made to this commitment to include the Capital Investment Budget in the NAP III (2025-2029).

2.4. Cluster Commitment 4: Extractive Resource Transparency

This Cluster Commitment aimed to promote transparency in the extractive sector by making the proceeds from extractive revenues publicly disclosed to parties and concerned citizens, thereby informing parties, increasing investor confidence, and helping dispel potential disputes.

Production and Publication of Annual EITI Reports

Annual EITI reports are produced and published for citizen accessibility. The commitment aims to disclose the beneficial ownership of extractive-sector entities and the revenue they generate. It discloses the amounts paid to the developer/investor, the national government, the provincial government, resource owners, and people from resource-affected areas. The annual EITI reports have been delivered consistently over the last 10 years.

EITI Commission Legislation

Several efforts have been made to implement this commitment, but have not gained the expected momentum due to a lack of administrative ownership from the relevant authorities. Once enacted, the bill will establish the EITI Commission.

EITI Reporting Legislation

The EITI Reporting Legislation has not been commenced because the National Parliament has not passed the EITI Commission Bill.



2.5 Cluster Commitment 5: Government Integrity

Government Integrity has one commitment: the production and publication of the Annual Audit Reports on time for citizen accessibility. The challenges encountered during the implementation of NAP I continued to impede progress during NAP II. There are four (4) parts of the audit reports: the audit on public accounts, the SOE audit report, the department report, and the statutory organization audit report. The challenges, such as capacity constraints, funding limitations, and agencies' failure to submit financial statements, are evident.

2.6 Cluster Commitment 6: Data Portal

There is only one Commitment under this Cluster: the NID Rollout. During the NAP II framing, records showed that 2.5 million people were issued NID Certificates and Cards. During the NAP II period, records showed that an additional 1 million people were certified and cards were issued.

Figure 2.1: Summary of the NAP II Cluster Commitments





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Chapter Three

POLICY RATIONALE

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3.1. Corruption Ranking of Papua New Guinea

It is an undisputed fact that the Open Government Partnership is driving a global transparency revolution, and PNG is part of this reform initiative. Since becoming a member in 2015, PNG has advanced at every step through the collective efforts of partners from government, the private sector, churches, institutions, and civil society.

With a ranking of 31 on the latest Corruption Perception Index (CPI) out of 100² PNG is among the majority of countries that show little to no improvement in tackling corruption despite their efforts. As with many countries that score below the global CPI average of 43, PNG shows a link between the perceived prevalence of corruption and a lack of political integrity. Corruption in any form is pervasive in PNG, making it the norm across government systems. As such, PNG continues to underperform.

3.2. Policy and Development Challenges

Despite GoPNG's efforts and commitment to improving its business processes, ineffective and inefficient service delivery across the country remains prevalent, compounded by deteriorating

² TIPNG findings



infrastructure. There are growing concerns about the misappropriation of public funds across nearly every government agency at both the national and subnational levels. Resource allocation disparities continue to hamper the country's development and growth. Moreover, low capacity (both financial and human resources) at the national and subnational levels continues to hamper the effective administration and management of public funds for effective service delivery.

The disconnect and lack of strengthening inter-agency coordination among the three levels of government (national, provincial, and local) in planning and budget prioritization, integrated development planning and policy formulation, and donor coordination for development effectiveness also remain key challenges for the government. Additionally, the lack of communication, coordination, and interaction among government agencies for data sharing hampers the delivery of services to citizens. Such hindrances impede access to vital information for evidence-based policy decision-making and discourage citizen engagement in social and commercial innovation.

3.3. Recent Policy Reforms

Despite these challenges and mounting pressures, there have been recent reforms, such as: creation of the National Procurement Commission (NPC) replacing the Central Supplies and Tenders Board, and enacting the *National Procurement Act 2017* which provides for the inclusion of a CSO representative in the NPC Board; outsourcing auditing for all public funded projects to private firms; rolling out of Integrated Financial Management System (IFMS) nationwide; Public Private Partnership Policy initiatives; GoPNG-CSO Partnership Policy, Church- State Partnership Program; introduction of the Public Expenditure & Financial Accountability (PEFA) assessment, the formulation of the PEFA Roadmap and the subsequent PEFA Assessment Report which have progressed the process of having a strengthened Government system supported by the strategic Medium Term Development Plan IV (MTDP 2023-2027) and other sector policies which call for inclusive approaches to development planning, policy formulation, resource allocation, service delivery, monitoring and reporting.

The enactment of legislation such as the Organic Law on the Independent Commission Against Corruption, the Whistleblower Act 2020, the Digital Government Act 2022, the review of the PNG Planning and Monitoring Responsibility Act 2016, and other laws governing the sectors and business processes of the government provides a space for good governance, transparency, and accountability to thrive. Such undertakings ultimately give government stakeholders the confidence to support efforts to improve governance through holistic approaches. Notably, the government has embarked on inclusive development and economic growth, as reflected in its development programs and projects, which demonstrate a clear commitment to empowering civic participation in government business processes.



Chapter Four

OGP AS AN ENABLER TO LEGISLATIVE AND POLICY REFORMS

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The primary focus of the OGP is to promote ambitious government reforms that underpin good governance, transparency, accountability, integrity, and standards of leadership, as well as inclusive civic participation in government processes. It also drives innovation and revolutionary change, transforming countries by creating wealth, generating income opportunities, and, more importantly, improving citizens' living standards.

The OGP objective stretches the government beyond its current state of practice, significantly improving the status quo by strengthening transparency, accountability, and citizen participation in the government business processes. It should be borne in mind that open government and the OGP initiative are not about change, but they are about transformation. Furthermore, the initiative provides an international platform for domestic reformers to commit to making their governments more open, transparent, and participatory. Such initiatives have played an essential role in fostering e-democracy in most countries. From this perspective, OGP can be viewed as both a ‘soft pressure’ mechanism and a driver of the ‘kick-off’ process of e-democracy development in the country and region as a whole.

In this regard, the GoPNG is keen to foster OGP as an enabler of legislative and policy reforms to promote good governance. At the same time, effective service delivery is the product of such commitments. For instance, open data enables co-creation, and freedom of information (FOI) enables political reforms; that is, FOI plays an essential role in delivering open, accountable, and ethical government and in rebuilding public trust. There were concerted



efforts made to achieve OGP commitments enshrined in the 2nd NAP 2022-2024. However, there is room for improvement in the transparency, accountability, and responsibility of government.

4.1. OGP as a Catalyst for Policy Reform

The Government endorses the OGP's intent to encourage reformers to use innovations in public policy and new technologies to transform the culture of government and better serve the public through effective, efficient service delivery.

The OGP aligns well with the country's National Policy Framework, as set out in *Section 4 of the PNG Planning and Monitoring Responsibility Act 2016*. The government, in its 'Vision 2050' statement, clearly points to "effective leadership and good governance" as a "key enabler" to achieving the goals of Vision 2050. Taking this point to heart, the OGP NAP framers aimed to ensure that the 'action plans' contribute to PNG's development and reform agenda and to reduce bureaucratic red tape, enabling the government to be responsive to its citizens' needs and calls for service delivery.

The MTDP IV adopted the OGP principle of inclusive participation to achieve its aspirations and targets. The crafting of the GoPNG-CSO Partnership Policy reaffirms the Government's commitment, as espoused in the MTDP IV, to promote an inclusive approach to development planning, resource allocation, and service delivery. It is envisioned that civic participation in government business processes will catalyze transformation, innovation, and an accountable approach to service delivery.

4.2. OGP as a Catalyst for Legislative Reform

The National Constitution remains a key roadmap for achieving the objectives of the OGP and other open government initiatives. In particular, the Preamble of the Constitution reaffirms and provides key enabling policy rationales that anchor all legislation and public policies of the country. It calls for integral human development through 'equality in participation for development and fair and equitable sharing of the benefits derived from participatory development.' The OGP will continue to act as an interface to drive reforms anticipated by our legislation and policies.

Other enabling legislation includes the Organic Law on Integrity of Political Parties and Candidates (OLIPPAC), the Organic Law on the Independent Commission Against Corruption (ICAC), the Whistle-blowers Act 2020, the Digital Government Act 2022, and other laws governing the sectors and businesses of the government in specific, unique ways to promote transparency and accountability. These laws provide a supportive environment for implementing OGP initiatives in the country. Again, OGP is not about changing the government or its governance processes; rather, it is about transforming those processes and culture.



4.3. OGP as a Catalyst for Global Development Initiatives

The global development agenda, such as the SDGs, continues to provide an enabling environment for OGP to guide the effective implementation of the National Action Plans. OGP also serves as an interface to advance the goals of 'sustainable development', which Papua New Guinea has committed to as a UN member state.

Explicitly, SDG-16 calls for inclusivity, stating that it "*promotes peaceful and inclusive societies for sustainable development, provides access to justice for all, and builds effective, accountable, and inclusive institutions at all levels.*"³ The focus of SDG-16 and OGP mirrors the 'key enablers' for achieving Vision 2050 goals, including "*effective leadership and good governance, enabling legislation and policy, financial capacity, security and international relations, and strategic planning, integration, and control.*" But how can service delivery to citizens be effective if citizens do not have access to information, citizens are excluded from participating in policy and development processes, or there is a lack of transparency and tracking of public funds earmarked for service delivery, or there is a lack of good governance in the extractive industry that generates tax revenue to support development initiatives?

4.4. OGP as a Catalyst for Digital Transformation

Digital transformation is the key driver of the country's reforms and innovations. The Government has clearly made its intention known through the enactment of the Digital Government Act 2022, reinforced by the MTDP IV (2023-2027), which calls for the uniform design and establishment of websites for national and subnational government agencies. The responsible department, the DICT, has established websites for all provincial governments as part of its efforts to implement the Digital Government Act 2022 and the Digital Transformation Policy 2020. The Act has led to additional policies and legislation to provide the software infrastructure and platform for future digital transformation.

The OGP supports and complements existing initiatives, including Vision 2050, STaRS, PNGDSP, and MTDP IV, to achieve the country's overall development goals.

³ United Nations Sustainable Development Goals: "On September 25th 2015, countries adopted a set of goals to end poverty, protect the planet, and ensure prosperity for all as part of a new sustainable development agenda. Each goal has specific targets to be achieved over the next 15 years. For the goals to be reached, everyone needs to do their part: governments, the private sector, civil society and people like you". SDG-16 aligns with OGP focus. For details on SDG, see <http://www.un.org/sustainabledevelopment/sustainable-development-goals/>, accessed 7 November, 2016.



Diagram 4.1: PNG's Development and Reform Agendas in Alignment with International Commitments



4.5. OGP as a Catalyst to empower collaboration between Government & Civil Society

Civic participation in government business is critical for PNG’s socio-economic development. Civil society, including churches, is the frontline service-delivery mechanism in PNG, playing a significant role in the nation-building program as PNG entered the territory as a sovereign nation. Their model of service delivery pushes beyond government reaches into some of the most remote parts of the country, despite limited resources, with a bigger purpose: serving for many decades. However, PNG did not have a policy platform at the time that recognized CSOs' and churches' efforts and strengthened connectivity and partnerships.

Recently, the government made a firm decision to establish a partnership with CSOs and churches, as outlined in the MTDP IV. The MTDP IV provides specific direction to the responsible government agency to develop the GoPNG-CSO Partnership Policy, which will establish a platform for sustainable dialogue and a service-delivery model between the government and CSOs. The policy was developed under NAP II and will be presented to the NEC for deliberation and endorsement.

As part of implementing the GoPNG-CSO Partnership Policy, the Government, in partnership with CSO peak bodies, will conduct a CSO Mapping Exercise in 2026 to identify the number of national and international CSOs in the country and their specialty roles and responsibilities. The CSOs will then be streamlined and categorized by sector to work in partnership with the government. This exercise will strengthen collaboration between CSOs and the PNG government, and CSOs' efforts will be measured and recorded as part of the national development contributions from CSOs. Thus, during NAP III, the Government will establish the CSO-Government Partnership Structure to sustain dialogue, collaboration, and partnership.

Chapter Five

NATIONAL ACTION PLAN 2025-2029

PNG OGP NAP III
2025-2029

“Promoting accountable, inclusive and responsive Government in Papua New Guinea”



5.1. National Action Plan 2025-2029

The National Action Plan III (2025-2029) is the third OGP Action Plan for PNG, with six strategic policy areas and 19 commitments to be delivered over the four-year term (2025-2029). The Cluster Commitments complement the government's priority policy initiatives that aim to promote transparency, accountability, government integrity, and inclusive participation by civil society, churches, institutions, and the private sector in development planning, policy formulation, decision-making, resource allocation, service delivery, and monitoring & evaluation. It is a 4-year plan that aligns with the MTDP IV and the National Goals and Directive Principles of the National Constitution.

5.2. Objective of the PNG OGP NAP 2025-2029

The objective of the NAP III is to promote and call for a government that is open, transparent, accountable, and responsive to citizens' needs.

5.3. Planning Strategy

The implementation of each SPA will be coordinated by a government agency and a civil society co-chair, with support from other relevant government agencies, civil society



organizations, churches, the private sector, and institutions, to ensure effective delivery of these commitments. Commitment will be overseen by the key government agencies, who will carry out their duties with zeal, pride, and dedication. The lack of resource allocation in line with commitments and ownership has been a challenge, and this NAP III seeks to address it. Hence, the responsible government agencies will allocate sufficient funding to achieve the milestones and the specific objectives of each commitment.

The government started a significant reform in the ICT sector during the second NAP period with the enactment of *the Digital Government Act 2022*, and other important commitments, such as the drafting of the Right to Information Legislation, which will be proceeded with within the NAP III period of 2025–2029; this reform will have a significant impact on the flow of information.

Youth, women, people with special needs, and regular citizens will all be included in the government process through effective coordination, and the public dialogue process will continue to be supported. The GoPNG-CSO Policy was a commitment under NAP II, but its implementation, including the CSO Stakeholder Mapping Exercise, will be delivered during the NAP III period.

Through the OGP process, fiscal policies and procedures will be reformed and digitized to make the fiscal framework transparent and accountable. These reforms will allow for a paradigm shift in budgeting, implementation, and reporting.

5.4. Strategic Policy Areas

It has six Strategic Policy Areas (SPAs), which are maintained in the NAP 2025-2029, since some milestones/commitments within those clusters are in mid-implementation, while others have been delivered. Commitments that were almost delivered were not included in NAP III. NAP III has 15 commitments, a decrease from 16 in NAP II.

The additional commitments are added to the existing obligations, which aspired to shift the country's leadership and focus and were identified through the co-creation process. The NAP III is designed with particular consideration for PNG's political, economic, and bureaucratic context, and for citizens' demand for basic service delivery, while also accounting for the practical realities of implementing NAP II.

The six Strategic Policy Areas are;

- i) Freedom of Information
- ii) Digital Transformation
- iii) Inclusive Participation
- iv) Fiscal Transparency
- v) Government Integrity
- vi) Extractive Resource Transparency



5.5. Planning Strategy

Each Cluster Commitment will be overseen by the key government agencies mentioned above, who will carry out their duties with zeal, pride, and dedication. The government will allocate sufficient funding to achieve the milestones and the particular objectives of each cluster of commitments. Due to new challenges, including COVID-19-related limitations that affected its implementation, fewer than half of the second NAP's pledges were fulfilled. These problems have been identified, and plans have been developed to fulfil the NAP III obligations, with or without reduced restrictions.

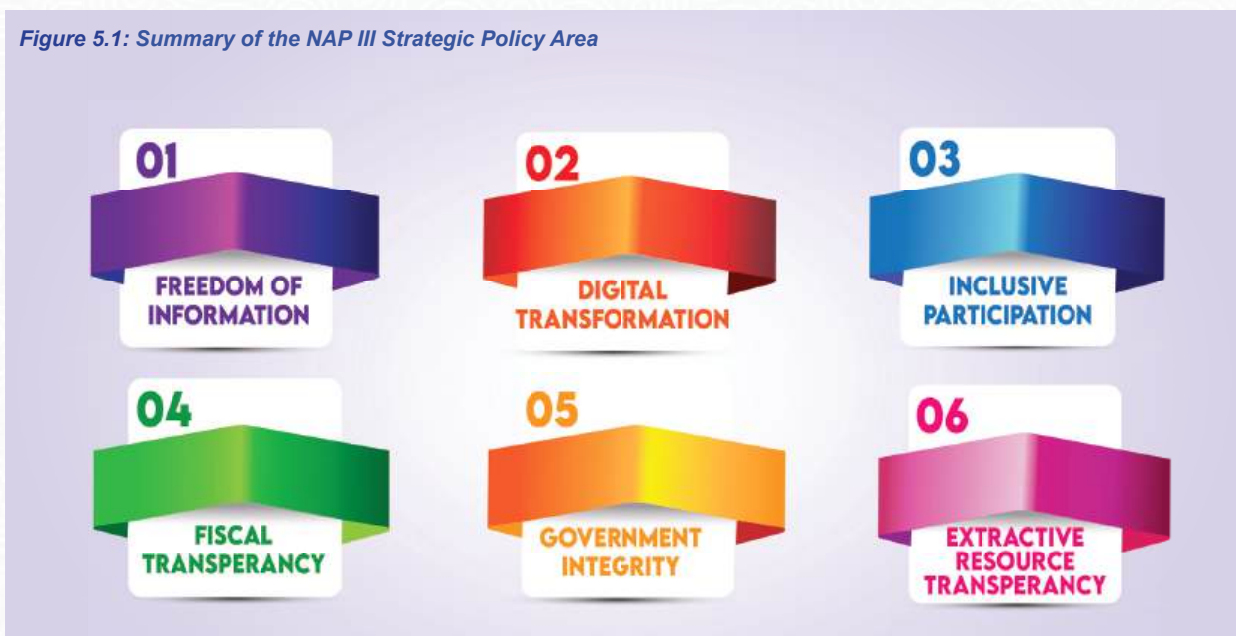
The government initiated a significant reform in the information and communications technology (ICT) sector during the second NAP period, which will be completed during NAP III (2025–2029). This reform will have a significant impact on business transactions and help digitalize the nation's economy.

Youth, women, persons with special needs, and regular citizens will all be included in government business processes through efficient coordination, and public dialogue will continue to be supported. The GoPNG-CSO Policy, which will be developed under the Inclusive Participation SPA, will be used to engage the leadership and coordination of those parties.

Through the OGP process, fiscal policies and procedures will be reformed to establish the nation's economic framework. These reforms will enable a paradigm shift in reporting, implementation, and budgeting.

After implementing the NAP I and NAP II, the NAP III was carefully and cautiously prepared. The future implementation of NAPs will be facilitated by lessons learned from similar processes.

Figure 5.1: Summary of the NAP III Strategic Policy Area





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Chapter Six

NATIONAL ACTION PLAN DEVELOPMENT PROCESS

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6.1. Outcomes of the Co-Creation Conference

As part of the Global OGP requirement, the PNG OGP Secretariat, in partnership with Transparency International PNG as co-chair, organized a co-creation workshop attended by several CSOs, government agencies, development partners, tertiary institutions, research institutions, and international partners, including regional and global OGP personnel. The United Nations Development Program sponsored the workshop. The workshop was also attended by the Australian Government's Department of Foreign Affairs and Trade and the European Union Delegation in Papua New Guinea.

All the presentations and welcome speeches were done on the first day. The speakers include the EU, UNDP, the International OGP Secretariat, the Regional OGP Secretariat, the Independent Research Mechanism (IRM), the Government, the Fisheries Transparency Initiative from Fiji, and TIPNG.

The 2nd day was the most important, during which participants broke into groups to discuss possible commitments to be featured in NAP III. Each group comprised both the government and the CSO. They identified 26 commitments and formed a Drafting Committee with equal representation from both government and CSOs. The 26 commitments have undergone several validation processes and have been confirmed; 15 are scheduled for delivery during the NAP III period.



6.2. Review Report of the PNG OGP NAP II 2022-2024

The PNG OGP member agencies, both government and CSOs, had a one-day NAP II review workshop. The workshop was facilitated by TIPNG, during which each OGP NAP II Cluster team leader gave a status update and engaged in group work in the afternoon.

The outcomes of the report revealed that four (4) of the 16 commitments were achieved, and most made positive progress. Three commitments have not yet started due to shifting policy priorities, ownership issues, and resource constraints. The participants have recommended that most unfinished commitments be brought forward to NAP III (2025-2029).

6.3. Findings of the IRM Report

The IRM engaged an independent reviewer, a PhD candidate at the Australian National University, to review the NAP II implementation. Unlike the NAP I, PNG implemented and delivered a few commitments. Some of the principal issues remain and continue to impede the implementation of NAP II.

The review revealed that PNG OGP has delivered some activities well aligned with the objectives of promoting transparency and accountability, but these were considered outside the scope of NAP II. PNG OGP also failed to hold all four National Steering Committee Meetings each year from 2022 to 2024 and delivered only one commitment.

However, unlike NAP I, PNG made positive progress under NAP II. In crafting the NAP III, the Drafting Committee considered the challenges faced and the recommendations made.

6.4 Development Process

After implementing the NAP I and NAP II, the NAP III was carefully and cautiously prepared. The valuable lessons learned from implementing the OGP NAP I and II provided the foundation for drafting NAP III. While the issues and challenges of implementing the previous NAPs were strategically addressed, the positive lessons from them remained a key thrust for NAP III. The future implementation of NAPs will be facilitated by lessons learned from similar processes.

Stakeholder consultations across the four regions have provided valuable insights into the implementation of past NAPs and have yielded strategic recommendations to inform NAP III. Key stakeholders, including National Government agencies, subnational governments, CSOs, the private sector, and development partners, were involved in the review and formulation process.



The following roadmap was established to guide the development of the OGP NAP III (2025-2029) and ensure compliance with all OGP standards and requirements. The PNG OGP will continue to uphold OGP standards and principles in developing NAP III.

Diagram 6.1: Roadmap for OGP NAP III





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Chapter Seven

ALIGNMENT OF NAP III 2025-2029

PNG OGP NAP III
2025-2029

*“Promoting accountable, inclusive and responsive
Government in Papua New Guinea”*



The PNG’s 3rd OGP NAP 2025-2029 is aligned to the Sustainable Development Goals, the Global OGP Strategy 2023-2028, the National Constitution, PNG Vision 2050, PNG DSP 2030, and the MTDP IV (2023-2027). The NAP III strengthens the integration of strategic priorities and commitments into the cascading development plans and policies of the National Government and other global development agendas. Strategic alignment is the first step toward collaboration, partnership, resource sharing, and ultimately joint implementation.

7.1. Align to Global OGP Strategy 2023-2028

PNG’s NAP III aligns with the five (5) fundamental goals of the Global OGP Strategy 2023-2028, which aim to promote openness in government, drive reforms that empower citizens, and enhance public accountability by harnessing technology and innovation to strengthen governance and ensure effective service delivery to the people.

It is a prerequisite for OGP member countries to align their in-country strategies and National Action Plans with the overarching OGP Strategy 2023-2028. Thus, PNG’s NAP 2025-2029 aligns with the five fundamental goals of the Strategy. NAP III is built around the strategic goals of the strategy, but primarily in a PNG-localized context. The five goals and their aspirations are provided below, with tailored PNG aspirations in the far-left column.



Table 7.1: NAP 2025-2029 Alignment to Global OGP Strategy 2023-2028

GOAL NO	STRATEGIC GOAL	GLOBAL COMMITMENTS	PNG COMMITMENTS
1	Build a growing, committed, and interconnected community of open government reformers, activists, and champions	<ul style="list-style-type: none"> • Build a stronger, more political coalition for open government • Invest in leadership development reformers • Expand strategic alliances and partnerships to reinforce open government principles 	<ul style="list-style-type: none"> • Invest in leadership in all sectors for reforms, innovation, and transformation • Expand strategic alliances and partnerships with government, institutions, civil society organisations, the churches, the private sector, and development partners to reinforce open government principles and establish strong working collaborations.
2	Make open government central to all levels and branches of government function and deliver on their priorities	<ul style="list-style-type: none"> • Provide a flexible action framework fit for diverse contexts and needs • Support the mainstreaming of open government at all levels and branches of government work • Be more responsive to windows of political opportunity 	<ul style="list-style-type: none"> • Mainstreaming and alignment of OGP commitments at all levels of government • Tailoring and incorporation of OGP commitments into sectoral policies and subnational cascading development plans
3	Protect and expand civic space	<ul style="list-style-type: none"> • Encourage civic space action and cultivate champions • Enforce and periodically review OGP policies on civic space 	<ul style="list-style-type: none"> • Alignment of GoPNG-Partnership Policy at the subnational levels of government • Streamlining the commitments and working relationships of CSOs with the government and enforcing effective collaborations and partnerships • Review and provide an annual GoPNG-CSO Partnership Policy implementation report at the OGP Annual Development Forum
4	Accelerate collective progress on open government reforms	<ul style="list-style-type: none"> • Raise the bar on transparency, accountability, participation, and inclusion • Launch a partnership-wide challenge to promote collective action on priorities for the partnership 	<ul style="list-style-type: none"> • Improve partnership and collaboration by way of entering into a Memorandum of Understanding and policy commitments • Raise awareness of the open government and its outcomes
5	Become the home of inspirational open government innovations, evidence, and stories	<ul style="list-style-type: none"> • Develop, curate, and share high-quality content • Create spaces for people to share their stories and connect 	<ul style="list-style-type: none"> • Create spaces for people to share their stories and connect • Develop, curate, and share high-quality content



7.2. Align to Sustainable Development Goals

The 2030 Agenda for Sustainable Development (SDGs), adopted by all United Nations Member States in 2015, provides a shared blueprint for peace and prosperity for people and the planet, now and into the future. The development aspirations are grounded in the 17 SDGs, which call for action by all countries, both developed and developing, and are implemented through strategic global partnerships. They aimed to end poverty and deprivation and promote sustainable growth and prosperity.

The 17 SDGs are tailored and localized to reflect PNG's development contexts and indicate how they are pursued. The SDGs are localized, as stated, and featured in the MTDPs, and are funded through the annual National Budget.

OGP calls for a transparent and accountable approach to pursue development aspirations and inclusive economic growth. The prudent management of scarce resources is crucial for growth and development. Therefore, the PNG OGP NAP III (2025-2029) aims to combat corruption and promote transparency, accountability, and inclusive participation in service delivery to achieve the SDGs.

7.3 National Constitution

The NAP III (2025-2029) is well aligned with the spirit of the National Constitution of Papua New Guinea. Our National Constitution is the supreme law of the land, and all other legislation and policies are anchored in it. The Preamble of the National Constitution is non-justiciable and articulates PNG's overarching development aspirations.

Perhaps the most profound insight into the CPC's visionary thinking is the inclusion of the National Goals and Directive Principles (NGDP) in chapter two of the 1974 Constitutional Planning Committee Report, which continues to guide our development pathway. Reflecting the challenge of creating a post-colonial society in which familiar national narratives were drawn from diverse cultures and peoples who would make up the nascent PNG nation-state, the NGDPs were to serve as a benchmark to guide decision-making and the national discourses and practices of PNG. And they are:

- i) Integral Human Development;
- ii) Equality and Participation;
- iii) Natural Sovereignty & Self-Reliance;
- iv) National Resources & Environment; and
- v) Papua New Guinea Ways.

The OGP emphasizes NGDP No. 2, which calls for Equality and Participation. Hence, OGP empowers the equal participation of government, CSOs, churches, institutions, and the private sector in development planning, policy formulation, resource allocation, service delivery, and monitoring & reporting.



7.4 Vision 2050

The NAP III (2025-2029) aligns with the aspirations of Vision 2050, the National Government's long-term roadmap for the nation. Vision 2050 envisions our country as a Smart, Wise, Fair, and Happy Society, with the Mission Statement to rank among the top 50 countries on the UN Human Development Index by 2050. This visionary plan aims to create opportunities for personal and national development through economic growth, bright, innovative ideas, quality service delivery, and a fair and equitable distribution of benefits in a safe and secure environment for all citizens.

7.5 PNG DSP 2030

The NAP III (2025-2029) aligns with the PNGDSP, which embodies the principles of PNG's Constitution and reinforces the fundamental directives needed to propel PNG toward middle-income status by 2030. PNG DSP 20230 subscribes to the directives and goals of the Constitution, embracing the NGDP broadly: integral human development; equality and participation; national sovereignty and self-reliance; natural resources and environment; and Papua New Guinea ways.

7.6. Align to MTDP IV

The Medium-Term Development Plan is PNG's medium-term action plan, serving as a midpoint between top-down and bottom-up planning for the Government of Papua New Guinea. This is provided for by *Section 4 of the Papua New Guinea Planning and Monitoring Responsibility Act 2016*.

The MTDP aligns with the PNG Development Strategic Plan (PNGDSP) 2010-2030 and Vision 2050, which set the country's aspirations. The PNGDSP is a 20-year long-term plan that translates the Vision 2050 into specific, long-term development sector goals, targets, and strategies to achieve the Vision 2050 of becoming a wealthy, healthy, and prosperous population by 2050.

The NAP III (2025-2029) is aligned to MTDP IV (2023-2027) and the successive MTDP VI (2028-2032). During the formation period of this NAP III, it was aligned with MTDP IV 2023-2027, its twelve (12) SPAs, and the Deliberate Intervention Programs (DIPs).

The table below shows the SPA, DIP, and OGP targets.



Table 7.2: NAP III 2025-2029 Alignment to MTDP IV 2023-2027

SPA NO	SPA	DIP	OGP Focused Area
2	Connect PNG Infrastructure	2.4- Telecommunication and ICT Connectivity	Freedom of Information: Dissemination of key information through effective telecommunication and ICT connectivity
8	Digital Government, National Statistics, and Public Service Governance	8.1 – Integrated Digitized Government System 8.2 – National Statistical System 8.3 – National Identification Registration 8.4– Electoral System 8.7 – Public Service Governance	<ul style="list-style-type: none"> Digital Transformation Effective Data Management System NID Rollout Public Service Governance
11	Population, Youth, and Gender Development	11.1 – Youth Development and Labour Mobility 11.3 - Sports Development	<ul style="list-style-type: none"> Youth Council Establishment and Development Youth-oriented Sports Development
12	Strategic Partnership	12.1 – Foreign Relations 12.4 - Civil Society and Church	<ul style="list-style-type: none"> Extending Strategic Partnership with Government, Institutions, Churches, CSOs, Private Sector, and Development Partners

7.7. Align to Sectoral Policies, Plans, and Strategies

The NAP III (2025-2029) aligns with key sectoral policies, plans, and strategies that promote good governance, transparency, accountability, inclusive participation, collaboration, digital transformation, and sustainable development and growth. The NAP III aligns with the Anticorruption Strategy, the GoPNG-CSO Partnership Policy 2025, the Digital Transformation Policy, the EITI Policy 2019, and the National Youth Development Plan.

The alignment of these policies, plans, and strategies with the NAP III forms the basis for effective collaboration, resource sharing, partnership, and joint implementation. Subnational governments (provinces and districts) are encouraged to incorporate OGP commitments into their respective development plans.



Photo: PNG delegation with other international attendees at the 2023 Global OGP Summit in Tallinn, Estonia.



Papua New Guinea
**OPEN GOVERNMENT PARTNERSHIP
NATIONAL ACTION PLAN
2025-2029**



Chapter Eight

FOCUS OF THE STRATEGIC POLICY AREAS

PNG OGP NAP III
2025-2029

“Promoting accountable, inclusive and responsive Government in Papua New Guinea”



There are 6 Strategic Policy Areas in NAP III (2025-2029). Both the government and CSOs selected these SPAs from the 2-day co-creation forum. The SPAs were also chosen based on the outcomes of the NAP II IRM Report and the PNG’s self-assessment report. Most SPAs and commitments are carried forward from NAP II (2022-2024). The name was changed from Cluster to SPA to reflect NAP III’s alignment with MTDP IV 2023-2027.

The 6 SPAs and their respective Commitments are provided in the table below.

Table 8.1: Cluster Commitments and Co-Chairs

NO	STRATEGIC POLICY AREA	COMMITMENT	LEAD GOVERNMENT AGENCY	LEAD CSO
Co-Chairs:			DICT	TIPNG
1	Freedom of Information	Drafting of the Right to Information Legislation	DICT	TIPNG
Co-Chairs:			DICT	TIPNG
2	Digital Transformation	Upgrade of the E-Government Portal	DICT	TIPNG
Co-Chairs:			DfCDR	CIMC
3		Formulation of the Social Accountability Framework	DNPM	CIMC



Inclusive Participation	Establishment and Operationalisation of Youth Councils	NYDA	TVI	
	CSO Stakeholder Mapping Exercise	DfCDR	CIMC	
Co-Chair:		DoT	INA	
4	Fiscal Transparency	Monitoring and Evaluation, and Publication of CIB Budget Implementation Report	DNPM	INA
		Simplification of the Budget Documents	DoT	INA
		Timely Publication of the Fiscal Information	DoT	INA
		Production and Publication of Warrants to Subnational Government	NEFC	INA
		Conduct regional budget literacy workshops	NEFC	CIMC
		Digital Bilum Platform	DIRD	INA
Co-Chair:		OAG	INA	
5	Government Integrity	Timely Submission of Financial Statements	OAG	INA
		Annual Audit Report Production and Publication	OAG	INA
Co-Chair:		EITI Secretariat	PNGRGC	
6	Extractive Resource Transparency	Production and Publication of the Annual EITI Reports	EITI Secretariat	PNGRGC
		<i>EITI Reporting Legislation</i>	EITI Secretariat	PNGRGC



Photo: Langa Kopio (left), Head of the PNG OGP Secretariat, at the 2023 Global OGP Summit in Tallinn, Estonia.



STRATEGIC POLICY AREA

8.1 FREEDOM OF INFORMATION

The Freedom of Information Act is the first SPA of the National Action Plan 2025-2029, which calls for the dissemination of key public information to citizens to support decision-making and hold the government accountable. This SPA forms the basis for achieving transparency and accountability in PNG. It is the core business of the GoPNG to make relevant information available to the public for citizen access. *Section 51* of the *National Constitution* establishes the legal framework for freedom of information, a key to upholding vibrant democracy and transparent government.

Freedom of Information SPA has only one (1) commitment—Drafting of Right to Information Legislation, to be delivered in this term of the NAP period, and to lead the implementation by the Department of Information and Communication Technology, as a key Government agency, with Transparency International Papua New Guinea as the co-chair.

Commitment 8.1.1: Drafting of the Right to Information

Section 51 (1) warrants every citizen the legal right to access reasonable information, including documents, subject only to the need for such secrecy as is reasonably justifiable in a democratic society. *Subsection (3)* stated that the provision shall be made by law to establish procedures by which citizens may obtain ready access to official information. Thus, it enables the DICT to draft the Right to Information Legislation. The enactment of this legislation will free up the flow of information between the government and citizens.

Tables 1-4 below provide a summary of the commitment's activities, key milestones, strategies, and indicators.

Table 1: Commitment 8.1.1: Enactment of the Right to Information Legislation

Objective	To legalize the flow of key public information to the citizens			
OGP Global Commitment	MTDP IV DIPs	OGP Commitment	No.	Summary Activity
1	DIP 2.4	Enactment of the Right to Information Legislation	1.1	Drafting of the Right to Information as directed by Section 51 (3) of the National Constitution
Lead Implementing agency				
Government			CSO	
DICT			TIPNG	

Table 2: Milestones and Activities

No	Deliverables		2025	2026	2027	2028	2029
	Milestone	Activities					
1	RTI Drafting Committee	Development of terms of reference for the drafting committee and the consultant	-	√	-	-	-



	established, and stakeholders consulted	Engagement of an expert technical assistant Conduct regular drafting committee meetings Development of drafting instruction Development of Explanatory Note Conduct of stakeholder consultation meetings and workshops Regional and national stakeholder workshops						
2	Right to Information Bill drafted	Drafting validation workshops Editing and vetting Finalisation of the draft	-	-	✓	-	-	
3	Issuance of Certificate of Necessity	Consultations and meetings with the State Solicitor General Bill, drafting instruction, explanatory note, and letter submitted to the State Solicitor for the issuance of the Certificate of Necessity	-	-	✓	-	-	
	NEC submission endorsed	Make the first NEC submission.	-	✓	-	-	-	
4	Certificate of Compliance	NEC endorsement and direction Prepare the drafting instruction. Submission to First Legislative Counsel (FLC) for the Certificate of Compliance	-	✓	-	-	-	
5	Bill passed by the National Parliament	First reading Second reading Final reading	-	-	✓	-	-	
6	Gazettal Notice & Commencement Date released	Ministerial advisory note to the Governor General through FLC Issuance of Gazettal Notice Issuance of the commencement date	-	-	-	✓	-	
7	Implementation Awareness conducted	Implementation workshops Media publications Website publications	-	-	-	✓	✓	
Supporting Agencies								
Government			CSO			Other Stakeholders		
DNPM, State Sol, PM&NEC, DJAG, NICTA, DoT CLRC, FLC, National Archives, PNG CIR,			CIMC, INA, TVI, CELOR, BCFW			UPNG, UNDP, EU		

Table 3: Strategies

No	Implementation Strategy	Policy Reference
1	Effective coordination of the drafting team	Administrative Duties of DICT
2	Regular involvement of relevant state agencies and CSOs in the drafting process	Constitutional Laws
3	Effective awareness through various communication and engagement activities	OGP Communication Strategy 2025

Table 4: Indicators

No	Indicator	Source	Baseline (2024)	Annual Targets				
				2025	2026	2027	2028	2029
1	Enactment and enforcement of the Right to Information Act 2027	DICT	Nil	-	-	✓	-	-
2	Percentage of the publication of key government information for citizen accessibility (%)	DICT	30	30	35	50	80	100



**STRATEGIC
POLICY
AREA**

8.2

DIGITAL TRANSFORMATION

The Papua New Guinea Government is digitizing business processes by establishing the legal and policy frameworks. The enactment of the Digital Government Act 2022 and the Digital Transformation Policy are testaments to the Government’s ongoing commitment to digitizing its processes and systems. It is an integral part of MTDP IV (2023-2027), which calls for ICT connectivity. The critical Digital Infrastructure and Government Private Network, Government Cloud, and Digital Service are priority programs and the first step toward digitizing its business processes.

The NAP III reiterates the importance of digital transformation and builds on connectivity and partnerships with other OGP member countries. PNG will learn from other OGP member countries, such as Estonia, South Korea, and the USA, which have digitized their business processes and systems.

Digital Transformation is one of the Strategic Policy Areas of NAP III and will be implemented through a single commitment: upgrading the E-Government Portal.

Commitment 8.2.1: Upgrade of the E-Government Portal

This commitment is brought forward from the NAP II under the Freedom of Information Cluster. The introduction of the Digital Transformation in the NAP III aligns with the Digital Transformation SPA. It continues to reflect the Government’s commitment to pursuing the E-Government Portal during the NAP III period.

The portal serves as the central hub for citizens, businesses, investors, and public bodies to access digital services seamlessly. With the user-friendly interface and ‘single window of entry,’ people can easily navigate through various government services and information. Enjoy secure sign-in, online payment capability, and accessibility for all. The commitment aspires to connect citizens with the digital future of governance.

Tables 1-4 below provide a summary of the commitment’s activities, key milestones, strategies, and indicators.

Table 1: Commitment 8.2.1 Development of E-Government Portal

Objective	To develop a digitized Government Port			
OGP Global Commitment	MTDP IV DIPs	OGP Commitment	No.	Summary Activities
4	DIP8.1 Government Cloud and Digital Critical Digital Infrastructure	Development of e- Government Portal	2.1	Develop an e-government portal with modern facilities
Lead Implementing agency				
Government			CSO	
DICT			TIPNG	



Table 2: Milestones and Activities

No	Deliverables		2025	2026	2027	2028	2029
	Milestone	Activities					
1	Upgrade of the E-government portal (V2- V3) (Sevis Portal)	Upgrading of V1					
		Version 2 (only one service running; e-Police clearance)	✓	-	-	-	-
2	Digital ID Policy (Sevis Pass)	Development of version 3 (<i>end of the year; September 2025</i>)					
		10 services to be hosted on V3					
		Drafting of the draft Digital ID policy v1					
		Stakeholder Consultation					
		Review of stakeholder comments & inputs					
		Stakeholder Consultation on the draft v2	✓	✓	-	-	-
		Consolidate comments & inputs					
3	Development of Interoperability Platform (Secure Data Exchange)	Final draft of the policy ready for submission.					
		NEC Submission					
4	Establishment of Data Repository System	NEC Approved					
		In the research & Development stage.	✓	✓	-	-	-
4	Establishment of Data Repository System	Secure Data Exchange enables data sharing between government agencies					
		Signed MS Agreement with DataCo to host a Private cloud	✓	✓	✓	-	-
		Private Cloud – key factor for Government Private Network (GPN)					
		The Data Repository is still in progress					
Supporting Agencies							
Government		CSO		Other Stakeholders			
DNPM, DataCo, NICTA, PM&NEC, DoF, DoT, DOF, RPNGC, PNG CIR, PNG EC, NDOH, NDOE, NSO, DPLG, DJAG, PNG DF		CIMC, INA, TVI		UPNG, NRI, UNDP			

Table 3: Strategies

No	Implementation Strategy	Policy Reference
1	Effective resource mobilisation	Administrative Duties of DICT
2	Improve the development of the e-government portal	Digital Transformation Policy
3	Effective coordination and management of the workforce	Digital Government Act 2022
4	Effective management of facilities	MTDP IV 2023-2027

Table 4: Indicators

No	Indicator	Source	Baseline (2024)	Annual Targets				
				2025	2026	2027	2028	2029
1	Upgraded version of the e-government portal	DICT	Nil	-	-	-	-	✓
2	Effective coordination and data exchange within the sector and the country (%)	DICT	30	30	35	50	70	90
3	Portion of improvement in data exchange (%)	DICT	45	45	50	60	70	100

**STRATEGIC
POLICY
AREA****8.3****INCLUSIVE PARTICIPATION**

Inclusive Participation is a pivotal Strategic Policy Area in NAP III, building on NAP II (2022–2024) and significantly strengthened through a robust co-creation process. This SPA recognizes the central role of civil society in democratic governance and promotes meaningful engagement in development planning, policy formulation, resource allocation, service delivery, and performance monitoring. It reflects the growing consensus that governance outcomes improve when citizens and CSOs are actively empowered to contribute to government processes.

NAP III introduces three commitments under SPA 8.3, two of which are new and directly emerged from the co-creation process. These commitments focus on establishing formal mechanisms for participation, particularly at the subnational level, and on ensuring that marginalized voices—particularly youth and rural citizens—are included in decision-making and accountability frameworks.

The development of the GoPNG further evidences the Government’s commitment to inclusive governance through the CSO Partnership Policy under NAP II, which laid the foundation for institutional collaboration between the State and non-state actors. Notably, the CSO Stakeholder Mapping Exercise (Commitment 8.3.3) is a direct output of this policy, designed to enhance coordination and responsiveness.

The four commitments under SPA 8.3 include:

- 8.3.1: Formulation of the Social Accountability Framework
- 8.3.2: Establishment and Operationalization of Youth Councils
- 8.3.3: CSO Stakeholder Mapping Exercise

Each commitment will be implemented by a coalition of government agencies and CSO partners, reflecting the principle of co-ownership. Leadership at the SPA level will be jointly provided by the Department for Community Development and Religion (DfCDR) and the CIMC, in collaboration with relevant sectoral agencies and civic actors.

Through SPA 8.3, Papua New Guinea reaffirms its dedication to building a more open, inclusive, and participatory democracy, where citizens are not just beneficiaries but active partners in shaping public policy and improving service delivery.



Commitment 8.3.1: Formulation of the Social Accountability Framework

This commitment focuses on developing and institutionalizing a Social Accountability Framework (SAF) that enables structured, inclusive, and sustained engagement among citizens, CSOs, and government institutions. Rooted in a co-creation process, the SAF seeks to formalize mechanisms for citizens to meaningfully participate in monitoring, evaluating, and influencing the delivery of essential public services—with an initial focus on the health and education sectors. This is a new commitment under NAP III, implemented by DNPM and supported by CIMC.

Social accountability will reinforce the role of civic engagement in holding state and service providers accountable. It empowers citizens to go beyond consultation, enabling them to actively participate in governance by articulating community needs, tracking service delivery, and demanding improved outcomes. This approach is recognized globally as a driver of transparency, responsiveness, and quality service provision. The Government of Papua New Guinea is increasingly embracing it as part of its broader governance and poverty-reduction agenda.

The SAF will be aligned with key national policies and plans—including the National Service Delivery Framework, National Health Plan, Education Sector Plan, and MTDP IV—and will include practical tools such as citizen scorecards, grievance redress mechanisms, and community feedback loops. It will also be tailored to support subnational implementation and complement the ongoing decentralization agenda by equipping local-level institutions with structured pathways to engage citizens.

Papua New Guinea has already begun initial consultations during the drafting of NAP III, positioning the SAF as the first commitment to be implemented under the new NAP. The Framework aims not only to improve the effectiveness of service delivery in targeted sectors but also to strengthen democratic accountability and citizen confidence in public institutions at all levels of government.

Tables 1-4 below provide a summary of the commitment's activities, key milestones, strategies, and indicators.

Table 1: Commitment: 8.3.1: Formulation of the Social Accountability Framework

Objective	To institutionalize a framework for CSO-government collaboration in enhancing transparency and accountability in health and education basic service delivery.			
OGP Global Commitment	MTDP IV DIPs	OGP Commitment	No.	Summary Activities
1	DIP12.4 Civil Societies and Churches	Formulation of the Social Accountability Framework	3.1	Formulate the Social Accountability Framework through the Policy formulation process, thereby enabling co-creation.
Lead Implementing agency				
Government			CSO	
DNPM			CIMC	



Table 2: Milestones and Activities

NO	Deliverables		2025	2026	2027	2028	2029
	Milestones	Activities					
1	Steering Committee established	Form an inter-agency Technical Working Group (TWG) to lead SAF development.	✓	-	-	-	-
		Produce work plan, cash flow, and terms of reference					
2	Stakeholder consultations conducted	Identification and selection of 3 provinces, 3 districts, 3 LLGs, and 3 wards for piloting	-	✓	-	-	-
		Conduct stakeholder consultations and drafting workshops both at the national and the selected provinces and districts	✓	-	-	-	-
3	Social Accountability Framework drafted	Conduct meetings, workshops, etc					
		Proceed with the drafting of the SAF					
		Develop a 1st Draft of the SAF	-	✓	-	-	-
		Workshop the 1st Draft of the SAF					
4	NEC endorsed and launched	Develop a second draft of the SAF	-	✓	-	-	-
		Workshop the second draft of the SAF	-	✓	-	-	-
		Produce the final draft of the SAF	-	✓	-	-	-
5	SAF awareness conducted	Submit the CACC submission	-	✓	-	-	-
		Submit the NEC submission					
		Launch the SAF					
6	Pilot Implementation in 3 Provinces, 3 Districts, 3 LLGs, 3 Wards	Carry out awareness on the SAF	-	✓	✓	✓	✓
		Test SAF tools like: community scorecards suggestion boxes	-	✓	✓	-	-
7	Stakeholders are capacitated	Relevant public servants and CSOs & Churches will be trained and certified to implement the SAF	-	-	✓	-	-
Supporting Agencies							
Government		CSO	Other Stakeholders				
DfCDR, DoE, NDoH, DPLGA, DIRD, NEFC		TVI, INA	DFAT, BCEP, UPNG, NRI, Selected Provincial Administrations, and DDAs				

Table 3: Strategies

No	Implementation Strategy	Policy Reference
1	Effective Partnership and Collaboration	MTDP IV, GoPNG-CSO Partnership Policy
2	Effective Resource mobilisation	MTDP IV, GoPNG-CSO Partnership Policy

Table 4: Indicators

No	Indicator	Source	Baseline (2024)	Annual Targets				
				2025	2026	2027	2028	2029
1	Proportion of CSO working closely with the government in crafting the SAF from the national, provincial, district, LLG, and Ward levels (%)	DNPM Report	Nil	Nil	40	60	70	100
2	Increased Civic participation in Education and Health decision-making at the point of services (%)	DNPM Report	Nil	Nil	40	60	70	100
3	Total number of provinces implementing the SAF per annum	DNPM Report	0	0	3	3	3	3



Commitment 8.3.2: Establishment and Operationalisation of Youth Councils

The Government of Papua New Guinea, through the National Youth Development Authority (NYDA), continues to prioritise youth development as a national agenda under the MTDP IV, PNG National Youth Policy 2020-2030, and the National Youth Engagement Strategy 2025 - 2029. Building on the establishment of over 20 Youth Councils (YC) under NAP II, the Government, under NAP III, and in partnership with civil society organisations such as The Voice Inc., will strengthen the functionality, legitimacy, and sustainability of Youth Councils at provincial, district, and LLG levels.

To complement these efforts, three permanent Technical Working Groups (TWGs) will be institutionalised and co-led by NYDA and TVI between 2025 and 2028 on (1) Youth–CSO–State Coordination Mechanism, (2) Youth Legislation and Regulation, and (3) Youth Policy Review. These TWGs will serve as formal co-creation platforms to review the roles, structures, and legal status of Youth Councils and to recommend mechanisms to integrate youth participation into Provincial Assemblies, LLGs, and District Development Authorities (DDAs). The commitment aims to produce a reviewed National Youth Policy, a functional model for youth engagement linked to government funding structures, and clear legal or administrative proposals for long-term institutional reform.

Tables 1-4 below provide a summary of the commitment's activities, key milestones, strategies, and indicators.

Table 1: Commitment 8.3.2: Establishment and operationalization of Youth Councils

Objective		Institutionalise youth–State–CSO dialogue and reform Youth Councils by 2028 through TWGs and alignment with government planning and funding systems		
OGP Global Commitment	MTDP IV DIPs	OGP Commitment	No.	Summary Activities
3	DIP11.2 – Youth Development and Labour Mobility	Establishment and operationalisation of YCs	3.2	<p>Between 2025 and 2028, NYDA, in partnership with The Voice Inc. (TVI) and other key stakeholders, will institutionalise three Technical Working Groups (TWGs) focused on:</p> <ul style="list-style-type: none"> • Youth CSO–State Coordination Mechanism • Youth Legislation and Regulation • National Youth Policy Mid-Term Review
Lead Implementing agency				
Government			CSO	
NYDA			TVI	





Table 2: Milestones and Activities

NO	Deliverables		2025	2026	2027	2028	2029
	Milestones	Activities					
1	3 Youth CSO-State Technical Working Groups Established	Sign MOU, Joint Workplans, and TWG Terms of Reference on NYDA Act Amendment & Regulations Development, Mid-Term Policy Review, and State-Youth CSO Coordinating Mechanism	✓	-	-	-	-
2	MoUs with Provincial Administrations signed	Sign formal partnership agreements with provincial administrations		✓	✓		
3	Youth CSO – State Dialogue and Publish Reports maintained	TWGs meet quarterly and publish a report from the Multi-Stakeholder Dialogue Consultation	✓	✓	-	-	-
4	Technical capacity-building for the Technical Working Group on addressing Youth Governance Policy Reform was undertaken	Participate in the 6-month Harvard School of Government PDIA Program on Public Policy & Youth Governance Policy Implementation & Reform	✓	-	-	-	-
5	National Guidelines established	Develop and validate Youth Council alignment guidelines for Provincial, District, and LLG YC formation and structure	-	✓	✓	✓	✓
6	Youth Councils established and trained	Form and conduct governance and management training for YCs in 10 provinces	-	✓	✓	-	-
7	Tertiary Students Voluntary Services piloted	Target final year tertiary level students (young professionals) to assist established youth councils to provide services in their area of expertise	-	✓	✓	✓	✓
8	Pilot Youth Engagement Initiatives carried out	Launch youth-led programs (e.g., MSME, farming, sports, civic education) in selected districts	-	-	✓	✓	-
9	Monitoring and Evaluation conducted	Annual review of council performance and stakeholder partnerships	-	-	✓	✓	✓
Supporting Agencies							
Government		CSO	Other Stakeholders				
DfCDR, DoE, DoT, DPLGA, DIRD		TVI, CIMC, INA	UPNG, IBS				

Table 3: Strategies

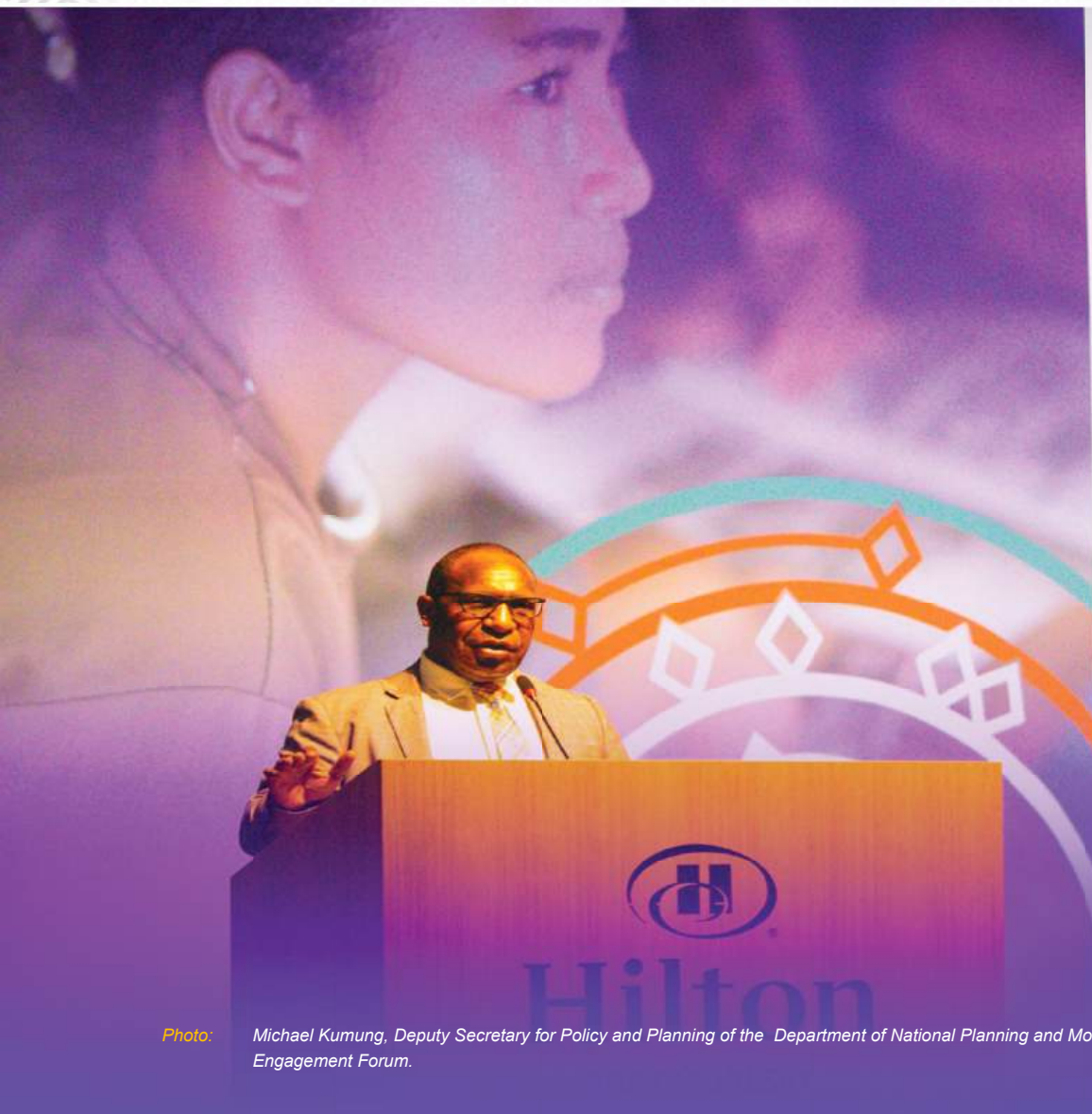
No	Implementation Strategy	Policy Reference
1	Effective resource mobilization	MTDP IV, National Youth Policy (2020-2030)
2	Effective partnership and collaboration with the government, CSOs, churches, the private sector, and development partners	GoPNG-CSO Partnership Policy, National Youth Engagement Strategy
3	Strengthen partnerships and collaborations through MoU, Laws, and joint work plans	MSME Plans
4	Engagement of youths in the government business process	Education Sector Plan
5	Youths in MSME	MSME Policy, National Employment Policy
6	Engagement of youths in sports	National Sports Plan





Table 4: Indicators

No	Indicator	Source	Baseline (2024)	Annual Targets				
				2025	2026	2027	2028	2029
1	Total number of provinces with established and active YCs	NYDA Reports	0	0	2	2	5	10
2	Total number of districts with functional YCs	NYDA/DPLGA Reports	TBA	25	4	5	5	10
3	Total number of LLGs with operational YCs	DPLGA Reports	TBA	-	20	25	30	35
4	Total number of Youth Councils submitting annual reports	NYDA M&E Unit	Nil	-	4	10	20	50
5	Total number of youths engaged in MSME or livelihood programs	Council Program Data	TBD	500	1000	1500	2000	2500
6	Total number of youth-led community initiatives launched through councils	Council Reports	0	10	20	40	60	80
7	Total number of councils with at least one signed MoU with a partner institution	NYDA Partnership Log	0	10	30	50	70	100



B CEP

5-6 Nov
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Building Communities
in Papua New Guinea

Photo: Michael Kumung, Deputy Secretary for Policy and Planning of the Department of National Planning and Monitoring, speaking at the B CEP's Civic Engagement Forum.



Commitment 8.3.3: CSO Stakeholder Mapping Exercise

The CSO Stakeholder Mapping Exercise is a foundational commitment under NAP III to identify, categorize, and geolocate CSOs, FBOs, NGOs, and community groups operating across Papua New Guinea. This initiative will result in the development of a shared, publicly accessible national CSO database, enabling better coordination, avoiding duplication of effort, and enhancing alignment with national development priorities, including the Medium-Term Development Plan IV (MTDP IV) and subnational development plans.

This commitment directly supports the GoPNG–CSO Partnership Policy, which calls for more structured, transparent, and strategic engagement between the State and civil society actors. By mapping CSOs by core functions, sectoral focus, and geographic coverage, the government will be better equipped to collaborate with the right stakeholders across development planning, policy implementation, service delivery, advocacy, and reporting.

To implement this commitment, a Joint Steering Committee will be established and co-chaired by the DfCDR and the CIMC, with the DNPM providing technical support. The Committee will oversee the design and roll-out of standardized tools for stakeholder profiling, ensuring that both national and international CSOs are documented based on relevance, operational reach, and legal status.

The outcomes of this mapping exercise will inform future co-creation processes, capacity-building programs, and sectoral policy dialogues. It will also help ensure that marginalized voices—particularly in rural and hard-to-reach areas—are included in Open Government Partnership participatory governance frameworks.

Tables 1-4 below provide a summary of the commitment's activities, key milestones, strategies, and indicators.

Table 1: Commitment 8.3.4: CSO Stakeholder Mapping Exercise

Objective	To develop a national CSO database for improved coordination, engagement, and policy alignment across all regions and sectors.			
OGP Global Commitment	MTDP IV DIPs	OGP Commitment	No.	Summary Activities
3	DIP12.4: Civil Societies and Churches Development	CSO Stakeholder Mapping Exercise	3.4	Conduct a CSO Stakeholder Mapping Exercise by the Government
Lead Implementing agency				
Government		CSO		Others
DfCDR		CIMC		UPNG, BCEP, DFAT, Provincial Govts

Table 2: Milestones and Activities

NO	DELIVERABLES		2025	2026	2027	2028	2029
	Milestones	Activities					
1	Mapping Committee Established	Form a Technical Working Group (TWG) with representatives from DfCDR, DNPM, TVI, TIPNG, and CIMC.	✓	✓	-	-	-



2	Methodology and Tools Developed	Design mapping framework, data collection tools, and classification criteria	✓	-	-	-	-
3	Provincial Mapping Exercises conducted	Rollout mapping surveys in at least 10 provinces (via regional partners)	-	✓	✓	-	-
4	National CSO Registry Compiled	Consolidate data into an interactive, regularly updated digital platform	-	-	✓	✓	-
5	Registry launched and maintained	Public launch and establish maintenance plan (annual reviews and updates)	-	-	-	✓	✓
Supporting Agencies							
Government		CSO	Other Stakeholders				
DfCDR, DoE, DoT, DIRD, Provincial Administrations, DNPM, DPLGA		TVI, CSO Networks	UPNG, NRI, BCEP				

Table 3: Strategies

No	Implementation Strategy	Policy Reference
1	Effective resource mobilisation	MTDP IV 2023-2027
2	Effective partnership and collaboration with the government, CSO, Church, private sector, and development partners	GoPNG-CSO Partnership Policy
3	Secure and strengthen partnerships and collaborations with the private sector and development partners	MTDP IV 2023-2027
4	Establishment of the committee	MTDP IV 2023-2027
5	Establishment of the CSO governance structure	MTDP IV 2023-2027
6	Develop a national database of CSOs by sector and geographical coverage	GoPNG-CSO Partnership Policy
7	Conduct a nationwide stakeholder mapping and registration exercise	MTDP IV – Pillar 12: Civil Society and Church Partnership
8	Establish CSO focal points at the district and provincial levels	DIP 12.4 – Civil Societies and Churches Development
9	Standardize CSO profiling tools and data collection templates	OGP Global Standards – Public Participation Pillar
10	Publish and regularly update the CSO directory for government and public access	Freedom of Information Bill (Draft)

Table 4: Indicators

No	Indicator	Source	Baseline (2024)	Annual Targets				
				2025	2026	2027	2028	2029
1	Production and publication of the annual CSO Stakeholder Mapping Exercise Report	DfCDR	Nil	✓	✓	✓	✓	✓
2	Total number of provinces with completed CSO mapping exercises	Field Reports	0	2	6	10	15	22
3	Total number of CSOs profiled and categorized in the registry	Mapping Database	0	100	300	600	800	1000
4	Proportion of registered CSOs reporting increased collaboration with the government (%)	CSO Surveys	20	30	50	70	85	100
5	Proportion of CSOs participating in sector-specific OGP or government dialogues (%)	Forum/Meeting Logs	15	20	40	60	80	100



Photo: Koney Samuel, Secretary of the Department of National Planning and Monitoring, spoke at an OGP workshop in Port Moresby, PNG.

**STRATEGIC
POLICY
AREA****8.4****FISCAL TRANSPERANCY**

The Fiscal Transparency component of the SPA is carried forward from NAP II and NAP III, reflecting the Government's commitment to achieving a responsible and inclusive budget. The government's development priorities are funded through the national budget; therefore, OGP needs to uphold the budget principles of fiscal transparency and accountability, ensuring that resources are allocated impartially.

The OGP under NAP III aims to ensure that responsible state agencies provide accurate fiscal information available to the public for citizen access, including the mid-year economic outlook, final budget outlook, budget appropriations, warrants to subnational governments, the capital investment budget, and more. The availability of accurate fiscal information is vital for citizens and investors to make sound decisions and hold elected and non-elected leaders, including guardians of financial arrangements, accountable.

As part of citizen budgeting, the budget volume one will be translated into Tok Pidgin to ease its understanding by citizens. The budget consultation workshops will be held at the subnational level to ensure that the budget appropriations are understood and drawdowns are made for implementation. Once the citizens clearly understand the budget appropriations by reading the Tok Pidgin version, they will hold their leaders accountable for improved service delivery.

Another objective is to maintain PNG's OGP membership, enabling PNG to lead on governance, inclusivity, accountability, and transparency between Government agencies and CSOs in the region.

The monitoring, production, and publication of the capital investment budget are among the OGP's critical focuses during the NAP III period. It has been brought forward from the NAP II, reflecting its importance. This will hold agencies that receive budgets accountable and, over time, make budget execution and project implementation processes transparent.

The following six (6) commitments under this SPA will be delivered by the key state agencies listed below and will be equally supported by other government stakeholders within the fiscal space. The SPA will be co-chaired by the Department of Treasury, representing the government, and the Institute of National Affairs, representing the CSOs.

- 8.4.1 Publication of the Capital Investment Budget Implementation Report – DNPM
- 8.4.2 Simplification and Translation of Budget Documents – DoT
- 8.4.3 Timely Production and Publication of Fiscal Information – DoT
- 8.4.4 Production and Publication of Warrants to Subnational Government – NEFC
- 8.4.5 Conduct of regional budget workshops - NEFC
- 8.4.6 Digital Bilum Platform – DIRD

The successful implementation of the six commitments under NAP III will improve budget and service delivery processes in Papua New Guinea, including the Publication of the Capital Investment Budget.



Commitment 8.4.1 Publication of the Capital Investment Budget Implementation Report

The Department of National Planning and Monitoring is the custodian of the Capital Investment Budget (CIB), a component of the National Budget that funds public investment programs and projects nationwide. The medium-term development plan priorities guide CIB allocations through the Annual Budget Framework Paper, which links the CIB and MTDP priorities annually. This is a new commitment under the NAP III.

The commitment reaffirms the DNPM's vital role and reemphasizes the importance of monitoring, evaluating, and publishing the CIB Implementation Report on citizen accessibility. The publication of the report will hold leaders responsible for public funds accountable and improve transparency and accountability.

Tables 1-4 below provide a summary of the commitment's activities, key milestones, strategies, and indicators.

Table 1: Commitment 8.4.1: Publication of the Capital Investment Budget Implementation Report

Objective	To improve accountable spending and enhance service delivery			
OGP Global Commitment	MTDP IV DIPs	OGP Commitment	No.	Summary Activities
3	DIP 8.3; Public Investment Program Implementation Monitoring	Publication of the Capital Investment Budget Implementation Report	4.1	Monitoring and evaluating the CIB and producing and publishing the report on an annual basis
Lead Implementing agency				
Government DNPM			CSO INA	

Table 2: Milestones and Activities

No	Deliverables		2025	2026	2027	2028	2029
	Milestones	Activities					
1	An interagency Committee on CIB monitoring and reporting established	Develop a term of reference	-	✓	-	-	-
		Send a circular invite to sister agencies.	-	✓	-	-	-
		Conduct meetings	-	✓	-	-	-
		Arrange logistics	-	✓	-	-	-
2	Project monitoring exercise executed	Visit projects	-	✓	✓	✓	✓
		Fill in M&E templates	-	✓	✓	✓	✓
3	CIB Project M&E report produced	Compile the M&E report	-	✓	✓	✓	✓
		Produce the draft M&E report	-	✓	✓	✓	✓
		One-day validation workshop on the draft report	-	✓	✓	✓	✓
		Finalize the draft report	-	✓	✓	✓	✓
4	CIB M&E report launched	Invite the stakeholders	✓	✓	✓	✓	✓
		Arrange logistics	✓	✓	✓	✓	✓
		Launch the CIB M&E report	✓	✓	✓	✓	✓
5	CIB M&E report published	Publish the CB M&E report on DNPM & OGP websites	-	✓	✓	✓	✓
		Publish the CIB M&E report on the mainstream media outlet	-	✓	✓	✓	✓



Hold media Conference ✓		
Supporting Agencies		
Government	CSO	Other Stakeholders
DoWH, DoE, DoT, DPLGA, PM&NEC	CIMC	NRI, UPNG, Other Institutions

Table 3: Strategies

No	Implementation Strategy	Policy Reference
1	Effective resource mobilisation	MTDP IV 2023-2027
2	Effective partnership and Collaboration with the government, churches, CSOs, and the private sector	PFMA 1995
3	Regular M&E visits	PNG Planning and Monitoring Responsibility Act 2016
4	Whole of government approach with CSO in undertaking M&E	MTDP IV 2023-2027
5	Publication of the M&E report in the mainstream media	MTDP IV 2023-2027
6	Establish an inter-agency M&E Committee	MTDP IV 2023-2027

Table 4: Indicators

No	Indicator	Source	Baseline (2024)	Annual Targets				
				2025	2026	2027	2028	2029
1	Timely production and publication of the annual CIB implementation reports	DNPM	Nil	✓	✓	✓	✓	✓





Commitment 8.4.2: Simplification and Translation of Budget Documents

The translation of budget volume one is the commitment brought forward from the NAP II. This shows the Government's commitment to achieving an inclusive and accountable budget. This will start with the simplification and translation of the budget volume one document. Budget Volume 1 is the summary of Budget Volumes 2 and 3. Thus, translating the budget volume one will increase citizens' budgetary knowledge and understanding, particularly of revenues, expenditures, borrowing, and debt levels, enabling them to participate effectively and make informed decisions, including in electoral processes. This is expected to address budgetary information asymmetry and the information gap for citizens on fiscal and budgetary matters.

The Department of Treasury will lead the commitment with assistance from DNPM and full support from TIPNG representing the INA.

Tables 1-4 below provide a summary of the commitment's activities, key milestones, strategies, and indicators.

Table 1: Commitment 8.4.2: Simplification and Translation of Budget documents

Objective	To ease the Understanding of the Citizens on the National Budget appropriations and the Fiscal Policy Stance			
OGP Global Commitment	MTDP IV DIPs	OGP Commitment	No.	Summary Activities
4	DIP 7.4- Public Finance Management	Simplification and Translation of Budget Documents	4.2	Simplification of Budget Documents to enable citizens' understanding
Lead Implementing agency				
Government			CSO	
DoT			INA	

Table 2: Milestones and Activities

No	Deliverables		2025	2026	2027	2028	2029
	Milestones	Activities					
1	Summarised and simplified Budget Volume 1 Template produced and published.	Establish a committee with defined ToR	-	✓	-	-	-
		Engage a technical assistant	-	✓	-	-	-
		Produce the simplified template entailing budget volume 1	-	✓	-	-	-
		Launching and publication of the summarised and simplified Budget Volume 1	-	✓	-	-	-
2	Capital Investment Budget translated into Tok Pisin	Establish a committee with defined ToR	-	-	✓	✓	✓
		Engage a technical assistant	-	-	✓	✓	✓
		Craft the Capital Investment Budget into Tok Pidgin	-	-	✓	✓	✓
		Launch and publish the Tok Pidgin version of the CIB	-	-	✓	✓	✓
3	Budget Vol. 1 translated into Tok Pisin	Establish a committee with a defined ToR	-	-	✓	✓	✓
		Engage a technical assistant	-	-	✓	✓	✓
		Translate Budget Volume 1 into Tok Pidgin	-	-	✓	✓	✓
		Launch and publish on different media platforms	-	-	✓	✓	✓
Supporting Agencies							
Government		CSO		Other Stakeholders			
DNPM, DIRD, NEFC, DoT		CIMC		NRI, UPNG			



Table 3: Strategies

No	Implementation Strategy	Policy Reference
1	Effective Resource mobilisation	MTDP IV 2023-2027
2	Effective Partnership and Collaboration	PFMA 1995
3	Effective awareness and marketing	PNG Fiscal Responsibility Act 2006

Table 4: Indicators

No	Indicator	Source	Baseline (2024)	Annual Targets				
				2025	2026	2027	2028	2029
1	Total number of translated budget books printed at GPO	DoT	-	-	500	500	500	500
2	Timely availability of budget documents on government websites (1-10)	DoT	-	0	3	6	9	10



Photo: Hon. Sir Ana Pala, KBE, CMG, ISO, MP, Minister for National Planning and Open Government Partnership, during the 2026 National Budget press lockup at the National Parliament House, Port Moresby, PNG.



Commitment 8.4.3: Timely Production and Publication of Fiscal Information

This commitment enhances the Department of the Treasury's routine duties to make up-to-date fiscal information available on the Treasury Website. The commitment carries over from NAP II and remains a key government focus in the OGP space.

The fiscal information to be made available to the public includes MYEFO, FBO, and any other fiscal information necessary for citizens' access.

Tables 1-4 below provide a summary of the commitment's activities, key milestones, strategies, and indicators.

Table 1: Commitment 8.4.3: Timely Production and Publication of Fiscal Information

Objective	To increase public confidence in budget formulation and expenditure			
OGP Global Commitment	MTDP IV DIPs	OGP Commitment	No.	Summary Activities
4	DIP 7.4 – Public Finance Management	Timely Production and Publication of Fiscal Information	4.3	Timely production and publication of fiscal information on the Treasury website and other mainstream media outlets
Lead Implementing agency				
Government		CSO		
DoT		INA		

Table 2: Milestones and Activities

NO	DELIVERABLES		2025	2026	2027	2028	2029
	Milestones	Activities					
1	Mid-Year Economic and Fiscal Outlook (MYEFO) Produced and Published	Conduct regular stakeholder meetings	✓	✓	✓	✓	✓
		Coordinates the inputs of various stakeholders	✓	✓	✓	✓	✓
		Consolidates the inputs of various stakeholders	✓	✓	✓	✓	✓
		Finalise the MYEFO	✓	✓	✓	✓	✓
2	Final Budget Outlook Produced and Published	Launch and publish the MYEFO	✓	✓	✓	✓	✓
		Conduct regular stakeholder meetings	✓	✓	✓	✓	✓
		Coordinates the inputs of various stakeholders	✓	✓	✓	✓	✓
		Consolidates the inputs of various stakeholders	✓	✓	✓	✓	✓
		Finalise the FBO	✓	✓	✓	✓	✓
3	Annual Budget Books Produced and Published	Launch and publish the FBO	✓	✓	✓	✓	✓
		National Budget Press-Lockup	✓	✓	✓	✓	✓
		Tabling of the National Budget Volumes on the Floor of Parliament	✓	✓	✓	✓	✓
		Launching of Budget Volumes	✓	✓	✓	✓	✓
		Media Conferences	✓	✓	✓	✓	✓
Publication of Budget Books on websites and other media platforms			✓	✓	✓	✓	✓
Supporting Agencies							
Government		CSO		Other Stakeholders			
DNPM, DoF, NEFC & DIRD		CIMC		NRI, UPNG,			



Table 3: Strategies

No	Implementation Strategy	Policy Reference
1	Effective and timely production and publication	MTDP IV 2023-2027
2	Improved accessibility	PFMA 1995
3	Improved enforcement and coordination	PNG Planning and Monitoring Responsibility Act 2016

Table 4: Indicators

No	Indicator	Source	Baseline (2024)	Annual Targets				
				2025	2026	2027	2028	2029
1	Timely production and publication of annual MYFO, FBO, and other fiscal data	DOT	✓	✓	✓	✓	✓	✓
2	Timely availability of budget documents on government websites (1-10)	DOT	✓	✓	✓	✓	✓	✓



Photo: Justice Gibbs Salika, Chief Judge of the National and Supreme Courts of Papua New Guinea (fourth from left), together with government officials, attended the 2023 Global OGP Summit in Tallinn, Estonia.



Commitment 8.4.4: Production and Publication of Warrants Remittance to Subnational Government

This commitment has been brought forward to NAP III, which demonstrates the Government’s continued commitment to produce and publish warrants remitted to the Subnational tiers of the Government. It has been delivered quarterly for the past two years; however, it has not been reported as a completed commitment in the IRM Report.

The National Economic and Fiscal Commission (NEFC) monitors and reports on the timeliness and consistency of the national government’s warrant and cash releases to subnational governments. Through its oversight work, NEFC tracks and publishes data on the release of function grants, highlighting trends and issues, such as the frequent delay in funding until the fourth quarter of the fiscal year. The NEFC uses quarterly and annual warrant data publications on a news media platform to communicate these trends and promote accountability in public financial management by sharing this information openly with the broader public.

NEFC’s commitment to producing and publishing warrants will make Papua New Guinea’s public financial system more open, accountable, and responsive. This will be done through strengthening the Warrant Release Reports and promoting multiple warranting by provincial administrations.

By publishing warrants, the NEFC creates a foundation for active and informed citizen participation. Citizens shift from being passive recipients of government services to engaged stakeholders who help shape priorities, monitor implementation, and demand results. This helps build a more inclusive, responsive, and democratic system of governance.

Tables 1-4 below provide a summary of the commitment's activities, key milestones, strategies, and indicators.

Table 1: Commitment 8.4.4: Production and Publication of Warrants Remittance to Subnational Government

Objective	To increase visibility for citizens on the money going to the subnational government for transparency and accountability			
OGP Global Commitment	MTDP IV DIPs	OGP Commitment	No.	Summary Activities
2	DIP 7.4 Public Finance Management	Production and Publication of Warrants Remittance to the Subnational government	4.4	Timely production and publication of warrant remittance to the subnational government via mainstream media outlets
Lead Implementing agency				
Government NEFC				CSO INA

Table 2: Milestones and Activities

No	Deliverables		2025	2026	2027	2028	2029
	Milestones	Activities					
1	Transparent Warrants	Develop a standardized format for publishing warrants by province, by sector, by grant type	-	✓	-	-	-



Publication Framework Developed	Develop clear protocols and timelines for when and how warrants will be published	-	✓	-	-	-
	Data-sharing arrangements were formalized between NEFC, the Department of Treasury, the Department of Finance, and subnational governments (MoA/MoU)	-	✓	✓	-	-
2 Regular and Timely Warrants with Stakeholder Notification published	Publication of preceding bi-annual warrants in real time or scheduled intervals on NEFC's website or bulletin board, media, and other platforms	-	-	✓	-	✓
	Disaggregate warrant data by province, sector (e.g., Health, Education), and grant type (e.g., Function Grant)	-	✓	✓	✓	✓
	Notification of stakeholders, including provincial administrators, CSOs, and MPs, with simplified summaries or CFCs shared via email or print	-	✓	✓	✓	✓
	Establish a feedback (grievance) mechanism for subnational governments or citizens to query missing or delayed releases	-	✓	-	-	-
Supporting Agencies						
Government		CSO		Other Stakeholders		
DoF, DNPM, DoT & DIRD, DIRD		CIMC, TVI		BSP, UNPNG, IBS University, World Bank, ADB, Churches		

Table 3: Strategies

No	Implementation Strategy	Policy and Legislation Reference
1	Effective and timely production and publication of Warrants	MTDP IV 2023-2027
2	Timely awareness of remittance of warrants to subnational governments	NEFC Act 2009
3	Improved accessibility and feedback mechanisms	PFMA 1995
4	Improved coordination of warrants production and publication	Fiscal Responsibility Act 2006

Table 4: Indicators

No	Indicator	Source	Baseline	Annual Targets				
			(2024)	2025	2026	2027	2028	2029
1	Annual warrant report publications	NEFC Website	-	✓	✓	✓	✓	✓
2	Proportion of feedback received on warrant release (%)	NEFC Website	-	0	20	30	40	50
3	Total number of awareness and engagement on warrant delays annually	NEFC Website	-	0	4	6	8	10



Photo: PNG OGP stakeholders during one of the co-creation workshops in Port Moresby, PNG.



Commitment 8.4.5: Conduct Regional Budget Workshops

As part of citizen budgeting, NEFC, in partnership with INA and other government agencies, will conduct regional budget literacy workshops. This is a new commitment aimed at citizens at the subnational level. The aim is to increase citizens' understanding of budget appropriations and execution.

The regional budget workshop is the National Economic and Fiscal Commission (NEFC)'s priority program to monitor the Reform on Intergovernmental Financing Arrangements (RIGFA), which began in 2009. Over time, these workshops have become a key platform for NEFC to track how provinces use function grants, particularly for funding the Minimum Priority Activities (MPA). A secondary goal has been to promote sound public financial management practices by engaging key government agencies to share policy updates and reforms, while also learning from provinces on how the system operates in practice to inform future reforms as needed.

This commitment helps close the knowledge gap that limits citizen participation, transparency, and accountability in the management of public funds in PNG. It aims to improve budget literacy, enabling people to understand better and monitor how government funds are used in their provinces, districts, LLGs, and wards. It is also a tool the NEFC uses to track whether function grants are being used properly.

Tables 1-4 below provide a summary of the commitment's activities, key milestones, strategies, and indicators.

Table 1: Commitment 8.4.5: Conduct Regional Budget Workshops

Objective	Increase citizens' understanding of budget appropriation and execution (Increased Ownership and Accountability at the Subnational Level)			
OGP Global Commitment	MTDP IV DIPs	OGP Commitment	No.	Activities
3	DIP 7.4 Public Finance Management	Conduct a regional budget literacy workshop	4.5	Conduct regional budget trainings and workshops
Lead Implementing agency				
Government			CSO	
NEFC			INA	

Table 2: Milestones and Activities

No	Deliverables		2025	2026	2027	2028	2029
	Milestones	Activities					
1	Regional Budget Workshops Planned and delivered	Develop regional workshop programs and schedule	-	✓	-	-	-
		Prepare workshop materials and logistics, including cost-of-service data, grant calculation sheets, and simplified budget guides.	-	✓	-	-	-
		Invite targeted participants (provincial officials, district reps, CSOs, and local leaders).	-	✓	✓	-	-
		Collect feedback and Produce workshop reports, summarize key learnings, commitments, and follow-up actions.	-	-	✓	-	✓



Presentations delivered on NEFC roles, budget allocation methods, and provincial funding trends.	-	✓	✓	✓	✓
Stakeholder feedback is documented through surveys or discussions, identifying data gaps and implementation challenges	-	✓	-	✓	-
Supporting Agencies					
Government	CSO	Other Stakeholders			
DNPM, DoT, DoF, DIRD, DPLGA, PMNEC, DfCDR, and Sector Agencies NDoH, VCLMS, etc)	CIMC, TVI	NRI, UPNG, IBS University, private sector			

Table 3: Strategies

No	Implementation Strategy	Policy Reference
1	Effective resource mobilisation	MTDP IV 2023-2027
2	Establish a partnership with national institutions and subnational governments	MTDP IV, NEFC Corporate Plan 2023-2027,
3	Effective coordination and conduct of citizen budget literacy trainings and workshops	MTDP IV, NEFC Corporate Plan 2023-2027
4	Effective awareness and publicity	MTDP IV, PFMA 1995, NEFC Corporate Plan 2023-2027
5	Effective delivery of planned workshops	NEFC Corporate Plan 2023-2027

Table 4: Indicators

No	Indicator	Source	Baseline (2024)	Annual Targets				
				2025	2026	2027	2028	2029
1	Total number of workshops	NEFC	-	-	4	4	4	4
2	Total number of workshop reports	NEFC	-	-	4	4	4	4



Photo: NAP III 2025-2029 drafting team with the final draft at the Department of National Planning and Monitoring.



Commitment 8.4.6: Digital Bilum Platform

The Bilum Platform is a cloud-based database management system developed by the Department of Implementation & Rural Development (DIRD) to enable effective coordination, management, monitoring, and reporting of SIP (SIP/DSIP) inputs and outcomes. The DIRD Bilum Platform is in its third phase: System Scale-Up. These systems will enhance the OGP’s aim of promoting openness and accountability in the usage of SIPs at the subnational level. This is a new commitment in which the Department will take the lead in implementing.

As part of this commitment, the subnational is expected to produce and publish SIP (PSIP & DSIP) implementation reports via the Bilum Digital Platform. This will be done through the SIP management and DIMS/PIMS of the entire Digital Bilum Platform, which the department is currently operating nationwide. DIMS/PIMS are critical enablers of data-driven governance, ensuring that planning and resource allocation are responsive to local realities and aligned with national development priorities.

Tables 1-4 below provide a summary of the commitment's activities, key milestones, strategies, and indicators.

Table 1: Commitment 8.4.6: Digital Bilum Platform

Objective	For Effective Coordination, Management, Monitoring, & Reporting of SIP Implementation			
OGP Global Commitment	MTDP IV DIPs	OGP Commitment	No.	Summary Activities
4	DIP 7.4 Public Finance Management	Production and Publication of SIP (PSIP & DSIP) implementation reports through Bilum Digital Platform	4.6	Based on information provided by Bilum, regional officers produce Outcome Reports once the SIP (PSIP/DSIP) reports are completed. M&E Transcript – The M&E Transcripts document specific project data collected from the SIP Project Manager. The Impact Assessment Report – A Bilum Platform feature for recording Project Impact Assessment data Impact Assessment Report Template – Used in the field to collect project data, both quantitative and qualitative, which is then uploaded to the Bilum Platform
Lead Implementing agency				
Government			CSO	
DIRD			INA	

Table 2: Milestones and Activities

No	Deliverables		2025	2026	2027	2028	2029
	Milestones	Activities					
1	SIP Reports submitted by Provinces and districts via the Bilum Digital Platform	Critical skill upskilling & Onboarding of targeted district & provincial administrations	29	60	80	100	118
		Establishment of Bilum help desk in DIRD	-	✓	-	-	-
2	Outcome Reports & M&E Transcripts	DIRD review reports submitted through Bilum and prepares Outcome Reports	-	✓	✓	✓	✓



	generated through Bilum Platform	M&E transcripts produced by Bilum from the SIP Project Manager for specific project data	-	✓	-	-	-
3	Impact assessment Reports incorporated & uploaded onto the Bilum Platform	Project Impact Assessment data recorded & uploaded to generate Impact Assessment Report	-	✓	-	-	-
4	Consolidated Impact Assessment Reports generated by Bilum Platform	Both quantitative and qualitative project data were uploaded to the Bilum Platform using the Impact Assessment Report template	-	-	✓	-	-
5	SIP Performance Report submitted to Parliament through NEC via CACC.	The DIRD Policy Branch analyses and compiles SIP Program impact assessment reports	-	✓	✓	✓	✓
		Reports submitted to NEC via CACC Minister tables SIP impact assessment report in Parliament	-	✓	-	-	-
		Reports published through the DIRD website & the DIRD Office for stakeholders	-	✓	✓	✓	✓
Supporting Agencies							
Government		CSO	Other Stakeholders				
NPM, DoT, DoF, NPC, DPLGA, NEFC, OAG, DIRD		CIMC, TIV	NRI, UPNG, BCEP, DFAT, Other Institutions				

Table 3: Strategies

No	Implementation Strategy	Policy Reference
1	2025 National Bilum rollout & onboarding exercise in selected provinces & districts	MTDP IV 2023-2027
2	Capacity building: upskill and train target users at the subnational administrations on the Bilum Platform to ensure effective SIP implementation reporting	Digital Government Act 2022 (DICT)
3	Equip districts and provinces with ICT infrastructure and equipment	Digital Transformation Policy (DICT)
4	Strategic stakeholder engagement	PNG Development Corporation Policy 2023-2027
5	Bilum media and publicity for effective stakeholder engagements	Media Policy (DICT)

Table 4: Indicators

No	Indicator	Source	Baseline (2024)	Annual Targets				
				2025	2026	2027	2028	2029
1	Total number of districts/provinces and SIP implementation reports submitted through Bilum	DIRD	1	1	20	40	60	90
2	Total number of SIP Program Impact Assessment Reports tabled in Parliament	DIRD	0	0	2	2	2	2




**STRATEGIC
POLICY
AREA**
8.5
GOVERNMENT INTEGRITY

Section 214 (1) of the Constitution states that “The primary functions of the Auditor-General are to inspect and audit, and report at least once in every fiscal year (as provided by an Act of the Parliament) to the Parliament on the public accounts of Papua New Guinea, and on the control of and on transactions with or concerning the public monies and property of Papua New Guinea, and such, other functions as are prescribed by or under a Constitutional Law”.

The Audit Act is under review, and the latest audit report is the 2019 Audit Report for State Owned Enterprises and Statutory Authorities. Hence, this Commitment is to continue during the NAP III period, with increased funding and greater coordination between agencies, so that fiscal government data and audit reports are presented accurately and on time for government and public access. The corporate plan has been developed and launched, and capacity is expected to improve during the NAP III period.

As part of this undertaking, the Independent Commission Against Corruption (ICAC) will implement an activity to reduce corruption across the country's public sector.

Papua New Guinea faces a complex, deeply entrenched corruption problem, driven by systemic, structural, political, governance, socio-cultural, and economic factors. While many public sector agencies acknowledge the importance of integrity and accountability, corruption risk management is not yet embedded in most institutions, leaving high-risk functions such as procurement, licensing, enforcement, and frontline service delivery vulnerable.

Current responses are largely reactive, focusing on investigation and discipline after corrupt conduct has occurred, rather than prevention.

As the agency mandated to lead corruption prevention, the ICAC will strengthen government integrity by delivering on its vision of “*A Papua New Guinea united in the fight against corruption*” through this Commitment in the OGP National Action Plan (NAP).

It will roll out Corruption Risk Assessment and Management Training across the public sector to equip agencies with practical tools, skills, and methodologies to systematically identify, assess, and mitigate corruption risks before they cause harm. This proactive approach will help close knowledge gaps, strengthen internal safeguards, and build public confidence in government systems and service delivery.

8.5.1 Timely Submission of Financial Statements
8.5.2: Delivery of public sector Corruption Risk Assessment and Training workshops



Commitment 8.5.1: Timely Submission of Financial Statements

The timely submission of the financial statement is a prerequisite for producing the audit report. For the four (4) parts of the annual audit reports to be produced and published, the financial statements must be released by the agencies that receive public funds. This commitment will be managed and coordinated by the Office of the Auditor, with support from its co-chair, the Institute of National Affairs.

Tables 1-4 below provide a summary of the commitment's activities, key milestones, strategies, and indicators.

Table 1: Commitment 8.5.1 Timely Release of Financial Statement

Objective		To enable the production of the Audit Report		
OGP Global Commitment	MTDP IV DIPs	OGP Commitment	No.	Summary Activities
4	DIP 7.4 Public Finance Management	Timely Release of Financial Statement	5.1	Release the financial statements by all agencies receiving public funding from the national budget
Lead Implementing agency				
Government			CSO	
OAG			INA	

Table 2: Milestones and Activities

No	Deliverables		2025	2026	2027	2028	2029
	Milestones	Activities					
1	Circular Letter to agencies to produce their financial statements delivered	Conduct regular meetings	✓	✓	✓	✓	✓
		Coordinates and makes follow-ups	✓	✓	✓	✓	✓
2	Financial Statements issued	Coordinates the issuance of financial statements	✓	✓	✓	✓	✓
Supporting Agencies							
Government		CSO	Other Stakeholders				
DNPM, OAGD, DoT, DoF		CIMC, TIPNG, TVI	UPNG, NRI, Other Institutions, Private Sector, Churches				

Table 3: Strategies

No	Implementation Strategy	Policy Reference
1	Effective coordination and leadership	MTDP IV 2023-2027
2	Awareness, workshops, and meetings	Digital Government Act 2022
3	Follow-ups and letters	Digital Transformation Policy

Table 4: Indicators

No	Indicator	Source	Baseline (2024)	Annual Targets				
				2025	2026	2027	2028	2029
1	Rate of improvement in the release of financial statements (1-5) (%)	AGO	60	60	70	80	100	100
2	Proportions of agencies release financial statements (%)	AGO	45	50	80	100	100	100



Commitment 8.5.2: Deliver Public Sector Corruption Risk Assessment and Management training

This commitment focuses on rolling out Corruption Risk Assessment and Management Training to equip PNG’s public sector with the skills and tools to identify and mitigate corruption risks. Through the OGP process, this proactive approach will close knowledge gaps, strengthen safeguards, and promote a culture of integrity across government institutions.

Tables 1-4 below provide a summary of the commitment’s activities, key milestones, strategies, and indicators.

Table 1: Commitment 8.5.2: Deliver Public Sector training on Corruption Risk Assessment and Management

Objective	To build institutional capacity across government in identifying and addressing corruption risks.			
OGP Global Commitment	MTDP IV DIPs	OGP Commitment	No.	Summary Activities
4	DIP 8.7: Ensuring greater governance enforcement in the public service to promote accountability.	Deliver Public Sector training on Corruption Risk Assessment and Management	5.2	Rolling out Corruption Risk Assessment and Management Training across the public sector to strengthen the fight against corruption.
Lead Implementing agency				
Government ICAC			CSO/Other TIPNG	

Table 2: Milestones and Activities

NO	Deliverables		2025	2026	2027	2028	2029
	Milestones	Activities					
1	Relevant ICAC staff trained on CRA&M and certified	Facilitate CRA&M trainings for ICAC staff (Identification, Procurement, and logistics)	-	-	1	-	-
		Certification of Train-the-Trainers	-	✓	-	-	-
2	CRA&M Capacity Building trainings for Public Sector officers delivered	Identify entities to prioritise and invite organisations to the training	-	6	6	6	6
		Deliver Corruption Risk Assessment and Management Training across the public sector at the national level	✓	✓	✓	✓	✓
		Deliver Corruption Risk Assessment and Management Training for the sub-national public sector	✓	✓	✓	✓	✓
Supporting Agencies							
Government		CSO	Other Stakeholders				
PM&NEC, OC		CIMC, INA, TVI	UPNG, UNDP, UN, Other Tertiary Institution, Private Sector				

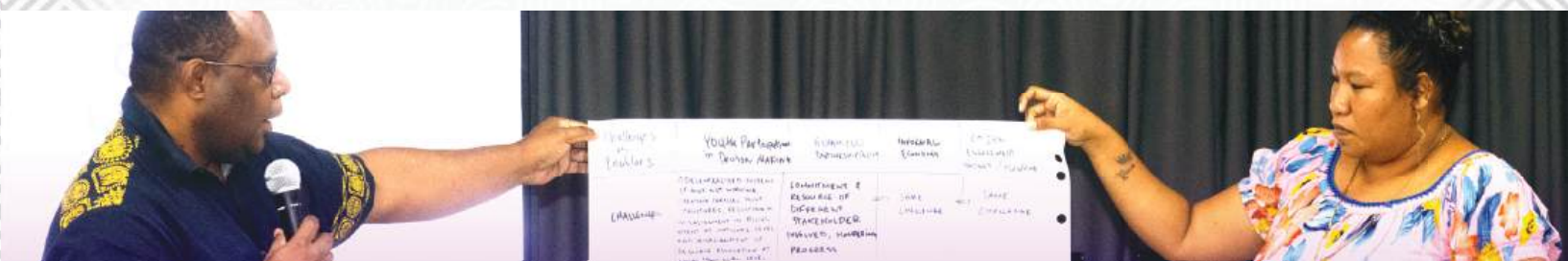




Table 3: Strategies

No	Implementation Strategy	Policy Reference
1	Pre-training preparation & stakeholder buy-in	OLICAC, UNCAC
2	Cost-effective and efficient delivery model identified	MTDP IV, OLICAC (2020)
3	Creation and employment of practical tools & templates	OLICAC (2020), UNCAC, NACS, NACPA
4	Post-training application & follow-up	OLICAC (2020), NACS, NACPA
5	Effective monitoring & evaluation	OLICAC (2020), UNCAC, NACS, NACPA
6	Institutionalisation & sustainability of the best management practices	OLICAC (2020), UNCAC, NACS, NACPA

Table 4: Indicators

No	Indicators	Source	Baseline (2024)	Annual Targets				
				2025	2026	2027	2028	2029
1	Total number of workshops on CRA&M	ICAC	NA	0	6	6	6	6
2	Total number of trained staff on CRA&M	ICAC	NA	0	60	60	60	60
3	Rate of implementation of CRA&M frameworks provided in the training (1-10)	ICAC	NA	0	3	5	7	10



Photo: PNG Open Government Partnership Secretariat and DICT officers during one of the stakeholder consultation meetings in Port Moresby, PNG.



STRATEGIC POLICY AREA

8.6

EXTRACTIVE RESOURCE TRANSPARENCY

The extractive resources transparency SPA is a critical SPA under the NAP III. It focuses on promoting transparency in the extractive sector. The SPA is being advanced from NAP II, which focused exclusively on extractive industry transparency. The broadening of the SPA underscores the OGP’s commitment to addressing commitments beyond the EITI. A transparent approach to delivering mining and petroleum projects in PNG will optimize the socio-economic benefits for citizens.

PNG is described as the land of gold, sitting on a sea of oil and powered by gas, which defines the country’s wealth. The OGP’s focus under NAP III is to promote transparency and accountable practices in the extractive sector. There are two (2) commitments to improve good governance, transparency, and accountability in the extractive industry during the NAP III period. The other obligations can be considered after the mid-term review of NAP III.

The two commitments under the extractive resources transparency SPA include:

- 8.6.1: Production and Publication of the Annual EITI Reports; and
- 8.6.2: PNG EIT Reporting Act and Strategic Implementation

COMMITMENT 8.6.1: Production and Publication of the Annual EITI Reports

As required by the EITI International Secretariat, it is a mandatory requirement for each EITI member country to produce and publish EITI Reports on an annual basis. The reports prescribe and disclose the benefits distributions among the government, developers, and landowners. The disclosure of the portion of benefit distributions increases visibility and builds confidence among landowners and investors.

Through the OGP lenses, the private sector and corporate investors are expected to be accountable, transparent, and responsive to citizens’ needs and demands. This includes projects financed under the tax credit scheme in lieu of the company tax.

Tables 1-4 below provide a summary of the commitment’s activities, key milestones, strategies, and indicators.

Table 1: Commitment 8.6.1: Production and Publication of the Annual EITI Reports

Objective	To improve transparency and accountability in the extractive sector			
OGP Global Commitment	MTDP IV DIPs	OGP Commitment	No.	Summary Activities
4	DIP 7.3 Ton Tax Revenue and Governance	Production and publication of the annual EITI reports	6.1	Produce annual EITI reports and publish them
Lead Implementing agency				
Government			CSO	
EITI National Secretariat			PNGRGC	



Table 2: Milestones and Activities

NO	Deliverables		2025	2026	2027	2028	2029
	Milestones	Activities					
1	Scoping	Establish the materiality threshold of companies					
		Establish a materiality threshold for revenue streams	-	✓	✓	✓	✓
		Assess reporting requirements					
		Assess Validation requirements					
2	Data Collection and Analysis	Design data templates					
		Train reporting entities on how to use data templates	✓	✓	✓	✓	✓
		Circulate templates, collect, and undertake initial data assessments by reporting entities					
		Produce the first draft on reconciliation					
3	Assurance	Determine MOU and sample criteria					
		Collection and review by AGO	✓	✓	✓	✓	✓
		AGO issues assurance report					
4	MSG Gaps Analysis	MSG review contextual					
		MSG review reconciliation	✓	✓	✓	✓	✓
		Second draft					
5	Reporting for Impact	MSG review of the presentation of the report					
		MSG does final clearance and signs off	✓	✓	✓	✓	✓
		Final draft signed off and presented by the Minister					
Supporting Agencies							
Government			CSO			Other Stakeholders	
DNPM, DoT, DoF, Customs, DMPGM, NPA, AGO, MRA, IRC, CEPA, PMNEC, IPA, NEA, DLIR			TIPNG, CIMC, INA, CELCOR			JICA, Private Sectors, Institutions	

Table 3: Strategies

No	Implementation Strategy	Policy Reference
1	Effective coordination and leadership	MTDP IV 2023-2027
2	Awareness, workshops, and meetings	EITI Policy, NEC Decision 90/2013
3	Resources mobilisation	EITI Policy, NEC Decision 90/2013, 80/2019,
4	Publication and production of annual EITI reports	Mineral Policies, Mining Act
5	Effective awareness of annual EITI reports	Oil and Gas Act

Table 4: Indicators

No	Indicator	Source	Baseline (2024)	Annual Targets				
				2025	2026	2027	2028	2029
1	Improve production of annual EITI reports (%)	EITI website	45	50	70	80	100	100

Photo: Hanuabada village in Port Moresby, PNG.



COMMITMENT 8.6.2: PNG EIT Reporting Act and Strategic Implementation

This is a new commitment that complements commitment 8.6.2 of the cluster. The PNGEITI Report Bill establishes a reporting framework to enforce transparency and accountability in Papua New Guinea’s extractive industries by mandating public disclosure of revenues, contracts aligned with global EITI standards, and compliance with those standards.

Tables 1-4 below provide a summary of the commitment’s activities, key milestones, strategies, and indicators.

Table 1: Commitment 8.6.3: Enactment of the EIT Reporting Act and Strategic Implementation

Objective	To enact the EIT Reporting Law and deliver its Strategic Implementation			
OGP Global Commitment	MTDP IV DIPs	OGP Commitment	No.	Summary Activities
4	DIP 7.3 Non-Tax Revenue and Governance	Enactment of the EIT Reporting Law and strategic implementation	6.2	Initial Draft of the EIT Reporting Law Regional consultation Final draft of EIT Reporting Law Enactment process; Gazettal notice issuance
Lead Implementing agency				
Government			CSO	
EITI Commission			PNGRGC	

Table 2: Milestones and Activities

NO	Deliverables		2025	2026	2027	2028	2029
	Milestones	Activities					
1	Drafting the Reporting Bill	Consultant procurement to draft the Reporting Bill	Nil	Nil	✓	✓	-
2	Nationwide consultation	Awareness & consultation on the Reporting Bill	Nil	Nil	✓	✓	-
3	Drafting workshops	Final Drafting	Nil	Nil	✓	✓	-
4	Legislative Technical Working Group Review	Final review and acceptance of the EIT Reporting Bill	Nil	Nil	✓	✓	✓
5	EIT Reporting Bill Enactment Process	Obtain Certificate of Fiscal Compliance	Nil	Nil	✓	✓	✓
		Obtain Certificate of Necessity	Nil	Nil	✓	✓	✓
		Certificate of Legal Correctness/Compliance	Nil	Nil	✓	✓	✓
		NEC submission (Parliamentary) process	Nil	Nil	✓	✓	✓
		Gazettal	Nil	Nil	✓	✓	✓
6	Launching	Launching and awareness of PNGEIT National Policy, Commission Act, and Reporting Act	Nil	Nil	✓	✓	✓
Supporting Agencies							
Government		CSO	Other Stakeholders				
DNPM, DoT, DoF, Customs, DMPGM, NPA, AGO, MRA, IRC, CEPA, DGAJ, FLC, PMNEC		TIPNG, CIMC, INA, CELCOR	JICA, Institutions, Private Sectors				



Table 3: Strategies

No	Implementation Strategy	Policy Reference
1	Effective coordination and leadership	MTDP IV 2023-2027
2	Awareness, workshops, and meetings	EITI Policy, NEC Decision 90/2013
3	Resources mobilisation	EITI Policy, NEC Decision 90/2013, 80/2019
4	Enactment of the EIT Reporting Law	EITI Policy, NEC Decision 80/2019

Table 4: Indicators

No	Indicator	Source	Baseline (2024)	Annual Targets				
				2025	2026	2027	2028	2029
1	EIT reporting law enactment and strategic implementation (%)	EITI website	Nil	Nil	20	50	100	100



Photo: Participants from the TIPNG during the southern regional workshop in Port Moresby, PNG.



Chapter Nine

GOVERNANCE, COORDINATION, IMPLEMENTATION, AND RESOURCING

PNG OGP NAP III
2025-2029

*“Promoting accountable, inclusive and responsive
Government in Papua New Guinea”*



9.1. Governance and Coordination

The Minister for National Planning continues to serve as OGP Minister for the Government of Papua New Guinea. The Minister plays a pivotal leadership role in ensuring that PNG continues to uphold the principles of vibrant democracy, accountability, transparency, integrity, leaving no one behind, and fighting against corruption.

9.1.1 National Steering Committee

The OGP National Steering Committee (NSC) is the OGP's peak decision-making body in PNG, and both government and CSO representatives co-chair it. The Transparency International PNG represents the CSOs, while the Department of National Planning and Monitoring represents the Government of Papua New Guinea. The members of the NSC are at the secretary level. Their alternates are at the deputy secretary level for the national government, while provincial administrators for provincial government (alternates—deputy provincial administrators), CEOs for the District Development Authorities (alternates—deputy district administrators), and heads of respective CSOs, head bishops/pastors for respective Christian denominations for the Churches, CEOs for the companies or their representatives, and heads of universities/colleges/research institutions (alternates—senior officers). This comprised both lead and supporting agencies across different tiers of government, CSOs, churches, the private sector, and institutions for all Strategic Policy Areas and Commitments.



The members are listed below:

- i) Secretary for the Department of National Planning and Monitoring – Government Co-Chair
- ii) Chief Executive Officer for Transparency International Papua New Guinea – CSO Co-Chairs
- iii) Secretaries of all relevant National Government Agencies (alternate Deputy Secretaries)
- iv) CEOs of all OGP member Statutory Authorities (alternate Deputies)
- v) Head of all OGP Member Civil Society Organisations
- vi) Heads of the Denominations or alternates – Senior Pastors
- vii) Head of Universities/Colleges/ Research Institutions
- viii) CEOs of the Companies (alternate – Senior Staff) – observer
- ix) Heads of the Development Partners or their representatives – observer

9.2. Strategic Policy Area (SPA) Committee

Both the government and CSO co-chair the SPA Committee. The lead agencies (government and CSOs for each SPA) will provide leadership in implementing the commitments. The supporting members of the SPA, who may also serve as leaders of the commitments and as supporting agencies for each pledge, are encouraged to participate meaningfully in implementation.

In the previous NAPs (NAP I & NAP II), there were fewer SPA or Cluster meetings, workshops, conferences, and related events. During the NAP III period, SPA co-chairs are strongly encouraged to organize SPA Committee and Technical Working Committee meetings, workshops, and seminars, and, more importantly, to provide quarterly reporting on the status of their commitment implementation.

The SPA Committees, comprising lead implementing government agencies, counterpart civil society organizations, and their respective supporting governments, civil society partners, churches, institutions, the private sector, and development partners, will serve as observers. The committee is at the First Assistant Secretary or Executive Manager level within the government, while the other parties are at the manager or senior level. The SPA co-chairs report to the NSC at its quarterly meetings on the outcomes of the commitment implementations.

9.2.1. Commitment Technical Working Committee

Both the government and CSO co-chair the Commitment Technical Working Committee (CTWC). This committee convenes discussions, workshops, conferences, and meetings to determine the best way to implement the OGP Commitments. The lead government and CSO for each commitment are encouraged to hold regular meetings, workshops, and conferences to ensure compliance with the obligations. The commitments are discussed and implemented through this committee. The committee comprises government, CSOs, churches, institutions, and the private sector, and its representatives are more at the technical level. Development



partners and the private sector will provide financial and technical support to enhance implementation. The CTWC reports to the SPA Committee on its meetings.

9.3. Partnership in Implementation

Strategic partnerships are critical for the successful implementation of the National Action Plan III. Collaborative engagement among government, civil society, the private sector, and development partners is essential to advancing and realizing these commitments.

The Open Government Partnership platform fosters inclusive collaboration across sectors to strengthen service delivery, uphold transparency, and promote accountable governance. In particular, it emphasizes the active involvement of all stakeholders—including local communities—to ensure that governance reforms are responsive to the needs of Papua New Guineans, especially those in remote and rural areas. The effectiveness of good governance will ultimately be measured by its impact on improving the quality of life and prospects for all citizens.

A key feature of the OGP process in PNG is the principle of co-creation, demonstrated by the joint leadership of government and civil society in co-chairing the PNG OGP National Steering Committee—the peak oversight body for OGP implementation.

The PNG OGP Secretariat, under DPNM, will host the annual OGP Development Forum in collaboration with CIMC. This will bring together all levels of government, CSOs, institutions, the private sector, development partners, and other relevant stakeholders to share valuable experiences, innovations, and reforms to shape development policies and decision-making.

The private sector and development partners will also be engaged in delivering NAP III commitments through clearly defined partnership frameworks and targeted collaboration mechanisms. Their unique capabilities, resources, and networks will drive innovation and scale up impact.

Further details on the specific roles and responsibilities of each stakeholder group are outlined in the following sections.

9.3.1 Government

The Government of Papua New Guinea (GoPNG) has played a central role in leading and implementing the Open Government Partnership commitments under the National Action Plans I and II, and it will continue to do so under NAP III. The NAP III commitments align with the Government's key policy priorities and reform agenda, which aim to promote transparent, inclusive, and effective governance, foster sustainable economic growth, and improve public service delivery.

To strengthen the implementation, the Government intends to formalize collaborations with the private sector and development partners through Memoranda of Understanding (MoUs) to coordinate joint efforts, pool resources, and maximize impact.



Despite fiscal and institutional challenges, the Government reaffirms its commitment to lead the implementation of NAP III. This includes efforts to make governance systems more transparent, responsive, and accountable to citizens' needs. Through its annual budgeting process, the Government will allocate funding to support the implementation of commitments and will engage development partners to explore co-funding opportunities where appropriate.

9.3.1.1. National Government

The National Government will provide overall leadership, policy direction, and coordination for the implementation of NAP III. As the principal duty-bearer, it will:

- Ensure that OGP commitments are mainstreamed into national development strategies, including the Medium-Term Development Plan IV (MTDP IV), Vision 2050, and other relevant sectoral policies.
- Through the Department of Prime Minister & NEC, oversee the coordination of government agencies responsible for the delivery of specific commitments.
- Facilitate institutional reforms, legislative support, and digital transformation initiatives that align with the goals of open governance.
- Establish formal mechanisms for engaging civil society, the private sector, and development partners.
- Monitor and report on the progress of implementation through the OGP National Steering Committee and annual reporting processes.

9.3.1.2 Provincial Government

Provincial governments play a crucial intermediary role between national policy and local implementation. Their responsibilities under NAP III include:

- Integrating relevant NAP III commitments into provincial development plans, service delivery frameworks, and programs.
- Promoting localized transparency and accountability initiatives, particularly in the areas of budget tracking, procurement, and public service access.
- Partnering with local civil society organizations, churches, and private sector actors to co-create and implement subnational open government initiatives.
- Establishing or strengthening provincial OGP coordination mechanisms to ensure inclusive participation and feedback loops from citizens.
- Contributing data and insights to the national monitoring and evaluation process to capture local progress and challenges.

9.3.1.3 Local-Level Government

Local-level governments are at the front lines of service delivery and community engagement. Their role in NAP III implementation will be to:

- Facilitate grassroots participation in governance by promoting civic awareness, community consultations, and feedback mechanisms related to NAP commitments.



- Ensure transparent and accountable use of district and ward-level development funds, including through public disclosure and citizen oversight.
- Collaborate with Ward Development Committees and civil society groups to address priority community issues such as education, health, water, and infrastructure.
- Serve as information conduits to communicate national OGP commitments in local languages and culturally appropriate formats.
- Provide regular updates to provincial governments and relevant national agencies on the progress and impact of OGP initiatives at the local level.

9.3.2. Civil Society Organizations

Civil Society Organizations have played a vital role in shaping and delivering the objectives of the Open Government Partnership in Papua New Guinea. Under NAP I and II, CSOs co-chaired all commitments and actively contributed to shaping inclusive governance. This leadership and collaboration model will be carried forward under NAP III.

Transparency International Papua New Guinea continues to represent civil society as the official co-chair of the PNG OGP National Steering Committee, alongside the Department of National Planning and Monitoring, which means the government. This co-chairing arrangement reflects the foundational OGP principle of co-creation and will remain in place throughout the implementation of NAP III.

While the Government leads the implementation of commitments, CSOs will play a critical role in independently monitoring progress, facilitating civic engagement, and ensuring that transparency, accountability, and responsiveness remain central to governance. This partnership will be further strengthened under the GoPNG–CSO Partnership Policy, which formalizes collaborative spaces for policy dialogue, implementation, and joint monitoring.

9.3.2.1 National Civil Society Organizations

National CSOs serve as the primary voice of citizens and play a strategic role in ensuring that government commitments reflect local priorities and realities. Their role in implementing NAP III includes:

- **Monitoring and Oversight:** Track and assess progress on NAP III commitments through shadow reports, community scorecards, and independent evaluations.
- **Advocacy and Awareness:** Conduct nationwide civic education and awareness campaigns to inform the public about OGP, citizen rights, and how to participate in governance processes.
- **Capacity Building:** Build the capacity of communities and grassroots organizations to engage with government institutions and participate in decision-making.
- **Policy Input and Co-Creation:** Provide technical expertise, grassroots data, and policy recommendations during implementation reviews and future NAP development cycles.
- **Localization of OGP:** Support the rollout of subnational OGP initiatives through provincial and district-level partnerships, especially in rural and marginalized communities.



Active national CSOs, such as TIPNG, CIMC, TVI, and others, will play leadership and support roles across various thematic areas, including access to information, anti-corruption, gender equality, and public service delivery.

9.3.2.2. *International Civil Society Organizations*

International CSOs bring global expertise, comparative learning, and technical support to PNG's OGP implementation. Their involvement will be encouraged and aligned through strategic partnerships that reinforce national priorities. Key roles include:

- **Technical Assistance and Capacity Support:** Provide tools, methodologies, and best practices for transparency, civic engagement, and digital governance.
- **Financial and Logistical Support:** Mobilize resources and contribute funding to support CSO-led initiatives, including training, research, and outreach.
- **Independent Evaluation and Research:** Collaborate with local CSOs and academia to produce evidence-based analysis on progress, gaps, and lessons learned.
- **Knowledge Sharing and Networking:** Facilitate PNG's participation in global and regional OGP events and communities of practice to enhance learning and visibility.
- **Safeguarding Civic Space:** Support local civil society by advocating for an enabling environment for freedom of expression, association, and participation.

Engagement with international CSOs, including World Vision, Save the Children, CARE, OGP Support Unit, International Budget Partnership (IBP), and others, will be coordinated through the OGP National Steering Committee and aligned with PNG's national development frameworks.

9.3.3. **Private Sector**

The PNG OGP Secretariat will pursue structured implementation arrangements with the private sector to support the successful delivery of NAP III commitments. As a critical economic actor, the private sector plays a vital role in upholding accountability, promoting ethical practices, and fostering innovation in governance and service delivery.

The fight against corruption and the promotion of transparency are shared responsibilities. Through the Public-Private Partnership (PPP) Policy and PPP Act, the government will formalize and strengthen collaboration with private entities, particularly in areas such as open contracting, responsible business practices, digital service delivery, and citizen engagement.

The private sector will contribute both financial resources and technical expertise and participate in joint initiatives that promote fair procurement processes, transparent budgeting, anti-corruption compliance, and business integrity frameworks.

Strategic partnerships will be developed with peak industry bodies, chambers of commerce, sectoral associations, and leading businesses to co-deliver solutions that support a more open, inclusive, and competitive economy. These collaborations will not only drive accountability but also enhance private sector credibility and social license to operate.



9.3.4. Churches

Churches remain one of the most trusted and far-reaching institutions in Papua New Guinea and are vital partners in driving inclusive development and community empowerment. As moral leaders and key service providers in health, education, and rural outreach, churches play a complementary role in achieving NAP III's goals.

The OGP will work with churches to:

- Promote ethical leadership, social accountability, and anti-corruption messaging from a values-based perspective;
- Disseminate civic education and awareness on good governance to grassroots communities through church networks;
- Leverage existing service delivery structures to monitor and report on the accessibility and quality of public services;
- Facilitate dialogue between citizens and local authorities in a non-partisan, trusted environment.

Church councils, faith-based networks, and religious development agencies will be invited to participate in implementation, dialogue, and advocacy, particularly in hard-to-reach and rural areas where their presence is strong.

9.3.5 Institutions

Academic institutions, think tanks, and statutory bodies are essential stakeholders for providing research, evidence, and capacity support to inform and track NAP III implementation.

The role of institutions includes:

- **Research and Analysis:** Conduct studies and policy analysis to support evidence-based decision-making on NAP commitments.
- **Monitoring and Evaluation:** Partner in independent monitoring, reporting, and performance reviews of OGP commitments.
- **Capacity Development:** Deliver training programs for public servants, CSOs, and community stakeholders on governance, transparency, and accountability tools.
- **Data Sharing and Innovation:** Collaborate on open data initiatives, knowledge platforms, and digital innovations for public service improvement.

Partnerships with the University of Papua New Guinea (UPNG), the PNG University of Technology (UNITECH), the National Research Institute (NRI), the Institute of Business Studies, and other technical bodies will be prioritized.

9.3.6. Development Partners

Development partners are long-standing contributors to PNG's socio-economic progress. Their continued technical and financial support will be vital to achieving NAP III's ambitious goals.



The Open Government Partnership acknowledges the ongoing contributions of the United Nations Development Programme, the European Union, and the Department of Foreign Affairs and Trade-AusAID, which supported the implementation of NAP I and II. These partnerships have laid the foundation for deeper cooperation.

For NAP III, the OGP Secretariat will:

- Engage with development partners through the existing development cooperation frameworks (e.g., the Development Cooperation Framework);
- Align NAP III priorities with broader national and international development goals, including the SDGs and MTDP IV;
- Formalize partnerships via MoUs or Framework Agreements to mobilize support across strategic areas such as digital governance, anti-corruption, public sector reform, and civic engagement;
- Ensure mutual accountability by aligning with development partners' monitoring systems and principles of aid effectiveness.

New and existing partners will be invited to co-invest in innovations that improve public service delivery, citizen feedback mechanisms, and open data systems.

9.4. Establishment of Memorandum of Understanding

To foster lasting and strategic collaboration, the Open Government Partnership will establish Memoranda of Understanding (MoUs) with key stakeholders across the public, private, civil society, academic, church, and development sectors.

These MoUs will:

- Clarify roles, responsibilities, and areas of collaboration;
- Formalize financial, technical, or operational contributions to NAP III implementation;
- Promote joint activities focused on achieving the NAP III thematic clusters.
- Leverage stakeholder expertise to strengthen national capacities and accelerate reforms.

The PNG OGP Secretariat recognizes that partners' reach and technical strengths significantly enhance the impact and sustainability of OGP initiatives. MoUs will ensure alignment, transparency, and commitment from all parties, reinforcing a collective drive toward open, inclusive, and accountable governance in Papua New Guinea.

9.5. OGP NAP III Implementation Process

9.5.1 NAP III Implementation Schedule

The implementation of the NAP III will be coordinated through an effective mechanism to deliver the commitments. The PNG OGP Secretariat will coordinate the implementation of this NAP with passion and dedication to achieve the OGP's objectives in PNG. The following table outlines the implementation schedule for NAP III.

**Table 9.1:** NAP III Implementation Schedule

Implementation Activities	2025 -2029					Responsible Agency
	2025	2026	2027	2028	2029	
Complete and launch the NAP III.						OGP Secretariat and relevant stakeholders.
Raise stakeholders' awareness of NAP III.						OGP Secretariat and relevant stakeholders
Prepare for the MOU with DPs and stakeholders to implement the NAP III.						OGP Secretariat and DPs
Stakeholder coordination meeting- Government & CSO- National OGP Steering Committee (Annual)						OGP Secretariat and relevant GoPNG agencies
Annual OGP Forum						OGP Secretariat and TIPNG
Produce quality quarterly and annual complete implementation reports on the NAP III and SPA implementation of the NAP to CACC, NEC, and Parliament.						OGP Secretariate
Conduct the Mid-Term Review of the NAP III diligently.						OGP Secretariat and TIPNG

The Civil Society Organizations will provide oversight in the implementation process.

The respective CSOs are the co-chairs of each SPA and will play a supporting role to ensure co-creation. Table 9.2 lists the government- and civil society-led agencies that also serve as co-chairs of the Cluster Committees.

Table 9.2: List of Government and Civil Societies Lead Agencies

No#	Cluster Commitments	Government	CSO
1	Freedom of Information	Department of Communication and Information Technology	TIPNG
2	Digital Transformation	Department of Communication and Information Technology	TIPNG
3	Inclusive Participation	Department for Community Development & Religion	CIMC
4	Fiscal Transparency	Department of Treasury	INA
5	Government Integrity	Office of the Auditor General	TIPNG
6	Extractive Resource Transparency	EITI Secretariat	PNG Resource Governance Coalition

9.6. Establishment of the PNG Open Government Partnerships Secretariat

9.6.1. The OGP Secretariat

The OGP Secretariat will coordinate the implementation of the nation's commitment to the global Open Government Partnership agenda. PNG's OGP programs are part of a global



movement to increase public confidence in government by bringing together the corporate sector, civil society, and government.

The PNG OGP Secretariat will be permanently established and serve as the coordinating body. The PNG Government's commitment to OGP initiatives requires significant effort. The Government has made an important decision to develop the PNG Open Government Partnership through NEC Decision No. 138/2022, prioritizing government integrity, transparency, accountability, and standards, and upholding vibrant democracy and a top, transparent, and accountable government in the world.

It will also serve as the secretariat for the OGP National Steering Group. The National Steering Committee meetings will continue to be co-chaired by the Department of National Planning and Monitoring and Transparency International PNG on behalf of civil society.

9.6.2. Mission

The PNG Open Government Partnership Secretariat seeks to promote and improve citizen participation, accountability, and government openness (transparency).

9.6.3. Goal

The primary goal of the PNG Open Government Partnership Secretariat is to make governments more open, transparent, accountable, and responsive to citizens.

9.6.4. Roles and Responsibilities

The key roles and responsibilities of the Commission include;

- facilitate, promote, and encourage inclusive decision-making procedures and processes, open data, and public access to information;
- coordinate and liaise with key stakeholders to deliver on its commitments;
- develop rolling national action plans for OGP commitments and their implementation;
- development of OGP policy and coordination of its implementation;
- report on the implementation of OGP commitments to the CACC, NEC, and Parliament while also reporting to the international OGP Secretariat; and
- build capacity for effective and efficient delivery of OGP commitments.

9.6.5 Organisational Structure

The following diagram shows the proposed organisational structure of the PNG Open Government Partnership Secretariat. The roles and responsibilities of each position of the proposed structure will be defined in the corporate plan of the PNG OGP Secretariat.



PAPUA NEW GUINEA OPEN GOVERNMENT PARTNERSHIP SECRETARIAT

ORGANISATIONAL STRUCTURE

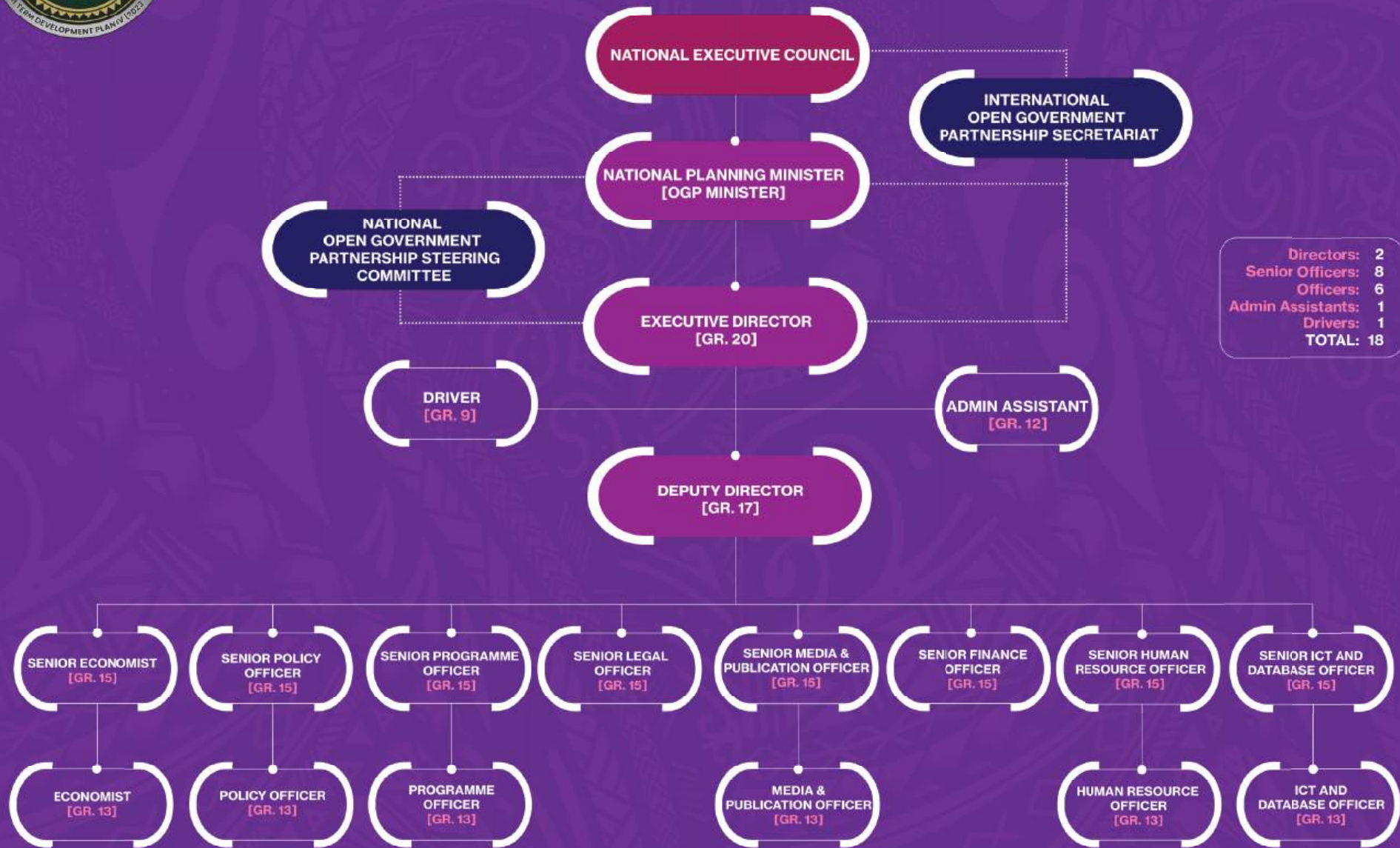


Diagram 9.1: Organisational Structure of PNG OGP Secretariate



9.7. Resourcing of the NAP III (2025-2029)

Resource constraints have been a persistent challenge to effectively implementing OGP NAP commitments across the past two NAPs. However, the advantage is that pledges are internalized within lead government agencies and are incorporated into their deliverables.

During the implementation of the past two NAP periods, the OGP has been co-funded by development partners, including DFAT-AusAID, UNDP, the UN, and the EU.

In 2026, the lead Government agencies, Development Partners, CSOs, Churches, Subnational Governments (Provincial Administrations and DDAs), Private Sectors, and the PNG OGP Secretariat will mobilise resources to fund the implementation of the OGP NAP III Commitments. The PNG OGP Secretariat will coordinate the implementation of the NAP III.



Photo: UN representative speaking during one of the co-creation workshops in Port Moresby, PNG.



Chapter Ten

MONITORING AND EVALUATION OF NAP 2025-2029

PNG OGP NAP III
2025-2029

“Promoting accountable, inclusive and responsive Government in Papua New Guinea”



For the OGP NAP 2025-2029 to be effective and impactful, monitoring and evaluation (M&E) is essential. This entails monitoring progress, evaluating implementation quality, and learning from past mistakes to enhance subsequent action plans. According to NAP III, the procedure involves establishing clear indicators, gathering information, conducting frequent evaluations, and seeking stakeholder input.

The government aspires to deliver on these commitments; therefore, the funding will be provided through regular budget appropriations. The OGP Secretariat needs sufficient resources to build its capacity to coordinate the effective implementation of NAP III.

The NAP III will be implemented in close collaboration with the Civil Society Organizations, as reflected above. The CSOs are there to ensure the government is committed to delivering on its commitments and supporting their implementation. The CSOs will publish independent annual reports.

Both the government and the CSOs will monitor the process for the 6 SPAs and the 16 commitments. These commitments are to be delivered within 4 years, but some are ongoing and have been carried forward from NAP II.

All reports will be kept in a database maintained by the OGP Secretariat. Using a specified form, the implementation reports will be gathered at each National Steering Committee



meeting. All lead agencies will receive a form to complete to submit their quarterly implementation reports for each SPA. Two days before the actual meeting date, all SPA leaders will send their informational forms to the co-chairs.

The private sectors and development partners are also encouraged to report to the OGP Secretariat in writing without fear or favor. Those reports will also be considered for publication.

Civil Society Organizations will conduct their own independent monitoring and reporting, coordinated through TIPNG, the Co-Chair of the OGP National Steering Committee. CSO reporting structure is provided below.

Figure 10.1: Civil Society Organization Reporting Structure



The NAP III 2025-2029 will be implemented with a clear reporting structure. This is to ensure that the implementation and coordination of OGP commitments by various stakeholders are reported in accordance with the result framework (see annex 1). The reporting chart is provided below.

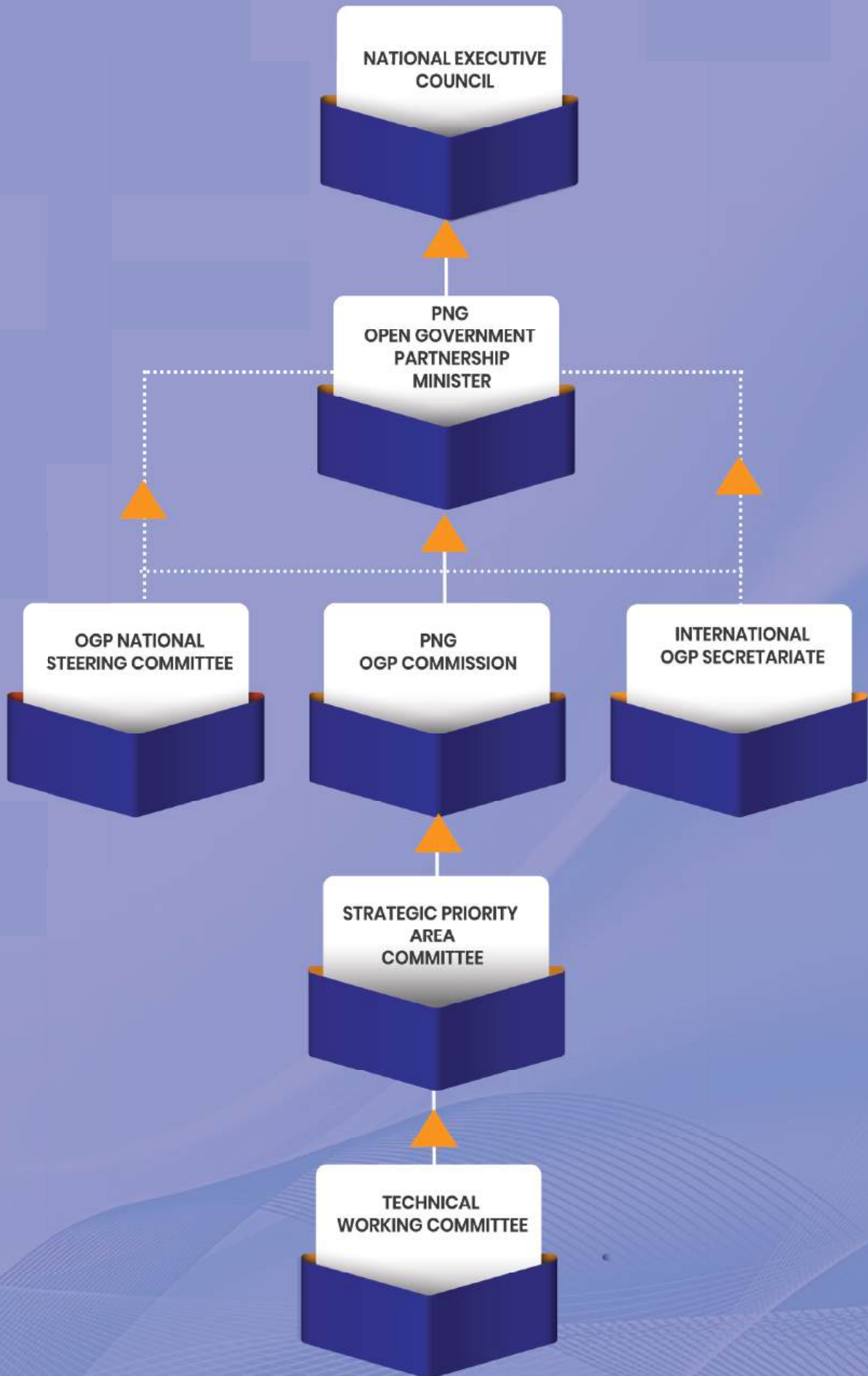


Diagram 10.2: PNG OGP Reporting Structure

Chapter Eleven

RISK MANAGEMENT

PNG OGP NAP III
2025-2029

*“Promoting accountable, inclusive and responsive
Government in Papua New Guinea”*



Risks in resourcing and implementing OGP commitments are inherent to NAP III. The OGP Secretariat, with the support of all key stakeholders, will address and redress the identified risks in an orderly manner. The main potential risks to be addressed include political influence, ineffective governance, corruption, budgetary constraints, and unsolicited project financing.

11.1. Political Influences

One of the primary risks associated with implementing NAP III is political interference in priorities and changes in political leadership. While political leadership and ownership of OGP are critical, budget prioritization and other funding mechanisms for SPA commitments should be dictated by the NAP III commitments.

Strategies for managing risks include:

- i) Alignment of OGP commitments with the respective sector and subnational development plans;
- ii) Alignment of OGP commitments with the private sector and civil society corporate social responsibility plans; and
- iii) Effective advocacy on the OGP



11.2. Lack of Effective Governance & Corruption

Lengthy, cumbersome government processes and a lack of interagency coordination pose significant risks to achieving NAP III's goals. During the NAP III period, the governance reform interventions under SPA 7 of the MTPD IV will lay the groundwork for improved governance and a reduction in the corruption rating.

11.3. Financial Constraints to fund the Budget

A lack of adequate funding for the OGP NAP commitments and SPAs would undermine the NAP's goal of achieving results.

Lack of coordination in expenditure has been a recurring issue, constraining the realization of development aspirations. This issue will be addressed through strengthening the reporting and accounting systems.

Lack of effective M&E of OGP commitments is also a key risk to achieving the plan's objectives. The M&E and reporting template will undoubtedly help verify the commitments' inputs, outputs, and outcomes.

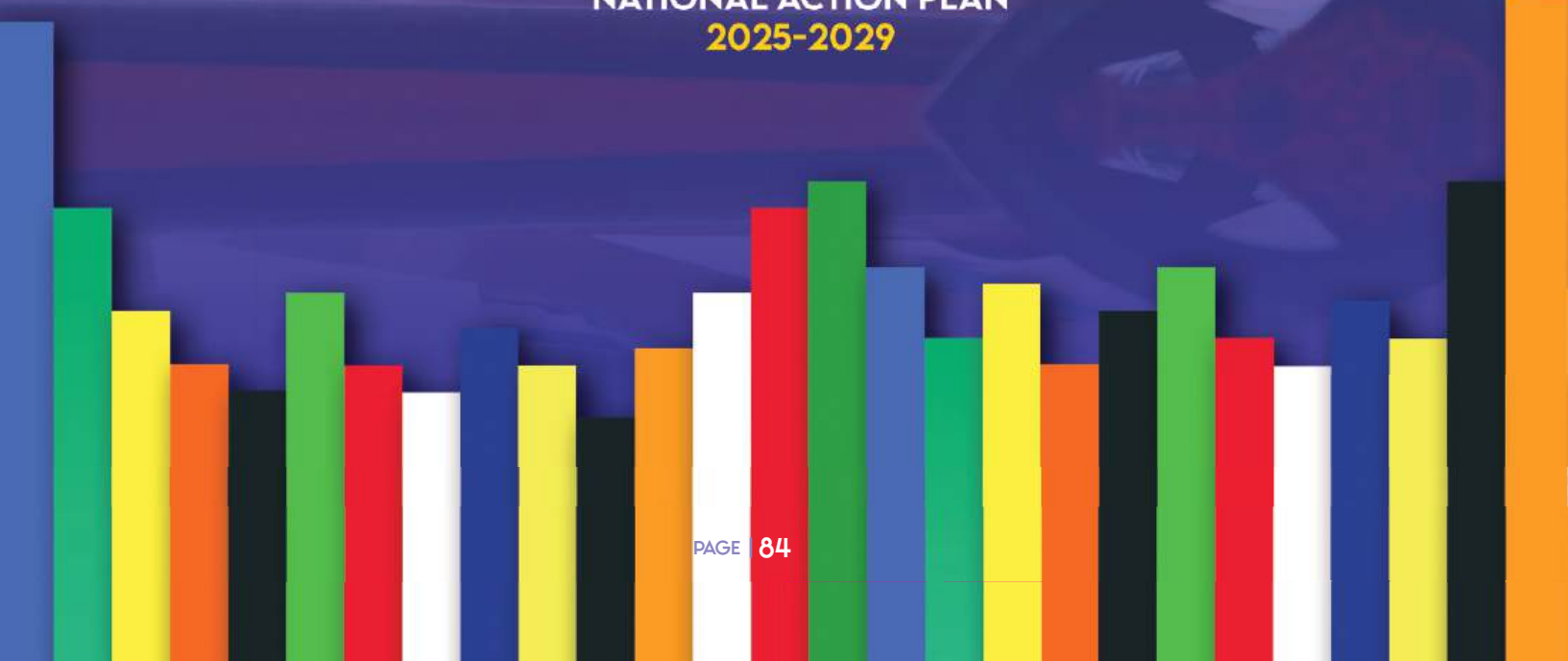
Table 11.1: NAP III Risk Management Matrix

KEY RISKS	CONSEQUENCE	Probability	RATING (Multiply table 2 and 3)	STRATEGY
	4. Extreme 3. High 2. Medium 1. Low	4. Almost certain 3. Likely 2. Possible 1. Unlikely		
Political Influences	4	4	16	<ul style="list-style-type: none"> i. Alignment of sectoral plans integrating OGP commitments ii. Alignment of integrated provincial and district 5-year development plans integrating OGP commitments iii. Advocacy and marketing of the OGP
Lack of Effective Governance & Corruption	3	3	9	<ul style="list-style-type: none"> i. Strengthen the implementation of the Open Government Partnership
Financial Constraints to fund the OGP commitments <ul style="list-style-type: none"> i. Lack of adequate funding ii. Lack of coordination over expenditure iii. Lack of effective M&E over implementation of OGP commitments 	3	2	6	<ul style="list-style-type: none"> i. Solicit support from partners ii. Routine M&E of SPAs and strengthening governance mechanisms iii. Alignment and integration of sectoral, provincial, and district development plans

programme



Papua New Guinea
OPEN GOVERNMENT PARTNERSHIP
NATIONAL ACTION PLAN
2025-2029





ANNEXES

PNG OGP NAP III
2025-2029

*“Promoting accountable, inclusive and responsive
Government in Papua New Guinea”*



Annex 1: PNG OGP National Action Plan III 2025-2029 Result Framework



PNG OGP NAP III RESULT FRAMEWORK

NO.	OGP SPAs	OGP COMMITMENT	OBJECTIVE STATEMENT	OUTPUT	OUTCOME (INDICATOR)	DEVELOPMENT IMPACT
8.1	FREEDOM OF INFORMATION	8.1.1 Enactment of the Right to Information Legislation	To legalize the flow of key public Information to the citizens	<ul style="list-style-type: none"> i) Right to Information Bill drafting committee established ii) Right to Information Bill drafted iii) Issuance of Certificate of Necessity iv) NEC submission endorsed v) Certificate of Compliance issued vi) Passing of the Bill to Act on the Floor of the National Parliament vii) Gazettal Notice & Commencement date issued viii) Implementation awareness conducted 	<ul style="list-style-type: none"> • Enactment and enforcement of the Right to Information Act 2027 • Percentage of the publication of key government information for citizen accessibility 	It increases transparency and accountability, empowering citizens to participate in democratic processes, eliminating corruption by exposing corrupt conduct, and fostering a more responsive and efficient government.
8.2	DIGITAL TRANSFORMATION	8.2.1 Development of E-Government Portal	To develop a digitized Government Port	<ul style="list-style-type: none"> i) Upgrade of the e-government portal (V2- V3)(Sevis Portal) ii) Digital ID Policy (Sevis Pass) iii) Development of interoperability platform (secure data exchange) iv) Establishment of data repository system 	<ul style="list-style-type: none"> • Upgraded version of the e-government portal • Effective coordination and data exchange within the sector and the country • Portion of improvement in data exchange 	Enhances the efficiency of public service delivery, improves transparency and accountability, and promotes citizen participation.
8.3	INCLUSIVE PARTICIPATION	8.3.1 Formulation of the Social Accountability Framework	To institutionalize a framework for CSO-government collaboration in enhancing transparency and accountability in	<ul style="list-style-type: none"> i) Steering committee established ii) Stakeholder consultations conducted iii) Social Accountability Framework drafted iv) NEC endorsement and launching 	<ul style="list-style-type: none"> • Proportion (%) of CSO working closely with the government in crafting the SAF from the national, provincial, district, LLG, and Ward levels 	Foster innovation, improve decision-making, increase social cohesiveness, and create more equitable and accessible environments for all.



NO.	OGP SPAs	OGP COMMITMENT	OBJECTIVE STATEMENT	OUTPUT	OUTCOME (INDICATOR)	DEVELOPMENT IMPACT
			health and education basic service delivery.	v) Pilot implementation in 3 Provinces, 3 districts, 3 LLGs, 3 Wards vi) Stakeholders are capacitated	<ul style="list-style-type: none"> Increased Civic participation in Education and Health decision-making at the point of services (%) Total number of provinces implementing the SAF per annum 	
8.3.2	Establishment and operations of the Youth Councils	To institutionalise youth-State-CSO dialogue and reform Youth Councils by 2028 through TWGs and alignment with government planning and funding systems	i) 3 Youth CSO-State technical working groups established ii) Technical capacity-building for the technical working group on addressing youth governance policy reform undertaken iii) Youth CSO – State dialogue and publish reports maintained iv) National guidelines established v) Youth councils established and trained vi) MoUs with provincial administrations signed vii) Pilot youth engagement initiatives carried out viii) Monitoring and Evaluation conducted	<ul style="list-style-type: none"> Total number of provinces with established and active Youth Councils Total number of districts with functional Youth Councils Total number of LLGs with operational Youth Councils Total number of Youth Councils submitting annual reports Total number of youths engaged in MSME or livelihood programs Total number of youth-led community initiatives launched through councils Total number of councils with at least one signed MoU with a partner institution 	Empowers young people by involving them in local governance and policymaking; develops civic engagement and leadership skills; and provides important recommendations for community planning and services.	
8.3.3	CSO Stakeholder Mapping Exercise	To develop a national CSO database for improved coordination, engagement, and policy alignment	i) Mapping committee established ii) Methodology and tools developed iii) Provincial mapping exercises conducted iv) National CSO Registry Compiled	<ul style="list-style-type: none"> Production and publication of the Annual CSO Stakeholder Mapping Exercise Report Total number of provinces with completed CSO mapping exercises 	Enables better project/program and development planning, greater communication, increased stakeholder buy-in, and improved overall success	



NO.	OGP SPAs	OGP COMMITMENT	OBJECTIVE STATEMENT	OUTPUT	OUTCOME (INDICATOR)	DEVELOPMENT IMPACT
			across all regions and sectors.	v) Registry launched and maintained	<ul style="list-style-type: none"> Total number of CSOs profiled and categorized in the registry % of registered CSOs reporting increased collaboration with government % of CSOs participating in sector-specific OGP or government dialogues 	
8.4	FISCAL TRANSPARENCY	8.4.1 Publication of the Capital Investment Budget Implementation Report	To improve accountable spending and improve service delivery	i) An interagency committee on CIB monitoring and reporting established ii) Project monitoring exercise executed iii) CIB project M&E report produced iv) CIB M&E report launched v) CIB M&E report published	<ul style="list-style-type: none"> Timely production and publication of the annual CIB implementation reports 	Improves government accountability and transparency by informing people, policymakers, and development partners about how capital expenditures are performing, enabling better decision-making and identifying issues such as budget overruns or underperformance.
		8.4.2 Simplification and Translation of Budget Documents	To ease the understanding of the citizens on the national budget appropriations and the fiscal policy stance	i) Summarised and simplified Budget Volume 1 template produced and published. ii) Capital Investment Budget translated into Tok Pisin iii) Budget Vol 1 translated into Tok Pisin	<ul style="list-style-type: none"> Total number of translated budget books printed at GP Timely availability of budget documents on government websites (1-10) 	Citizens understand the budget and hold the government and those implementing it responsible.
		8.4.3 Timely Production and Publication of Fiscal Information	To increase public confidence in budget formulation and expenditure	i) Mid-Year Economic and Fiscal Outlook produced and published ii) Final Budget Outlook produced and published	<ul style="list-style-type: none"> Timely Production and publication of Annual MYFO, FBO, and other fiscal data 	Better decision-making increases transparency and accountability, boosts investor confidence, and enables effective risk



NO.	OGP SPAs	OGP COMMITMENT	OBJECTIVE STATEMENT	OUTPUT	OUTCOME (INDICATOR)	DEVELOPMENT IMPACT
				iii) Annual Budget Books produced and published	<ul style="list-style-type: none"> Timely availability of budget documents on government websites (1-10) 	management for businesses and governments alike.
	8.4.4	Production and Publication of Warrants Remittance to Subnational Government	To increase visibility for citizens on the money going to the subnational government for transparency and accountability	i) Transparent warrants publication framework developed ii) Regular and timely warrants with stakeholder notification published	<ul style="list-style-type: none"> Total number of annual warrant report publications Total number of feedback received on warrant release 	Increases credibility, builds stakeholder trust, and improves transparency and accountability in financial reporting.
	8.4.5	Conduct Regional Budget Workshops	Increase citizens' understanding of budget appropriation and execution (increased ownership and accountability at the subnational level)	i) Regional budget workshops planned and delivered	<ul style="list-style-type: none"> Total number of workshops conducted Total number of workshop reports produced 	Closes the knowledge gap that limits citizen participation, transparency, and accountability in the management of public funds in PNG. It improves budget literacy.
	8.4.6	Digital Bilum Platform	Effective coordination, management, monitoring, & reporting of sip implementation	i) SIP Reports submitted by Provinces and districts via the Bilum Digital Platform ii) Outcome reports & M&E transcripts generated through Bilum Platform iii) Impact assessment reports incorporated & uploaded onto the Bilum Platform iv) Consolidated Impact Assessment Reports generated by Bilum Platform v) SIP Performance Report submitted to Parliament through NEC via CACC	<ul style="list-style-type: none"> Total number of districts/provinces and SIP implementation reports submitted through Bilum Total number of SIP Program Impact Assessment Reports tabled in Parliament 	Monitor sectoral performance and service delivery. Facilitate cross-sectoral coordination and planning. Identify gaps, priorities, and investment opportunities. Promote evidence-based dialogue and inclusive development.



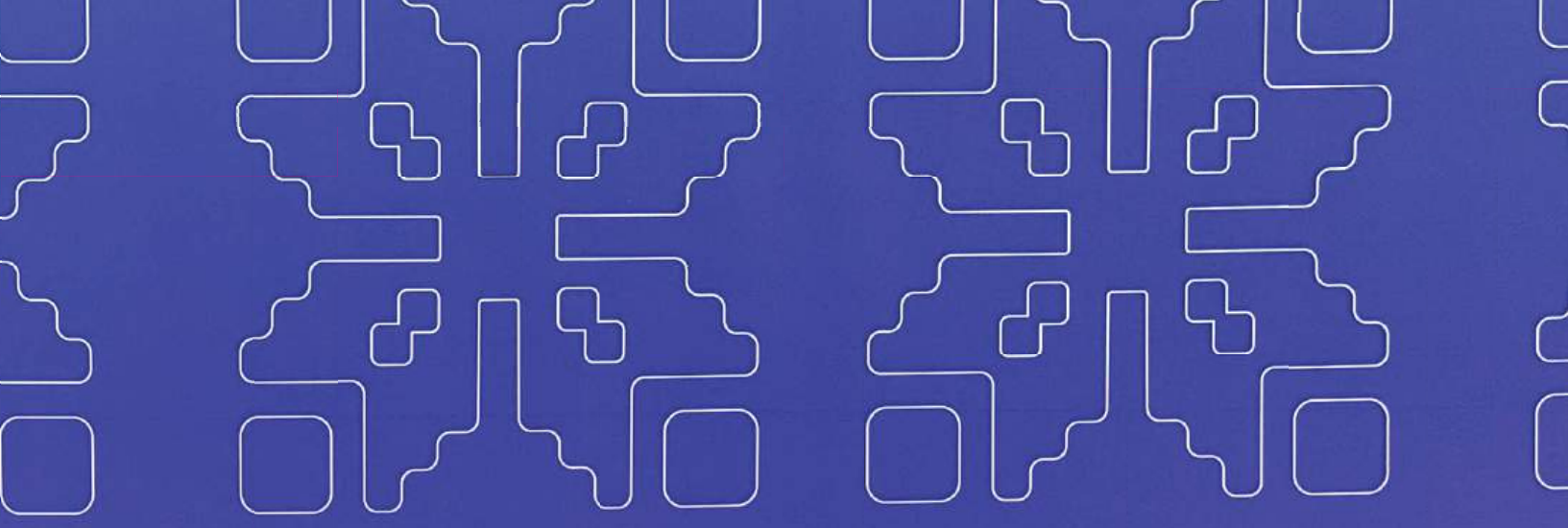
NO.	OGP SPAs	OGP COMMITMENT	OBJECTIVE STATEMENT	OUTPUT	OUTCOME (INDICATOR)	DEVELOPMENT IMPACT
8.5	GOVERNMENT INTEGRITY	8.5.1 Timely Release of Financial Statement	To enable the production of the audit report	i) Circular letter to agencies to deliver their financial statements issued ii) Financial statements issued	<ul style="list-style-type: none"> Rate of improvement in release of financial statements (1-5) Proportions of agencies release financial statements (%) 	Improves public trust, increases accountability, and allows citizens, politicians, and other stakeholders to make more informed decisions.
		8.5.2 Deliver Public Sector Corruption Risk Assessment and Management training	To build institutional capacity across government in identifying and addressing corruption risks.	i) Relevant ICAC staff trained on CRA&M and certified ii) CRA&M capacity building trainings for public sector officers delivered	<ul style="list-style-type: none"> Total number of workshops on CRA&M Total number of trained staff on CRA&M Rate of Implementation of CRA&M frameworks provided in the training (1-10) 	Promotes system integrity by reducing fraud and corruption, strengthening regulatory compliance, and allocating more resources to anti-corruption efforts.
8.6	EXTRACTIVE RESOURCE TRANSPARENCY	8.6.1 Production and Publication of the Annual EITI Reports	To improve transparency and accountability in the extractive sector	i) Interagency Committee established ii) Technical Advisor (Auditor) engaged iii) Annual EITI report produced	<ul style="list-style-type: none"> Timely production of annual EITI Reports 	Enhances transparency, strengthens accountability, and builds trust among governments, companies, and citizens
		8.6.2 Enactment of the EIT Reporting Act and Strategic Implementation	To enact the EIT reporting law and deliver its strategic implementation	i) Reporting Bill drafted ii) Nationwide consultation undertaken iii) Drafting workshops conducted iv) Legislative Technical Working Group reviewed v) EIT Reporting Bill Enactment processed vi) PNGEIT National Policy, Commission Act, and Reporting Act launched	<ul style="list-style-type: none"> Increased level of reporting by extractive industries in compliance with the Reporting Law Enactment and its strategic Implementation 	Increased level of transparency and accountability in Papua New Guinea's extractive industries by mandating public disclosure of revenues, contracts aligned with global EITI standards, and compliance with those standards



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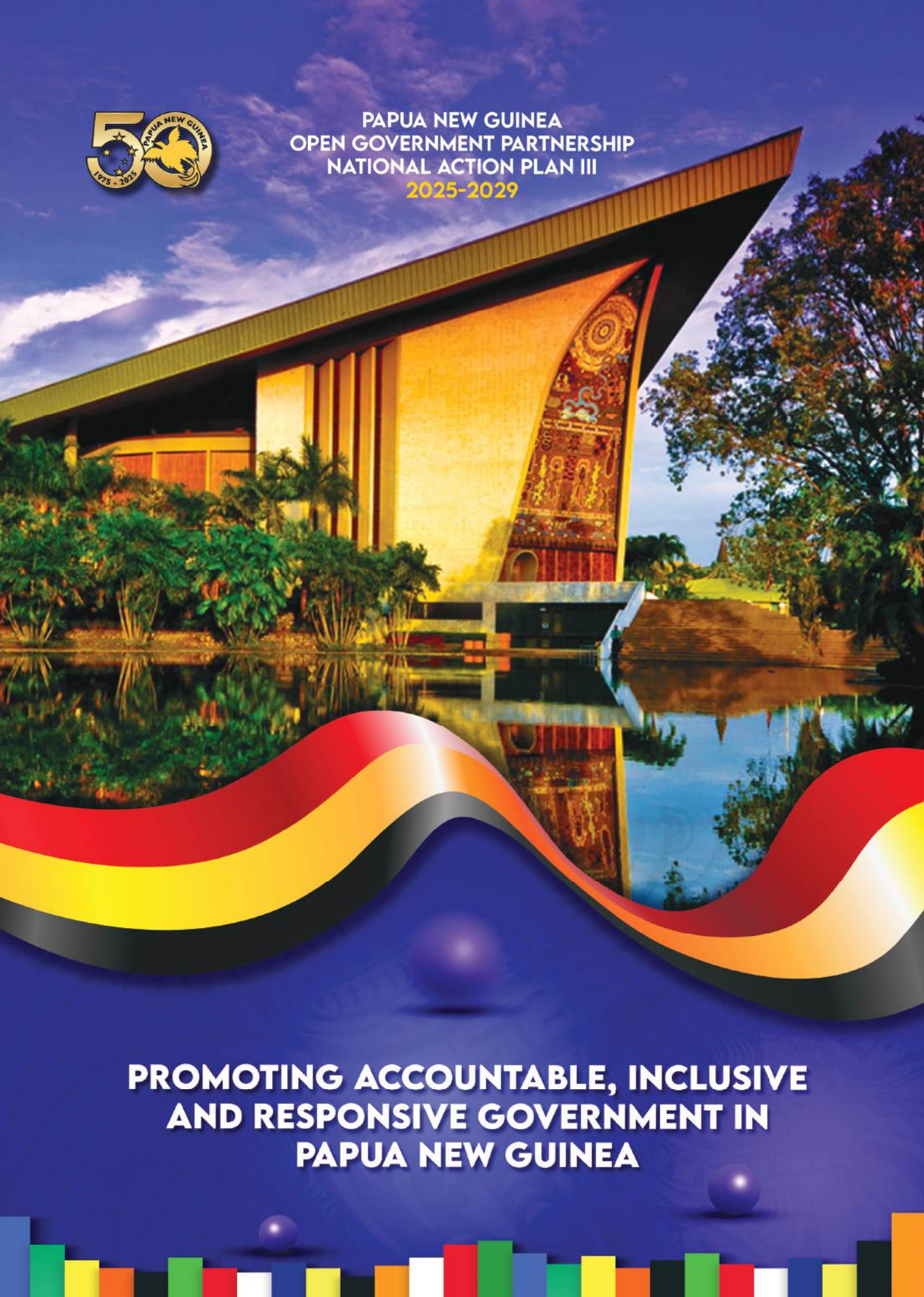
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**PROMOTING ACCOUNTABLE, INCLUSIVE
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