



Consultative Implementation & Monitoring Council

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Report on Stocktake of Implementation of the CIMC Recommendations 2002-2013

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1. INTRODUCTION

1. **This draft progress report provides an update on the status of implementation of some 410 recommendations in the reports presented to successive Governments from 2002 to 2013 by the CIMC.** At their meeting with the Chairman of the CIMC, Minister for National Planning and Monitoring, Hon. Charles Abel, the CIMC Secretariat was requested to find out and report on the progress of the hundreds of recommendations generated through the CIMC national development forums. The work of reporting on the progress of implementation of the recommendations is seen as essential for the government to better understand the public's concerns and interests, and where the gaps are.

2. **CIMC was established in 1998, so it's now 16 years old. It is a home grown institution with interest drawn from all segments of the community.** Over that period it's held 4 regional forums and a 3 day National Development Forum every year, together with 8 or 9 Sector Committees meeting roughly quarterly on economic social through to critical social issues, including family and sexual violence. There've also been a series of other forums held, from agriculture, civil society, the informal economy, to restoring rural airstrips and air-services and eliminating sorcery-accusation related violence.

3. **The CIMC continues to engage in a broad consultation process with national departments and authorities, private sector representative bodies, non-government organisations and the public at large. The Regional and National Forums focus on a main theme each year.** Themes such as Opening up the Budget process, to Employment and Skills Development, Agriculture, Reviving the Districts, Providing Quality Health and Education Services, as well as covering various ongoing themes, like budget tracking (notably of grants) at the district level, to various national and local economic and social issues. That's a lot of discussion over the years and a lot of recommendations of a wide range of subjects of concern to the community. Each year there's some brief on past recommendations and progress with implementation by Government (and other parties), and each year, at some point during deliberations in the regions or the national forum, there's frustration expressed that some recommendations have been made and there seems to be no progress in responding by Government.

4. **The report takes stock of the progress to date, describes the implementation status and issues.** The implementation status aims to provide brief information on what actions the relevant organisation (s) has taken in response to this recommendation. The implementation issues briefly describe what difficulties have arisen, if any, and what further actions are being planned. A brief summary of the progress in each recommendation is provided in Annex 1.

5. **The time frame for implementation ranges from one to twelve years for successive governments to implement the CIMC recommendations.** Some recommendations were taken up early on but have since fallen back to the status of little action. An example of this is the National Agriculture Development Plan (NADP), which was a key CIMC recommendation in the early 2002-2006 period, but due to mismanagement of NADP funds, has been reviewed and funds allocated through another mechanisms such as the District Service Improvement Programme (DSIP) without proper planning and Coordination by agricultural authorities.

6. **Table 1 provides a summary of implementation status of CIMC recommendations by sector.** The rows reflect the groups the CIMC recommendations under the relevant Medium Term Development Plan 2011-2015 (MTDP) sectors and themes, and the columns reflect the number of counts recommendations are classified as: (i) Completed or mostly complete; (ii) On-track; and, (iii) Planned initiative or no action taken. The status updates provided in Annex 1 do not provide the details of when a recommendation started, and how it is being addressed. It only provides a brief description to indicate the type of action being taken.

Table 1: Summary of Implementation Status by Sector (number of recommendations) 2002 – 2014

MTDP Sectors	Mostly Complete or Completed Recommendation	On Track (Obtained funds, staff, equipment, implementation underway)	Planned Initiative (Setting goals, design phase, or no reported action)	Total
CONDUCTIVE ENVIRONMENT				
Financial Sector Development	6	1	0	7
Business and Investment	2	0	1	3
Competition and Consumer Protection	0	5	0	5
State Owned Enterprise Reform				0
Trade & Trade Facilitation	1	4	1	6
KEY SECTORS				
Land Development	8	5	4	17
Law and Order	3	3	3	9
Health	6	6	1	13
Education	1	19	9	29
Higher Education				0
Human Resource Development	7	10	12	29
Road Transport	3	19	18	40
Water Transport	0	6	3	9
Air Transport	7	5	8	20

Utilities				0
ICT				0
Energy Development				0
Rural Development	2	5	15	22
Urban Development				0
ECONOMIC SECTORS				0
Agriculture & Livestock	9	29	36	74
Fisheries	2	3	1	6
Forestry				
Petroleum & Minerals	3	0	3	6
Non-agricultural Informal Sector	2	3	2	7
Small Medium Enterprises	1	0	1	2
Manufacturing				
Tourism	2	2	0	4
Employment	7	5	5	17
CROSS-CUTTING SECTORS				
Population	0	1	2	3
Youth	0	0	1	1
Gender	3	3	9	15
HIV/AIDS				0
Vulnerable and Disadvantaged	0	4	4	8
Environment				0
Climate Change				0
Natural Disaster Management				0
Governance and Public Sector Management	6	20	11	37
Immigration	2	3	0	5
Defence and Security	2	1	3	6
MODES OF IMPLEMENTATION				
Private Sector Involvement	2	5	1	8
Church, Community Based Organisations	2	0	1	3
TOTAL	89	167	155	411
Percentage distribution	22 %	40 %	38 %	100 %

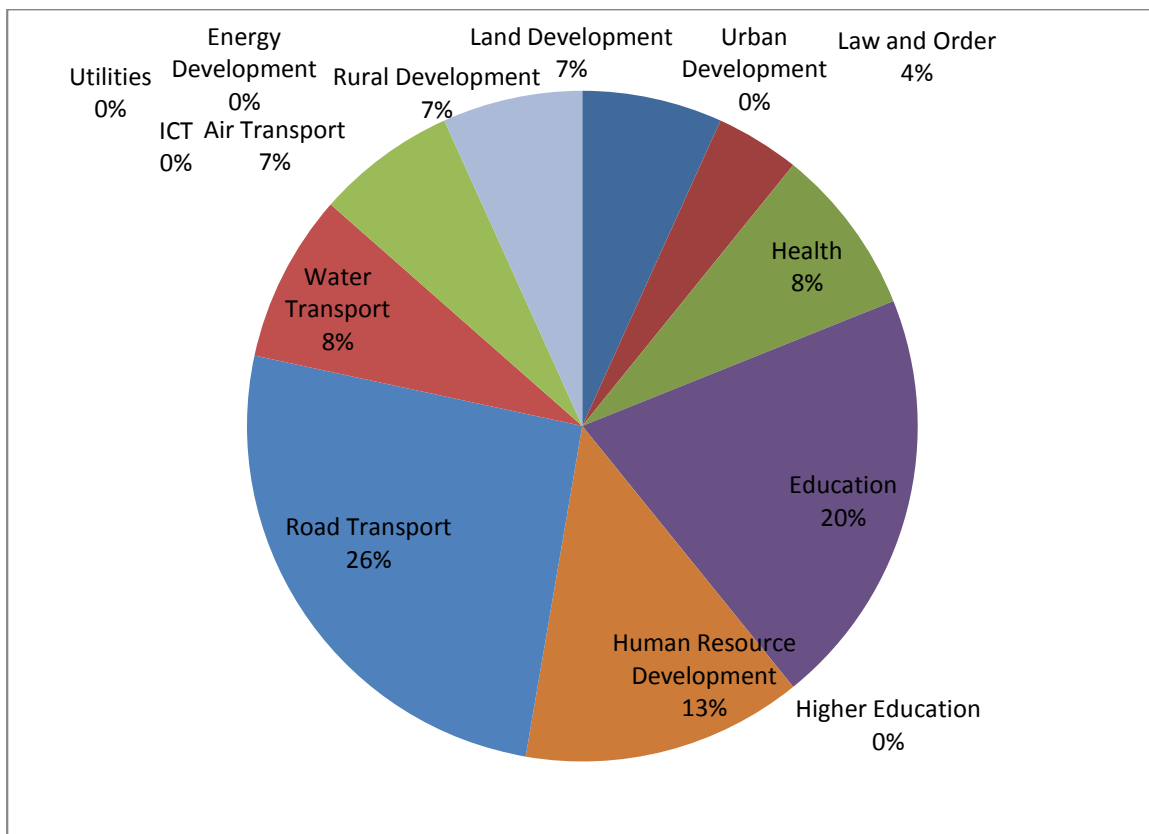
Note: Based on information in Annex 1 which provides status for each recommendation.

2. STOCK TAKE OF IMPLEMENTATION STATUS

7. Progress has been made across the full range of the 410 recommendations. The national government has been responsive to many of these recommendations. 22 % of the recommendations have been completed or mostly complete. Recommendations which were addressed by previous governments, and are being sustained, in the areas of tourism, immigration, agriculture, road transport, disability, and land development. A significant number of recommendations have been adopted by the O’Neill led government over that last three years. The recommendations under financial sector development, human resource development, inquiry into SABL land deals, anti-corruption strategies, education and health policies and programmes, have been initiated. However, these policies require continuing political commitment and adequate resources for ongoing and proper implementation.

8. The bulk (40%) of recommendations were classified as being ‘on track’. These recommendations have obtained funding, staff, approved management procedures, and begun implementation (in some form). The sectors which have made progress are: competition and consumer protection; trade facilitation; health; education; human resource development; road transport; water transport; rural development; non-agricultural informal sector; employment; vulnerable and disabled; governance and public sector management; and, private sector involvement.

Graph 1: Status of Implementation - Sectors where Policies are being developed and implementation is on track (re 2002-2013 recommendations)



9. A significant percentage of the recommendations (38 %), are either in design phase or have had no action taken. Graph 2 and Table 2 below, present in descending order the number of recommendations by sector, yet to be implemented.

Graph 2: Status of Implementation- Sectors with plans for initiating, design phase or no action taken (re recommendations 2002-2013)

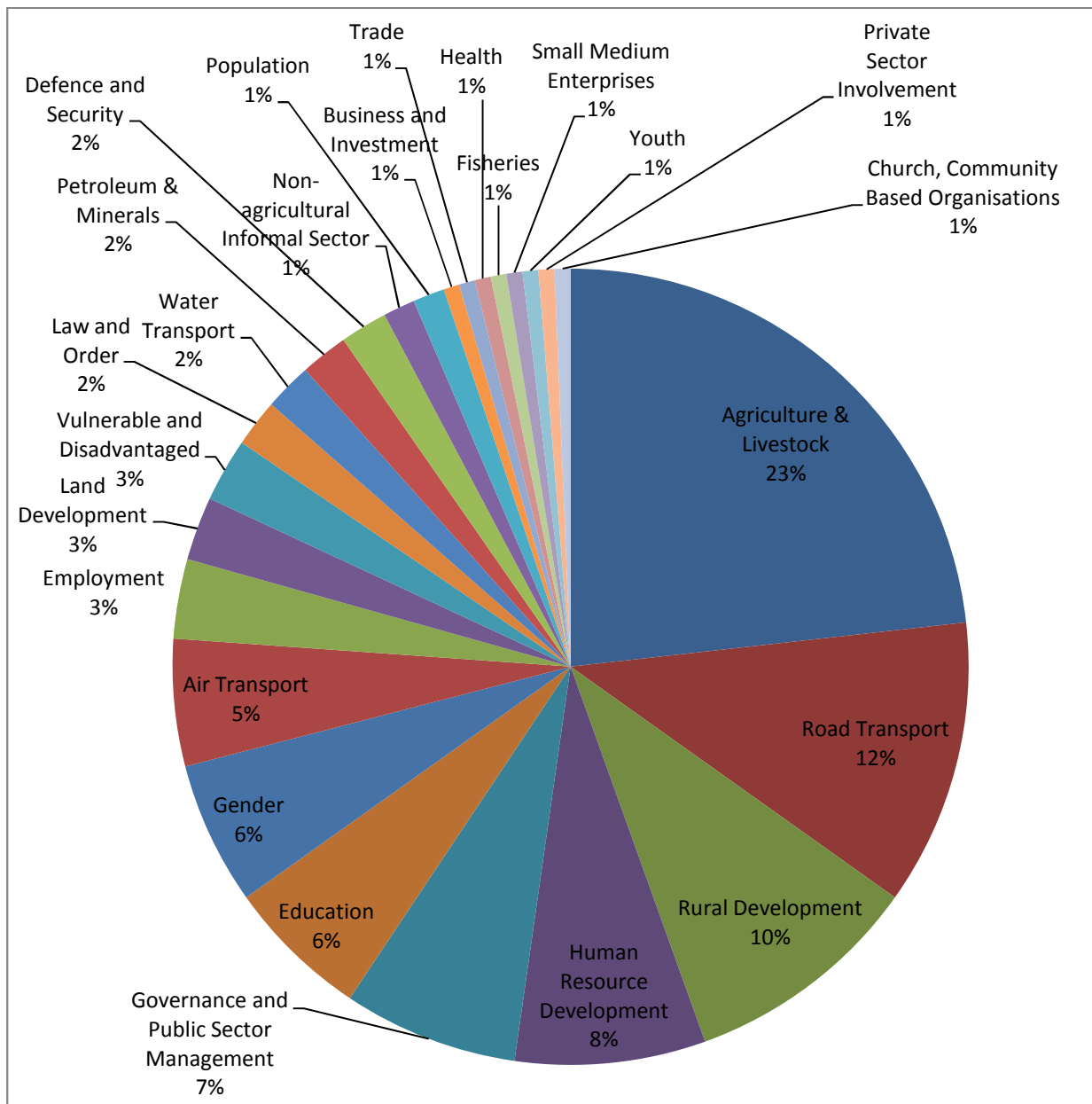


Table 2: CIMC recommendations yet to be implemented by sector

MTDP Sectors	Percentage of outstanding recommendations (PI)	Total # of CIMC recommendations
Agriculture & Livestock	49%	74
Rural Development	68%	22
Road Transport	44%	34
Human Resource Development	43%	28
Governance and Public Sector Management	30%	37
Education	31%	29
Gender	60%	15
Air Transport	40%	20
Employment	29%	17
Vulnerable and Disadvantaged	50%	8
Petroleum & Minerals	50%	6
Defence and Security	50%	6
Law and Order	33%	9
Land Development	25%	12
Water Transport	33%	9
Population	67%	3
Non-agricultural Informal Sector	29%	7
Youth	100%	1
Small Medium Enterprises	50%	2
Business and Investment	33%	3
Church, Community Based Organisations	33%	3
Trade	17%	6

Fisheries	17%	6
Private Sector Involvement	13%	8
Health	8%	13
Financial Sector Development	0%	7
Competition and Consumer Protection	0%	5
Tourism	0%	4
Immigration	0%	5
TOTAL	38%	411

10. **Agriculture and Livestock has the highest number of recommendations not yet implemented at 36.** The review of the National Agriculture Development Plan, provision of adequate funding, and independent management of the funds, are among the most pressing recommendations which the public request. Extension services to farmers with inputs and links to markets are essential.

11. **Education, training, labour and employment policies are a key focus.** A total number of 26 recommendations remain to be implemented in the human resource development related sectors. The Ministry of Labour and Employment made progress with addressing technical and skills training, new policy on decent employment, institutionalisation of seasonal workers scheme, and drafting policy on youth employment, and a national employment policy. Foreign companies should be required by law to provide training and employ apprentices and apprenticed workers in relevant skills, using an adequate quota. State approved-public and private training and vocational institutes and colleges to include ‘stages’ and ‘apprenticeships’ in their programmes, enabling students to do on-the-job experience in a national or foreign company before reaching their diploma to enable their insertion. 22 recommendations relating to human capital formation have reported little action, even though ideas are being explored. Curriculum is being revised, and teacher education is being given higher priority. However, training of technical teachers and funding for competency-based training in TVET and TAFE institutions, infrastructure and equipment to cater for increased number of students, proper terms and conditions for teachers, have not increased. Provision of competency based training in various trades to the 24, 000 unplaced but well educated grade 10 and 12 graduates each year from our education system is a cry voiced by youth and parents.

12. **Road, Air and Water Transport combined number of 26 recommendations which are yet to be actioned.** The recommendations for road transport include calls for improvements in quality controls and standards, and more resources for district and feeder

roads. Parliament has increased the amount that the provincial supply and tenders board can approve for construction projects. Government has allocated additional funding through budget provisions to meet the required district road improvements and maintenance. But the effective use of these funds needs to be assessed and improved. Outstanding recommendations on Air Transport relate to management of rural airstrips, aerodromes, and financial support for third level airline services to rural areas. Rehabilitation of ports, construction of wharves, jetties, and safety measure for water transportation are in need of financial injection.

13. Most of the recommendations underlie the overwhelming public demand for rural development. Though some progress is being made, for the majority of areas there is need to ensure that supporting infrastructure is developed at the district level, such as district treasuries, banking services (not only one agent but also encourage competition), build and maintain access roads, bridges, jetties and airstrips (supporting local producers to reach markets), electricity, water and sanitation, telecommunications, postal services, user-friendly district markets and so on, to enhance rural development so that the districts become growth centres. 15 recommendations are yet to be addressed in this sector.

14. Strengthening accountability and enforcing the law are necessary to improve service delivery. 10 recommendations addressing governance and public sector management still require political commitment and resources. Strengthening of budget support for Ombudsman, Public Accounts Committee and Auditor General's office and adequately resource enforcement agencies (Police and Public Prosecutors) to enforce the Public Finance Management Act. The Public Finance Management Act, and to assist these agencies improve management (both in terms of financial and Human Resources). Recommendations also include the development of guidelines and effective systems (e.g. local CIMC consultative committees) for ensuring that the public is formally consulted over policies, projects, plans and budgets (at the national & local levels) and empowered to oversee implementation and its compliance with approved budgets rules and requirements.

15. Gender mainstreaming recommendations yet to be adopted. 9 recommendations calling for gender mainstreaming as a government –wide policy or strategy, and for government to formulate the National Strategy to End Violence Against Women and Children in PNG, which is currently being finalized by multiple government agencies.

16. Law and order, defence and security, population, youth and SME also have outstanding recommendations. Though government does have policy statements for all these areas, they require capacity building of personnel and institutions to coordinate implementation, along with adequate resources.

3. WAY FORWARD

17. **Some of the strategies in the MTDP need to be refined and revised to accommodate the CIMC recommendations.** Annex 1 worked towards identify the relevant MTDP strategy under which the CIMC recommendation sit. For some there was no strategy under certain sectors. The team for current review of MTDP for 2015 – 2019 could consider this.

18. **Data gaps exist for many recommendations.** The data gaps will need to be filled with an updated status report. Training on monitoring was recently delivered to staff of CIMC. The objective of the training was to provide tools to carry out data collection for monitoring the progress of CIMC recommendations.

Three simple tools that had been adapted to suit the purposes of CIMC were presented.

1. CIMC Progress report template
2. CIMC Planning phase check list
3. CIMC Interview guide for beneficiaries

An exercise in determining the result and expected outcome for a recommendation was undertaken by each participant. They reported their results to the group. Having a clear result is necessary for focusing the monitoring on key actions, inputs, outputs and outcomes by the implementing parties.

Also covered was the need to identify the MTDP sector, strategies, and lead government agency responsible for each recommendation. It was suggested that the recommendations be sent to the respective government agency to inform them that CIMC would be monitoring the implementation of these.

The CIMC progress report template should be one page long (two pages maximum). Information could be collected from a range of sources: interviews with key informants, meetings, or from reports, reviews, newspapers. The planning phase check list should be completed and attached to the progress report. The planning check list should enable the CIMC staff member to know what activities have been conducted and whether the intervention or project has begun implementation.

The ‘CIMC Interview guide for beneficiaries’, is a model for staff to ask a group what their views are about the intervention or project (for those recommendations ‘Mostly Complete’ or ‘Completed Recommendation’). Groups such as the community, employees, business persons, tourist operators, parents, clinic patients etc., need to be identified and the list of questions tailored accordingly. There should be no more than ten questions, as this is not for an ‘in-depth interview’.

It was agreed that the progress reports would be produced during the 1st quarter of each year.

The information collected is to be used to provide feedback to the government implementing agencies, and to the public through forums, committee meetings, or newsletters.

The Excel spread sheet with all the CIMC recommendations listed, should be updated with the new information, only providing summary on the status (planning phase), and brief outcomes and issues.

The CIMC staff would meet and decide which recommendations they would maintain on their list for ongoing monitoring.

19. It is important to keep the momentum to ensure complete implementation of the recommendations that are ‘on-track’. Even though CIMC is not responsible for implementation, it is useful to collaborate closely with government authorities to monitor progress, provide encouragement, and inform their efforts as they implement the recommendations.