Papua New Guinea

Executive Summary

Achievements in 2014. UNICEF Papua New Guinea accelerated efforts to decentralize interventions to reach children directly. As a result of targeted training, 18 district hospitals and 10 provincial hospitals are managing severe acute malnutrition (SAM), contributing to a reduction of child deaths from malnutrition. Through the “Reach Every Community” strategy, capacities in 250 health facilities were strengthened to deliver quality routine immunization. About 470,000 women of reproductive age were vaccinated against tetanus, setting the country on-track to achieve the maternal, neonatal and tetanus elimination (MNTE) targets by the end of 2015.

UNICEF institutionalized the use of the bottleneck analysis to improve planning and implementation. As a result, the Government has assumed a leading role to implement and monitor actions in the area of immunization, newborn care, maternal, newborn and child health (MNCH) and prevention of parent-to-child transmission (PPTCT). Results of bottleneck analyses were used to inform advocacy for decentralisation of antiretroviral treatment and PPTCT to unreached populations. HIV monitoring was strengthened and tools put in place to support monitoring of progress in removing barriers and bottlenecks affecting utilisation of services. Innovative methods will be piloted in 2015 using RapidPro SMS technology to support real-time data collection and monitoring, strengthen accountability and improve demand for services.

Results of studies underway on girl’s enrolment in schools, violence in schools, and on water, sanitation and hygiene facilities will help to identify gaps for realizing universal basic education. For the first time, a gender audit of the National Department of Education was undertaken. Findings will help to identify gender gaps in the Department and suggest strategies to mainstream gender in education.

The process for undertaking the first equity-focused Situation Analysis of Children in Papua New Guinea was launched in partnership with the Department of National Planning and Monitoring, to be finalized in 2015. A Standardized Monitoring and Assessment of Relief and Transition (SMART) survey on nutrition was implemented in one province, with others scheduled in 2015. The survey findings will provide quality evidence for programming on children’s nutritional status.

A strategic shift to work directly with the Constitutional and Law Reform Commission contributed to the successful review of the Child Protection Act and the development of a National Child Protection Policy, after years of impasse. The act establishes a minimum funding level of US$3.83 million, an independent office along with national and sub-national coordination mechanisms for child protection. Persistent advocacy with the Department of Community Development and the World Bank led to the inclusion of a life-cycle approach in a draft Social Protection Policy. This was a major achievement as previously the policy included only an old age pension and support to persons with disability.
Together with the PNG Coalition on Children's Rights, UNICEF initiated a yearlong #End violence against children campaign to address social and cultural norms that perpetuate violence. Partnerships with the media were instrumental in mobilizing support on immunization and nutrition, #End Violence against children and during the 25th anniversary of the Convention on the Rights of the Child (CRC@25) celebrations. Communication for development messages targeting inclusive education helped to ensure that all children - especially girls and children with disabilities--- have access to education.

As a result of intensive fundraising efforts, UNICEF successfully secured funds from the Australian Government (US$19.59 million), United Nations Delivering Results Together (US$700,000) and the United Kingdom Committee for UNICEF (US$500,000). Visits from UNICEF Goodwill Ambassador Keely Hawes and UNICEF Deputy Executive Director Yoka Brandt further helped to leverage new partnerships and resources to elevate the situation of PNG children on the national and global stage.

**Shortfalls** in 2014 included the low public sector capacity to manage and deliver services, inadequate budget allocations for some sectors, particularly child protection, fragmented coordination and delayed liquidations continued to hamper programme implementation. The high cost of doing business and insecurity added to these challenges. The office successfully implemented direct implementation and direct payment modalities, as well as decentralized financial and technical support to the provincial level, to address bottlenecks related to delayed liquidation. UNICEF PNG made vigorous efforts to be Harmonized Approach to Cash Transfers (HACT) compliant through engaging a consulting firm that successfully conducted micro-assessments for 10 eligible implementing partners, developed an assurance plan and trained staff and partners on HACT.


**Equity Case Study**

**Reaching disadvantaged populations with HIV treatment and PPTCT services.** Of the 22 provinces in Papua New Guinea, there are nine provinces with a high burden of HIV. Despite government and stakeholders having agreed to focus HIV efforts in these provinces, for a long time access to HIV treatment and care services was limited to urban areas. A review of HIV programme data and advances in projections and estimation models providing disaggregated data showed evidence of HIV spread to rural areas, but access to these areas remained challenging.

Rural communities and remote islands face many hardships. The mountainous terrain makes it very costly to reach disadvantaged populations with services and staffing levels are very low. A majority of districts have no doctors. In the past, advocacy for decentralization of HIV services did not realize results because of a lack of adequately qualified personnel and fear to put antiretroviral (ARV) medicines in the hands of the nurse midwives. A bottleneck analysis conducted in the Eastern Highlands province in 2013 revealed major demand related barriers that were affecting the utilization of PPTCT services. Bridges were commonly broken down and some areas had no road access necessitating clients to pay high costs in transportation to health facilities. Tribal fights were a frequent cause of insecurity in the region, preventing clients
from being able to undertake their monthly hospital visits to collect ARVs drugs. Although ARVs are provided free by the government, families incur high out-of-pocket expenses to access these lifesaving medicines. UNICEF Papua New Guinea used the results of the bottleneck analysis to create positive pressure on provinces and the Government to adopt a task shifting strategy to scale up ARVs to the district level. This entailed improving access to specialize services to remote and lower level health facilities by building capacity of lower medical cadres to provide highly skilled services that would normally be performed by a medical doctor.

Training was conducted with provincial managers and health facility in-charges to build their capacity in planning and management of PPTCT and paediatric HIV care services. In addition to the conventional training of health workers, attachment training was conducted for nurses, midwives and community health workers in charge of district hospitals and health centres followed by regular on-the-job mentoring and support. Before 2014, only two districts provided PPTCT services. As a result of the trainings and improved access to life saving anti-retroviral treatment, coverage improved to all eight districts. Pregnant women no longer need to be referred to the provincial hospital for antiretroviral treatment, a condition which contributed to loss to follow up as a majority of clients did not honour the referral. Health workers are also motivated in that they can provide comprehensive HIV care and monitor their patients which provides satisfaction. As a result of the interventions, uptake of PPTCT services in Eastern Highlands improved, with 65 per cent of estimated HIV positive pregnant women receiving treatment compared to the national average of 42 per cent. In 2015, priority will be given to strengthening the quality of PPTCT services and increasing access to paediatric ART.

**Summary Notes and Acronyms**

AIDS – Acquired immune deficiency syndrome  
ARV – Antiretroviral Therapy  
AWP – Annual Work Plan  
BGAN - Broadband Global Area Network  
C4D – Communication for Development  
CEDAW – Convention to Eliminate All Forms of Discrimination Against Women  
CFS - Child Friendly Schools  
CIPFA – Chartered Institute of Public Finance and Accountancy  
CMT - Country Management Team  
CPIE - Child Protection in Emergencies  
CRC - Convention on the Rights of the Child  
CRC@25 – 25th anniversary of the Convention on the Rights of the Child  
CSW – Commercial Sex Worker  
DevInfo – Development Information  
DHR – UNICEF Division of Human Resources  
DFAM – UNICEF Division of Financial and Administration Management  
DFAT – Department of Foreign Affairs and Trade (Australia)  
DFCD - Department of Community Development  
DIMS - District Information Management System  
DNPM - Department of National Planning and Monitoring  
DoE – Department of Education  
DRBCP - Disaster Recovery Business Continuity Principles  
DRR – Disaster risk reduction  
DRT - Developing Results Together  
EAPRO – UNICEF East Asia and Pacific Regional Office  
ECCD – Early Childhood Care and Development
ECCE – Early Childhood Care and Education
ECD – Early Childhood Development
EENC - Early Essential Newborn Care
FSC – Family Support Centre
GFATM – Global Fund to Fight AIDS, Tuberculosis and Malaria
GSSC – Global Shared Services Centre
HACT - Harmonized Approach to Cash Transfers
HIV – Human immunodeficiency virus
HRBA – Human Rights Based Approach
HRDT – Human Resources Development Team
HQ - Headquarters
ICT – Information and Communication Technology
IMEP – Integrated Monitoring and Evaluation Plan
IYCF – Infant and Young Child Feeding
JCC - Joint Consultative Committee
Lao PDR – Lao People’s Democratic Republic
LPA - Lukautim Pikinini Act – Child Protection Act
LTA – Long-term agreement
M&E – Monitoring and Evaluation
MCH – Maternal and Child Health
MDG – Millennium Development Goals
MNTE - Maternal, Neonatal and Tetanus Elimination
MNCH - Maternal, Newborn and Child Health
MoRES – Monitoring Results for Equity System
MSM – Men who have sex with men
NBC – National Broadcasting Company
Natcom - National Committee for UNICEF
NDoE - National Department of Education
NDoH - National Department of Health
NEP – National Education Plan
NGO – Non-governmental organization
NSO – National Statistical Office
OIAI – UNICEF Office of Internal Audit and Investigation
OOSCI – Out-of-school children initiative
PAS – Performance Assessment System
PBR – Programme budget review
PC – Programme coordination
PEP – Post-exposure prophylaxis
PER – Performance evaluation review
PFP – Private Fundraising and Partnership
PNG - Papua New Guinea
PNGInfo – Papua New Guinea Information
PPP – Programme policy and procedure
PPTCT- Prevention of Parent-to-Child Transmission
PSB – Property Survey Board
RFQ – Request for quotation
RFP – Request for proposal
RO – Regional Office
SAM – Severe acute malnutrition
SLIP – School Learning and Improvement Plan
SMT - Security Management Team
Coordinated interventions were rolled out to strengthen capacities of provincial and district service providers to deliver quality services in all programme areas. In provinces with high HIV burden, PPTCT and paediatric HIV treatment services were decentralised to the district level. Four provinces have integrated PPTCT and Paediatric HIV care in their provincial strategic plans. Direct training, mentoring and coaching to provincial and district health partners advanced results in immunization (MNTE), nutrition (SAM management) and newborn care (early essential newborn care). Significant efforts were undertaken to revitalize SAM management including capacity training and on-the-job mentoring at provincial hospitals. These efforts, combined with the introduction of therapeutic foods, contributed to a reduction of child deaths from SAM in the Port Moresby general hospital.

The training of 22 Police Officers in charge of community policing, and Juvenile Court Officers from 21 Provinces, along with the development of a management handbook and training manual on Juvenile Inmates, helped to strengthen the capacity of the law and justice sector in the area of juvenile justice. Training of village court officials on child protection and welfare act in two provinces contributed to improved referral of cases of violence against children to health facilities and Family Support Centres.

UNICEF’s support to WASH in Schools enabled 25 focal teachers and 25 water caretakers from select schools in three provinces to acquire skills on appropriate operation and maintenance of rainwater catchment systems, ventilated improved pit (VIP) latrines, hygiene promotion and hand washing. This contributed to more children learning the different steps of hand washing and accessing clean water, and increased involvement of parents and communities in promoting hygiene and sanitation in schools.

Earthquake mock drills for 6,000 primary school children and teachers on hazards, first aid, and trauma healing helped prepare students for emergencies. Disaster response plans were developed and local networks strengthened to provide support during a disaster.

UNICEF continued to train national partners and sectoral focal points in results based management and statistics. A DevInfo Admin training workshop helped to strengthen capacities in database customization and management. National departments and provincial staff have since led PNGInfo trainings for staff.
Evidence Generation, Policy Dialogue and Advocacy

Several initiatives were launched in 2014 to strengthen the knowledge base. The first equity-focused Situation Analysis of Children in Papua New Guinea (SitAn) was launched in partnership with the Department of National Planning and Monitoring (DNPM). The SitAn will continue through 2015 to take into account new data and to include youth voices in lead up to the end of the MDGs. A SMART survey on nutrition was implemented in one province. Findings from the survey will provide quality evidence on children’s nutritional status for targeted programming. For the first time a gender audit of the National Department of Education was undertaken. As a result of the audit, gender will be added in the 2015-2019 National Education Plan. Capacity of the provinces and the National Department of Health (NDoH) was strengthened to collect, report and analyse HIV programme data. Revised monitoring tools that capture disaggregated data on utilization of HIV prevention and treatment services are currently being disseminated to provincial level to improve the quality of data and inform targeted scale up.

Policy advocacy contributed to the successful review of the Lukuatim Pikinini Act (Child Protection Act) and the development of National Lukuatim Pikinini Policy (National Child Protection Policy). Concerted advocacy resulted in incorporation of decentralized birth registration and certification system in the new Civil Registration Amendment Act (2014).


Significant work was carried out to strengthen Government capacity to collect, store and analyse data. UNICEF’s technical support to the Department of Implementation and Rural Development enabled the government to process information captured in the District Information Management System. The data and analysis will form an integral part of the roll out of District Service Improvement Plans, providing baseline data on enabling environment and supply-side barriers and bottlenecks relating to the delivery of key services.

Partnerships

UNICEF’s collaboration with the World Health Organisation (WHO) resulted in expanded PPTCT partnerships for meeting elimination goals, and the strengthening of nutrition as a priority for improving maternal and child health. A partnership was developed with NDoH procurement to provide US$1.15 million in therapeutic food, contributing to the reduction of child deaths to SAM.

UNICEF input contributed to the establishment of a National WASH Authority and development of a National WASH policy.

UNICEF supported an innovative communication workshop on ECCD called "Getting Ready for School and Life". The workshop brought together 93 participants from media, artists, singers, the private sector, NGOs, and churches to develop international standard communication materials for children 0-6 years old. Print and electronic media will raise awareness and directly influence the development of an ECCD Policy.
UNICEF initiated partnerships with Kundu TV and NBC to undertake an #End Violence against Children campaign. Through this, UNICEF strengthened capacities of 41 national and provincial radio and TV producers on child protection. Most provincial radios have disseminated campaign messages and Kundu TV and NBC radio conducted two talk back shows on #End Violence against Children. UNICEF collaborated with faith based organizations to pilot positive parenting programmes to improve parenting competencies and reduce violence against children in the Western Highlands province. This contributed to the establishment of community based child protection committees and improved referral of cases to Family Support Centres.

UNICEF strategically partnered with the Department of Implementation and Rural Development to collect and analyse real-time data at district level. The partnership supports efforts to strengthen decentralized planning and budgeting.

A partnership with the national Olympic Committee was forged to highlight the situation of children in PNG for the Commonwealth Games held in Scotland in 2014, in collaboration with the UK Committee for UNICEF. This engagement will continue in 2015 with the Pacific-Games.

A visit by Deputy Executive Director, helped to identify opportunities for strengthened engagement with the private sector and national parliament, particularly on the roll-out the End Violence Against Children campaign, and strengthening support on malnutrition, to be advanced in 2015.

**External Communication and Public Advocacy**

Strong and continuous advocacy contributed to better positioning of children’s issues in the government’s agenda. The Coalition of Child Rights undertook the #End Violence against Children campaign, and organized the CRC@25 under the same theme. The campaign was advanced during a visit by UNICEF’s Deputy Executive Director who met with parliamentary committees in the principal sectors of health and family welfare. As a result, the parliamentary committee requested UNICEF to provide technical support to a parliamentary inquiry on violence against children.

A visit by Goodwill Ambassador Keeley Hawes in May 2014 helped to raise attention on the critical importance of immunizing children against preventable diseases, which remains a major contributor to childhood deaths in PNG. Following the visit, UNICEF secured funding to advance the situation of children targeting hard to reach areas. The UNICEF education programme implemented a hand washing campaign targeting schools and communities on the eight steps of hand washing with soap. Billboards and posters distributed in strategic locations in the National Capital District and seven provinces helped to strengthen awareness on the importance of hygiene. A high profile ECCD communication and advocacy workshop increased public awareness on the importance of giving children a good start in life. These interventions have helped to increase demand in the provinces to create early childhood learning facilities for children younger than six years old.

Continued advocacy on severe acute malnutrition helped to generate interest and new partnerships to prioritize SAM interventions in 2015. As a result, UNICEF secured US$3.28 million from the Australian Department of Foreign Affairs and Trade (DFAT) and US$700,000 from the UN Developing Results Together (DRT) fund for nutrition. Persistent advocacy with the Department of Community Development led to the inclusion of a life-cycle approach in a draft Social Protection Policy. This was a major achievement as previously the policy included only an old age pension and support to persons with disability. The communication landscape
continued to grow, with digital technologies opening new channels for raising awareness and mobilizing social action. UNICEF will pilot SMS technology in 2015 to strengthen demand for key services in hard to reach areas.

**South-South Cooperation and Triangular Cooperation**

South-South Cooperation was used to strengthen capacities and provide technical support. UNICEF Nepal’s Monitoring and Evaluation (M&E) and DevInfo specialist provided critical technical support during a week-long DevInfo workshop held in April 2014 for government counterparts. Two NDoH government counterparts were supported to attend a WASH in Schools International Learning Exchange programme held in Lao PDR to strengthen cooperation in South Asia and East Asia and the Pacific regions. UNICEF supported a delegation from the Department of Education in the Autonomous Region of Bougainville, Prime Minister’s Office and National Executive Council to the Philippines to learn about good practices in disaster risk reduction and climate change adaptation, resilience building and peace education. The Government of Papua New Guinea and Autonomous Bougainville Government expressed interest to integrate disaster risk reduction (DRR) and climate change into education curricula. A regional Conference on “ECCD on the Global Agenda: Building partnerships for sustainability and harmony” created an avenue for cooperation among government, NGO and civil society on ECCD, sustainability and inclusion. The visit of the Secretary of Education and senior National Department of Education (NDoE) officials to Thailand created an opportunity for learning and stronger cooperation on values education. As a result, Thailand committed to supporting the PNG NDoE to train teachers on values education at the pre-service level.

A regional Training of Trainers on Child Victim and Child Witness provided police, magistrates and senior child protection officers an opportunity to learn good policies, practices and procedures in the area of justice for children. The PNG team committed to developing a Police Child Victim and Witness Protocol, and to training Police, Magistrates and Prosecutors in 2015 as a result of the training. A regional parliamentary seminar on “Promoting Child Nutrition in Asia”, hosted by the National Assembly of Lao People’s Democratic Republic and co-organized by the Inter-Parliamentary Union and UNICEF, with support from the Scaling Up Nutrition initiative, raised awareness of nutrition issues with the parliament delegation from PNG. A Parliamentary briefing session on nutrition will be held in February 2015 and a high level advocacy meeting will be held April 2015 to share good practices in nutrition.

**Identification Promotion of Innovation**

Addressing inequality and social exclusion, and reaching underserved populations with critical services remains a priority for UNICEF PNG. Yet the strategies required to do this are by nature complex. UNICEF is advancing new approaches and innovations to address these challenges. For example, UNICEF PNG institutionalized the use of the bottleneck analysis to improve policies and systems and to better target interventions. The bottleneck analysis was particularly effective in the area of immunization, newborn care and MNCH, where government has assumed a leading role to implement and monitor actions against key bottlenecks. Interventions will be scaled up in 2015.

Innovative research on low enrolment of girls in the Highlands region will help to strengthen the evidence base on the patterns and causes of inequity. New innovative methods will be piloted in 2015 using RapidPro SMS technology to support real-time data collection and monitoring, strengthen accountability mechanisms and improve demand for services. Initiatives will be piloted with the Department of Implementation and Rural Development to collect district data to identify bottlenecks in service delivery, and with the NDoE to identify bottlenecks at school level.
for better planning and programming. In collaboration with NDoH, UNICEF will pilot RapidPro to provide mothers with health education, treatment and appointment reminders to improve uptake on MNCH and HIV services, adherence and long term retention on treatment. RapidPro will also be used to facilitate the collection of school-based data, as well as information on decentralized service delivery at the district level. These initiatives will help to improve the availability of timely data, highlight challenges for real-time solutions, and strengthen accountability mechanism to ensure interventions reach children, especially those who are most disadvantaged.

**Service Delivery**

UNICEF and WHO supported NDoH to advance the ‘Reach Every Community’ strategy to 39 districts, reaching the most remote areas with routine immunization and intensive integrated mop up activities. 470,000 women of reproductive age were reached with the tetanus toxoid vaccination, advancing PNG towards the effective elimination of maternal and neonatal tetanus.

UNICEF supported 10 provincial hospitals to introduce SAM interventions, reaching more than 4,500 severely malnourished children, and contributing to a reduction of child deaths among these children. An Early Essential Newborn Care package was introduced in two provinces and at the Port Moresby General Hospital to demonstrate good practices and guide country-wide roll out. UNICEF capacity support to PPTCT service delivery at the provincial and district level helped to enrol a majority of HIV+ pregnant women into ARV treatment under option B+. Eight provinces implemented monitoring tools to strengthen data collection, management and reporting for PPTCT, HIV care and treatment and maternal and child health (MCH) services.

UNICEF continued to support the government to procure quality vaccines and HIV supplies as a third party procurement agent. Technical support to strengthen supply chain management contributed to improved logistics security. UNICEF continued to support national efforts to improve access to coordinated legal, medical, psychosocial support and referral services for women and children victims of violence. This was achieved through strengthening the capacity of existing Family Support Centres, and supporting the development of clinical care guidelines and training manuals for management of family and sexual violence cases.

In 25 schools in three provinces, UNICEF supported the enhancement of the learning environment for over 9,125 children, including delivery of 46 rain catchment systems, 88 ventilated improved latrines, 25 hand washing stations, ECCD kits, and 10 changing rooms for menstrual management of older female students. UNICEF supported special education resource centres to provide braille equipment and embossers and other learning materials for the visually impaired.

A field monitoring tool was piloted to monitor barriers and bottlenecks and track interventions. This information will be linked to an online system in 2015 to review quality and effectiveness of services, and improve accountability. Supply end user monitoring will be enhanced in 2015.

**Human Rights-Based Approach to Cooperation**

UNICEF continued to promote human rights-based approach (HRBA) to programming to address the scale of inequity in PNG. The protection programme supported initiatives aimed to enhance the capacity of the health, welfare, and law and justice sectors to protect and respect the rights of children who come in contact with the law as suspects, victims or witnesses. Interventions were launched to improve access to justice and basic services through advocacy, training and capacity building.
The Government and partners were assisted to ensure data on girls and boys, as well as on children with disabilities, was collected and used for programmes and policy decisions. UNICEF also supported specific interventions to address situations where girls and children with disabilities may experience more risk. For example, UNICEF supported disability-inclusive school drills to prepare all children in an event of an emergency. UNICEF’s advocacy was instrumental in ensuring the inclusion of children’s issues in the revised PNG disability policy.

UNICEF is supporting the Department of Community Development to strengthen birth registration, making sure that all children, including those with disabilities, are included. At present, birth registration in Papua New Guinea is below 11 per cent. The development of an inclusive birth registration system will help to ensure all children have a right to identity and access to services.

The concept of equity-focused monitoring and programming within annual review and work plan processes was advanced, providing a sustainable pathway to rights-based programming. A programme policy and procedure (PPP) training held in February helped to strengthen HRBA capacity and understanding within the office.

UNICEF continued to work with government and civil society to advance actions in relation to national human rights mechanisms (e.g., national reporting to the Committee on the Rights of the Child and the Committee reviewing the Convention of the Elimination of All Forms of Discrimination Against Women/CEDAW). UNICEF is continuing to engage the government to meet its obligations under the CRC, including reporting which is overdue (the last report was in 2000).

Discussions are underway with the corporate sector on advancing child rights under the Child Rights and Business Principles initiative. CRC@25 celebrations were successfully launched in 2014, with active participation by children and local media to promote child rights through different art forms for the CRC@25 event.

**Gender Mainstreaming and Equality**

While all programmes include a gender perspective, specific initiatives under the education programme helped to advance gender equality principles in PNG. A number of results were achieved in 2014. For example, with UNICEF support, a Human Resources and Organisation Development team within the National Department of Education was trained to guide provinces to identify and address gender-related barriers, and undertake activities linked to school related gender based violence. With support from the UNICEF Regional Office for East Asia and the Pacific (EAPRO), a gender mainstreaming workshop was conducted for 40 participants from different divisions of the NDoE and from select provinces. It was followed by training of gender focal points from ten provinces, informing them of their roles and responsibilities and ways to mainstream gender in their work and in schools. A gender audit of the National Department of Education was undertaken. Findings highlighted gaps in designing, managing and implementing programmes for girls’, in gender education, and among staff in understanding gender equality and how to mainstream gender into the education system. The findings were shared with the NDoE for action in 2015. UNICEF is supporting an assessment of low enrolment of girls in primary school and high dropout rates in the Highlands to understand barriers to low enrolment. Findings from the research (expected in 2015) will help target resources and programming to overcome key barriers. Together, these initiatives will help to highlight key knowledge gaps and barriers to access to inform better programming and targeting of resources.
In addition, the Country Management Team (CMT) reviewed progress against Annual Workplans (AWPs) and Monitoring of Results for Equity System (MoRES) priorities, including progress on gender and gender mainstreaming, on a bi-monthly basis. The office actively participated in the UN Gender Task Team, and through this mechanism, was able to further shape UNICEF’s focus on gender. The PPP training and results discussion revealed the need for better articulation of gender priorities and the gender equity focus in UNICEF programmes. Gender markers of each outputs were reviewed and actions revised to better mainstream gender dimensions according to UNICEF guidelines.

**Environmental Sustainability**

Papua New Guinea experiences a number of small and medium-scale disasters triggered by climate change, natural hazards and environmental degradation that put a number of children and families at risk. Through new policy initiatives including the National Strategy for Responsible Sustainable Development and WASH policy, a strengthening of capacity of key departments (e.g. National Planning and Office of Climate Change and Development), and increased funding for adaptation and low carbon growth initiatives, the Government has shown renewed commitment to improving environmental sustainability. Strengthening resilience and adapting to the effects of climate will be critical to sustaining PNG economically, politically and socially.

The Office initiated the development of a Child-Cantered Risk Analysis focusing on children’s vulnerability in terms of hazards (e.g. earthquakes, floods, landslides, droughts and volcanic eruption), vulnerability, exposure and capacity. The analysis will be completed in 2015 to take into account 2011 Census data which will be released in 2015. Environment and ‘resilience’ dimensions form a critical foundation of the 2014-2015 SitAn. Since children are often the most vulnerable to the impacts of climate change and environmental degradation, UNICEF is supporting the government and partners to advance national climate change, disaster risk reduction and environmental sustainability goals, using the education sector as a critical entry-point. In 2015, UNICEF will support the mainstreaming of climate change adaptation and resilience in national curriculum, and the scaling up of risk and disaster preparedness trainings in schools. Integration of climate change and peace education at the elementary school level in the Autonomous Region of Bougainville is in process. The scaling up of DRR in schools is ongoing across the four regions of the country.

UNICEF is working to strengthen national and sub-national child protection systems to more effectively build resilience, reduce risks and respond to the need for child protection in emergencies. In order to accomplish this, UNICEF is supporting a capacity assessment; the development of a Child Protection in Emergencies (CPiE) Training package aimed at building capacity of government, civil society and NGO partners throughout the country, and training of stakeholders in the Highlands Region and in Bougainville.

**Effective Leadership**

UNICEF PNG advanced five office-wide priorities for improved performance in 2014: a) Situation Analysis; b) Gender Review of the Country Programme; c) UNDAF Country Programme; d) Resource Mobilization, and; e) Closure of 2012 Internal Audit Observations. The Gender Review of the Country Programme was postponed to 2016 to align with the development of the new Country Programme. A Situation Analysis was launched in 2014 and will be finalized in 2015. The Country Management Team met six times to review issues related to programmes, operations, office management, human resource development, and staff
relations. Agreed action points were followed up and the minutes of meetings shared with all staff.

Ten programme coordination (PC) meetings were held in 2014 to discuss updates and bottlenecks in programme implementation. A weekly Senior Management Team was held to monitor results and raise issues for action and course correction. The office was compliant with the corporate policy on financial disclosure, and will continue to orient staff on the ethics framework. The review and analysis of alerts in the VISION dashboard was a standing agenda in all CMT and PC meetings as part of office performance review. Weekly progress updates were circulated to staff for their review and action, and discussed during weekly Heads of Section meetings.

A review of risks to programmes and operations was conducted and mitigating actions were implemented, including strengthening ICT support (staff exchange with UNICEF Lao PDR to provide dedicated capacity support), financial management (HACT micro-assessment and training), results based management (training to key implementing partners) and implementing office preparations and response actions to strengthen emergency response and preparedness (UN-wide simulation in September). The office successfully broadened fundraising efforts, securing contributions from the Australian Government (US$19.59 million), UN DRT (US$700,000) and the UK Natcom (US$500,000).

The June 2012 Internal Audit Report observations were closed by the UNICEF Office of Internal Audit and Investigations (OIAI) in March.

Office committees continued to function well in providing oversight to procurement, contracting, asset management, staff appointments, project cooperation agreements, and staff learning and development. Memberships in these committees will be redefined in 2015 including the updating of Committee Terms of References. The Joint Consultative Committee (JCC) met on a quarterly basis to discuss staff related issues. General staff meetings were regularly convened to inform and discuss the outcomes of JCC, CMT, Regional Management Team and other office priorities. The office made a non-Global Shared Services Centre (GSSC)-related submission to the July Programme and Budget Review (PBR) to propose the downgrading of the Chief of Operations the ICT Officer positions, and the upgrading of the Programme Budget Assistant, with the added responsibility as the office HACT Focal Point.

The UN Country Team met monthly to discuss ways to strengthen UN functioning and implementation based on agency comparative advantage. The UN Programme Coordination Committee and Operations Committee met regularly to actions on joint programming and common services. UNICEF co-chaired the UN Programme Coordination Committee and also chaired three out of 11 UN Task Teams.

**Financial Resources Management**

For most of 2014, monthly bank reconciliations were completed within the UNICEF Division of Financial and Administration Management (DFAM) monthly closure timelines. There is a need to tighten cash forecasting to optimize utilization of bank balances. Delays by the local house bank to record and clear payments submitted at the end of the month resulted in higher bank balances. Bank officers were notified and corrective actions implemented.

An orientation on the financial accountabilities of staff (segregation of duties and roles) and a review of the office Role Map were undertaken. Travel work flow processes for local,
international and entitlement travels were reviewed to address bottlenecks in the payment of staff entitlements and vendors, including consultants.

In 2014, there was a surge in direct payments and direct agency implementation of programme activities due to impediments in government ability to implement activities and process cash transfers. This contributed to a heavy workload.

On asset management, the office conducted inventory counts and presented these in a Property Survey Board (PSB) meeting, along with proposals on the disposal of obsolete and broken equipment. Updating the asset register based on the count and PSB recommendation remains a challenge. As part of the renewed corporate priority for HACT implementation, the Country Office made vigorous efforts to be HACT compliant by engaging a consulting firm to undertake a micro-assessment for all ten eligible implementing partners for 2014, develop an assurance plan, and train staff and partners on the revised HACT Framework. A refresher training on how to conduct spot checks was also held.

Programme budget utilization in 2014 was US$9,020,549 (US$2,127,254 in Regular Resources; US$6,893,295 Other Resources). All expiring grants were successfully utilized. As of 31 December, there were no direct cash transfers (DCT) over six months.

The Government allocated a piece of land to construct a new UN House. The lease on the present office premises will expire in March 2015.

**Fund-raising and Donor Relations**

Fundraising was a standing agenda at the CMT meetings and an office priority in 2014. As a result of concerted efforts, the office successfully mobilized US$11,225,461 to support NICEF headquarters (HQ) and EAPRO. The Other Resources ceiling for the country programme 2012-2015 is US$38.44 million. In November, UNICEF successfully raised approximately US$17 million through the One UN Fund from the Australian Government (DFAT) to support initiatives in education, health and nutrition, child protection and WASH over the next three years. The Office also received US$2.59 million from DFAT in July to support ECCD. Discussions are underway with the European Union on the 11th European Development Fund on WASH, with support from EAPRO and HQ. If successful, this would ensure funding for WASH in Schools and Sanitation and Hygiene Promotion over the next seven years.

UNICEF contributed to the development of a successful Global Fund to Fight AIDS, TB and Malaria (GFATM) three-year funding proposal of US$12.9 million which will support strengthening of HIV care and treatment and improve retention of people living with HIV on anti-retroviral therapy.

Significant efforts were made to mobilize resources for children from UNICEF National Committees (Natcoms). Fundraising packages were distributed to 14 Natcoms in June 2014 and three donor toolkits for health and nutrition, HIV/AIDS and child protection were developed and uploaded on the UNICEF Private Fundraising and Partnerships dashboard. In May, a delegation from the UK Natcom visited Papua New Guinea to raise funds in advance of the Commonwealth Games. Approximately US$500,000 was raised to support activities relating to Child Protection. The Australian Natcom has indicated interest to fundraise for PNG, and the Japan Natcom has committed to provide US$150,000 for education.
Donor reports were reviewed for quality and completeness prior to submission. In 2014, all reports were submitted on time as per UNICEF quality benchmarks.

**Evaluation**

Considerable efforts were undertaken to strengthen the evaluation function within the office and with partners. The importance of the evaluation function was communicated to all staff and partners during 2014 annual review and work plan processes. A training for UNICEF and the Department of Planning to strengthen understanding of the mandate and accountability of the evaluation function in PNG had to be cancelled due to the unavailability of the Regional Evaluation Advisor (to be rescheduled in 2015.) Discussions were initiated with the PNG Association of Professional Evaluators Inc., a volunteer network of professionals involved in monitoring and evaluation, as an entry-point to enhance in-country capacity.

In 2015, the office will develop an evaluation strategy, which will include a focus on strengthening national evaluation capacity. The office regularly reviewed and updated the annual integrated monitoring and evaluation plan (IMEP) in the CMT and PC meeting and as part of the annual management plan process. Despite two Request for Proposals (RFP) and several direct follow-ups with prospective evaluation firms, UNICEF did not receive quality applications (only two firms applied) to undertake an evaluation of Family Support Centres in Papua New Guinea. The TOR was shared with the Regional Evaluation and Child Protection Advisors, among others, for feedback prior to circulation. EAPRO HQ were also instrumental in circulating the RFP through relevant networks. Nonetheless, encouraging quality candidates to apply was a challenge (due to location, cost and difficulty of the evaluation). Discussions are underway with two potential firms. The timeframe for the evaluation was adjusted to February to May 2015.

**Efficiency Gains and Cost Savings**

The high-cost of doing business in PNG was documented in a report prepared for EAPRO and the Regional Management Team covering costs of office rental, common services costs and security. The office continued to explore opportunities for cost-saving and improving efficiency in its operations. In July, the office implemented a cost recovery policy for the shuttle services provided to consultants, which generated US$14,000 in savings. From 2015, UNICEF PNG will implement a monthly lump sum rate for daily subsistence allowance of individual consultants/contractors with contracts of one month and over. Savings for this initiative is estimated at US$150,000 a year, assuming an average of six consultants hired for six months.

CMT and PC meetings continue to be conducted in a “paperless” manner, while job interviews were conducted using either Skype or the EAPRO telephone bridge. The office continued off-shoring its international air ticket requirements along with the economy class travel policy for international travel of less than 12 hours of flying time. This saved the office a minimum of US$100,000 given high cost of airfares offered by local travel agencies.

UNICEF PNG successfully used the technical roster for staff exchanges to effectively and efficiently bolster capacities in key areas and strengthen South-South Cooperation. UNICEF Lao PDR agreed to two rounds of two-week secondments of their ICT Officer to PNG to train new staff and build capacity. UNICEF Nepal’s M&E and DevInfo specialist provided critical technical and facilitation support during a week-long DevInfo workshop held in April 2014 for government counterparts. Collaboration is ongoing with the Nepal and the Timor-Leste offices (which provided DevInfo support in 2013) to strengthen M&E capacity in PNG. UNICEF PNG
will continue to use staff exchange as an effective way to build staff capacity and confidence, while reducing overall cost.

Supply Management

Supply and institutional contracting accounted for 25 per cent (US$2.06 million) of the total 2014 programme budget, 55 per cent of which was offshore procurement. Long-term agreements (LTAs) will be established in 2015 to procure conference services and facilities to reduce cost and workload. Given the high cost of doing business, the office strategically sourced goods by comparing offshore and local costs. Goods procured offshore were cheaper and of better quality than those bought locally. A blanket local procurement authorization was granted by UNICEF Supply Division for three institutional contracts for the construction of water and sanitation facilities in schools, valued at US$500,000. Emergency preparedness supplies valued at US$551,547 were given to the Government and pre-positioned in nine disaster prone provinces. End user supply monitoring will be enhanced in 2015. UNICEF assisted the Government to procure US$5.9 million of supplies and equipment, mostly vaccines, injection and sterilization equipment.

Security for Staff and Premises

Crime and violence continued to constrain programme implementation. According to a 2014 World Bank report on the Cost of Crime in Papua New Guinea, 67 per cent of firms identified crime as a major constraint to their businesses. More than two-thirds of businesses use the services of private security firms, and spend an average of five per cent of their annual costs on security firms. The United Nations in Papua New Guinea is similarly affected. In 2014, there were several security-related incidents involving UNICEF/UN staff ranging from petty crime (theft) to serious security incidents (car-jackings and break-ins) as well as domestic issues. Staff were advised to be continually vigilant and to avoid crime hot spots.

The UN Department of Safety and Security (UNDSS) SMS-based security alert system and weekly security situation reports continued to function well, with SMS alerts and reports shared to all staff. The office procured additional UHF radio digital handsets, with the staff response rate during the UNDSS weekly radio check exercise averaging between 60-70 per cent. This needs to be improved in 2015 to reach over 90 per cent. UNICEF actively participated in the UN Security Management Team (SMT) and supported the implementation of SMT security initiatives to ensure the safety and security of staff and protection of UN assets. Given the incidence of car jackings, all office vehicles are fitted with a tracking device and an immobilizer, while staff are encouraged to have a comprehensive insurance coverage for their personal vehicles. All staff are entitled to use a vehicle escort before, during and after working hours. All international staff are provided with a tracking device as part of the Minimum Operating Security Standards (MOSS) in PNG. The office also benefitted from the UNDSS-managed LTA for Common Security to ensure staff safety during programme implementation and monitoring visits. The high cost of security escort services in locations outside Port Moresby continued to place a heavy strain on limited programme resources.

Human Resources

2014 saw several staff movements including: a) Chief of Operations; b) Communication Specialist; c) Admin Assistant; d) ICT Officer; e) Administration and Finance Officer; and f) Senior Driver. It took an average of six months to place international professionals and three months for national staff. Recruitment for the positions of Admin/Finance Officer and Senior
Driver is underway. A WASH Specialist on Temporary Appointment will assume the position by mid-January while the Education Specialist position is on its second round of recruitment as the recommended candidate declined the initial offer.

Recruitment and retention of trained and qualified national staff remains a challenge. The current mix of international and national positions provides an enabling environment for coaching and training of national staff to build skills and competencies. To support programme implementation, 22 individual and 15 institutional contracts were issued in 2014 (US$813,018). Nine individual contracts were for Health and Nutrition. The rate of 2013 Performance Evaluation Reports (PERs) signed by all parties was 64 per cent by 30 April 2014 compared to 86.7 per cent in 2012; while 80 per cent of the 2014 PERs Section 2.1 were signed by 31 March 2014. The delay in the completion of 2013 and 2014 Performance Assessment System (PAS) was due to movements in the Chief of Operations position. Staff were encouraged to discuss individual learning needs and actions for improvement as part of PAS discussions. Four general service staff are currently pursuing on-line courses towards obtaining a study certificate and two are currently enrolled in the CIPFA International Public Financial Management course. A training on competency-based interviewing was conducted in November with support from the Regional Human Resources (HR) Specialist.

A refresher training on VISION/SAP and performance management and coaching will be planned in 2015, together with a follow-up training on team-building, given the number of new staff. The UNICEF PNG Human Resource Development Team (HRDT) developed and supported the implementation of the 2014 learning plan. One staff member successfully completed the organisation’s Leadership Development Programme. These initiatives will be strengthened in 2015 through coaching and performance management to enhance career and professional development.

Recommendations derived from a 2013 Team Building Workshop were developed and shared with management for action. Key themes included work-life balance, time management, improving communication skills, efficiency and effectiveness and security. The Staff Association was requested to clarify and guide the local staff in understanding better the purpose and intent of the survey questions.

An interim salary survey conducted in February yielded an across the board increase of five per cent for general service and 7.6 per cent for national professionals. In anticipation of the comprehensive salary survey in 2016, the UN local salary survey committee is reviewing the list of potential comparators that would better represent the local labour market.

The office has two trained peer support volunteers and all staff have free access to condoms and Post-Exposure Prophylaxis (PEP) kits and were informed on where and how to access voluntary HIV counselling and testing during the UN Cares brown-bag sessions.

**Effective Use of Information and Communication Technology**

Considerable attention was given to strengthening ICT in the office. The office generation 7 models will be upgraded in 2015 to handle the roll-out of global virtualization projects given the increasing use of cloud-based technology and automatic updating of organizational software applications. A new rack-mounted UPS (uninterruptible power system) was procured to ensure network uptime in view of the frequent power interruptions.
The office did not have an ICT Officer for three months. During this period, remote and on-site technical support was provided by the Regional IT Officer and the ICT Officer from the UNICEF Lao Office. An ICT Officer was recruited to administer and manage the office’s facilities and services. The Lao office has continued to provide hands-on training and orientation remotely.

The office Disaster Recovery Business Continuity Principles (DRBCP) were revised to reflect changes in web-based organizational applications, including upgrading of DRBCP equipment. The office maintains a back-up of its network database using detachable hard drives in the custody of the Chief of Operations. Very small aperture terminal (VSAT) connectivity was stable but there were periods of intermittent connections requiring equipment calibration. Based on bandwidth use monitoring, there is a need to increase the uplink/downlink VSAT bandwidth connectivity to significantly improve access speeds. The office maintains alternate voice and data connectivity using Voice Over Internet Protocol (VOIP), Broadband Global Area Network (BGAN) and Iridium satellite phones. Video conferencing via Lync or Skype is widely used. To further save on local telephone costs and improve efficiency, the office initiated use of a closed user group package for mobile services. The office successfully migrated to Office 365, with Outlook as its mail platform and has embarked on a major upgrading of its workstations by replacing desktops and laptops to newer models. A second firewall is being configured with support from UNICEF’s Global Help Desk.

Programme Components from RAM

ANALYSIS BY OUTCOME AND OUTPUT RESULTS

OUTCOME 1 By 2017, the capacities of the Government and relevant stakeholders are strengthened to improve quality, access and utilization of maternal, newborn, child and adolescent health services, including sexual and reproductive health.

Analytical Statement of Progress:
Maternal and child mortality in Papua New Guinea remains constrained by several bottlenecks limiting the delivery of essential child survival and maternal health services. Although the Government has launched an ambitious policy to abolish user fees at public health facilities towards achieving universal health coverage in PNG, the availability, access and utilization rate of essential child survival services and maternal health remains critically low. In 2014, UNICEF helped the government to refocus attention on primary health care, the foundation for good health through better child-friendly policies and strategies, secured trained staff and supplies necessary to deliver services, improved demand, quality and continuity of services, community-based systems for preventing, detecting and treating child diseases) as well as key family practices related to child survival and maternal health.

In line with the equity refocus, UNICEF with partners intensified the delivery of interventions in the area of routine immunization, maternal and neonatal tetanus, newborn care and nutrition in eight provinces (Gulf, East Sepik, Sandaun, Eastern Highlands Province, Western Highlands Province, Simbu, Central Province, Autonomous Region of Bougainville) that are amongst the most deprived. Working with partners, UNICEF technical and policy support helped to strengthen the enabling environment for rolling out essential nutrition services and reach the most deprived populations. UNICEF’s policy advocacy was instrumental in the development and finalization of the 2014-2024 National Nutrition Policy and strategic plan. Other achievements included the development of national newborn care strategic plan, increased budget re-allocations to nutrition interventions (moving from US$134,225 in 2013 to US$958,754 in 2014 with commitment of the Department of Health to procure therapeutic foods) to address key and
priority areas, and development of a coordination mechanism for nutrition and newborn care.

Despite the difficult context which is exacerbated by high costs of delivering services, UNICEF’s intensive decentralized approach - financial and technical support made available to provinces and districts - in the health sector helped to ensure efficiency in use of scarce resources. Significant progress was made to: (i) improve capacities of 418 health facilities to deliver quality routine immunization; (ii) introduce the detection and treatment of severe acute malnutrition cases in 10 hospitals with more than 4,500 children under five years, contributing to a reduction of the crude fatality rate from 21 per cent to 11 per cent; (iii) initiate the Early Essential Newborn Care (EENC) package in six health facilities (centres of excellence) distributed in two demonstration provinces, together with the launching of the national newborn alliance, paving the way for roll out and, and; (iv) reach 470,000 women of reproductive age with tetanus vaccination (more than 80 per cent coverage in seven provinces of the country), bringing PNG back on-track to achieve the MNTE agenda by end 2015. As a result of a targeted effort, there was a slight increase in measles immunization coverage (from 65 per cent to 70 per cent). This was significant in light of the 2014 measles outbreak. UNICEF’s continuous advocacy for a more efficient and sustainable medical, vaccines and therapeutic supplies, procurement, regulatory and logistics system significantly improved the availability of essential commodities for immunization and nutrition interventions, as well as strengthened strategies for procuring supplies.

UNICEF was instrumental in strengthening partnerships in routine immunization with WHO, with the National Alliance for newborn care, and in nutrition through multiple government departments and NGOs. UNICEF leadership helped to ensure that efforts complemented each other and remained in-line with national orientations and strategies for routine immunization, newborn care and nutrition. Strengthened partnerships helped to pave the way for better coordination and rapid roll out of essential health and nutrition interventions in the country.

UNICEF's direct technical and financial support to provinces and districts helped to strengthen capacities to develop coping strategies and ensure better efficiency of funds in the sector. Timely disbursements, together with relevant adjustments of external donor allocations, helped provinces to cover critical funding gaps and advance essential activities, such as cold chain repair and maintenance. UNICEF resources were strategically used as catalytic funds to reduce funding gaps and enable timely implementation. The continuous effort by UNICEF to keep presence in the field led to an increased demand for such support from provincial health offices, providing opportunities to roll out good practices while also applying an equity lens by reaching the most deprived children in the most remote areas. However, insufficient staffing within UNICEF PNG in the programme, and funding shortfalls limited the effectiveness of the programme in the field. Funding support from the Government of Australia is expected to support nutrition and newborn care in early 2015.

**OUTPUT 1** By 2017 health facilities and communities have the capacity to implement Integrated Management of Childhood Illness (staff trained and supervised, commodities available, village health volunteers/community-based distributors/community-based organisations trained and supervised) and provide immunization services (staff trained and supervised, cold chain and vaccines management) for all children under five

**Analytical Statement of Progress:**
During the year, UNICEF funded and conducted training of 418 health workers on basic immunization techniques. This strengthened the capacity of health facilities in eight provinces to deliver quality immunization services to children. The training targeted the improvement of
health worker capacity to plan, budget, manage and report on routine immunization including the introduction of new vaccines. One hundred and five additional health workers were trained on cold chain repair and maintenance to ensure quality storage of vaccines for a better quality vaccination. As a result, seven of the eight provinces have achieved excellent coverage (more than 80 per cent) for administering the tetanus toxoid vaccination to women of reproductive age. A total of 470,000 women of reproductive age in Eastern Highlands Province, Simbu, Western Highlands Province, Autonomous Region of Bougainville, Gulf and East Sepik (30 per cent of the country target) were reached with the vaccine, helping to advance the MNTE agenda in the country.

UNICEF supported seven provinces to rapidly and successfully respond to a generalized measles outbreak which occurred in 2014. More than 90 per cent of children aged six months to 15 years were reached with the measles vaccination and vitamin A supplementation. UNICEF contributed to controlling the measles outbreak by providing measles-rubella vaccines in the country, and strengthening population awareness through the distribution of information materials in the provinces. Despite this significant progress, routine immunization remains below the expected level in the country with 14 provinces not yet enrolled into the capacity building exercise. Seventy per cent of women of reproductive age have not been reached with the tetanus toxoid vaccine and the cold chain system in the country needs to be renewed as recommended in the national Expanded Programme on Immunisation review report.

Major constraints remain the limited resources to roll out critical interventions, limited human resources at the central Department of Health and in several provinces to better manage the routine immunization programme, and poor distribution of available resources at the provincial and district level. Addressing these aspects remains critical to strengthen the routine immunization and reach more deprived children in the remote areas of the country.

OUTPUT 2 By 2015, health workers, mothers and families have the skills and knowledge needed to improve young infant, child and maternal nutrition outcomes for optimum health and development.

Analytical Statement of Progress:
UNICEF’s continuous support to the development of a national nutrition policy and advocacy to strengthen interventions on severe acute malnutrition management helped to increase interest in nutrition in PNG. The national nutrition policy developed in 2013 and finalized in 2014 has offered a platform for high level advocacy with the Government and the National Parliament, raising the attention of multiple sectors on nutrition challenges. Government departments, key stakeholders (DFAT, World Bank, USAID, international NGOs) and provincial health offices have expressed interest in the nutrition agenda. The National Parliament is now critically analysing the high malnutrition rates in the country. The Government has expressed interest to enrol PNG in the Scaling Up Nutrition Movement, and nutrition is now recurrently listed for budget allocations during budgetary meetings and forums.

To improve the availability, access to and utilization of essential nutrition services, UNICEF strategically used available resources to focus on the introduction of the severe acute malnutrition management in 10 provincial hospitals with the greater number of SAM admissions and high case fatality rate. Fifty three paediatricians and nurses were trained to detect and treat SAM cases using the recommended treatment protocol and recommended therapeutic foods. A national protocol was developed and endorsed by the National Paediatric Society, a key partner for rolling out SAM management. UNICEF helped to reach more than 4,500 children during the
year through the network of provincial hospitals. Interventions will help reduce the high death rate recorded among children under-five affected by SAM (currently at 21.5 per cent). The availability of commodities for SAM treatment (therapeutic foods) and capacity-building of staff and continuous mentoring after training were instrumental in strengthening treatment patients, while reviving the partnership between hospitals and a local NGO for outpatient follow up.

The introduction of SAM management forms part of the country preparedness response to nutrition in emergencies. UNICEF introduced the SMART methodology for quality nutrition surveys to address the recurrent problem of outdated nutrition data and provide means for strong advocacy and interventions based on evidence. A SMART nutrition survey was carried out in East Sepik province (Momase region), one of the most affected provinces, with other provinces planned for 2015. A pool of SMART survey managers and surveyors were trained.

Although a national infant and young child feeding (IYCF) policy was approved, there is need for a comprehensive national protocol to be used by health workers and stakeholders to ensure proper counselling and promotion of IYCF practices in the country. A revision of the IYCF training manual is essential to enhance health workers’ capacity to implement community based nutrition interventions in 2015.

**OUTPUT 3** By 2017, health facilities have the capacity for providing essential obstetric care (staff trained on Early Essential Newborn Care / skilled deliveries / emergency obstetric care (EmOC) staff supervised and essential commodities available).

**Analytical Statement of Progress:**
In 2014, UNICEF supported the implementation of the newborn care national plan in two of the most deprived provinces in the country where neonatal deaths are significant, in partnership with WHO. Previously, in these provinces, a facility assessment was conducted on newborn care to identify the practice gaps of health workers in delivery rooms and post natal rooms as well as identify gaps in equipment and commodities for newborn care. This was followed by a comprehensive bottleneck analysis to identify human resources, supply, access and quality constraints to newborn care in those areas and formulate corrective solutions for immediate implementation.

As a result, interventions were implemented in 2014 to address the identified bottlenecks and roll out the EENC package in the two demonstration provinces. In addition, a pool of EENC trainers were put in place at the central level and in the two provinces. Three centres of excellence (Port Moresby General Hospital and two provincial hospitals) were created to support continuous coaching and mentorship of health workers in delivery rooms and postnatal rooms to reduce neonatal deaths, while ensuring a progressive roll out of the EENC within and between health facilities.

Community-based newborn care actions were also identified for implementation, given the fact that 60 per cent of deliveries nationwide are at the community level. The development of this component will be critical over the coming years to reach all newborns with the required care. UNICEF and WHO have paired up resources and technical support to strengthen the newborn care agenda in the country. This has helped PNG to fulfil the major benchmarks recommended by the regional newborn care agenda. In addition, the constitution of a newborn care national alliance was launched to strengthen the partnership for roll out the early essential care package to all newborns in PNG, thereby accelerating the reduction of the newborn deaths in the country.
OUTCOME 2 By 2017, policies and programmes to achieve inclusive universal basic education, holistic ECCD and alternative pathways to learning are in place and effectively implemented by Department of Education and Department of Community Development.

Analytical Statement of Progress:
Progress was made towards building government capacity to implement policies targeting inclusive basic education, Early Childhood Care Education (ECCE) and alternative pathways to learning. The rollout of the tuition fee free education policy increased enrolment in primary and secondary education. From 2007 to 2013, the net enrolment rate in basic education increased from 53 per cent to 74 per cent. However, 24 per cent of the school age population remains out-of-school. Providing access to alternate ways of learning remains critical to reaching these populations. In 2014, UNICEF supported the DoE to revise the Literacy Policy, which will be completed in the first quarter of 2015. The revised policy will include provisions for non-formal education and creating an equivalent programme for out-of-school children and young adults. In 2015, the Department of Education, with support from UNICEF EAPRO and UNESCO Institute for Statistics will implement the Out-of-school Children Initiative (OOSCI) to help identify out-of-school children and their specific needs. An alternate basic education programme will be introduced in 2015 to provide another avenue for out-of-school children and young people to learn. These efforts will help advance the Education for All goals in PNG.

Significant efforts were made in 2014 to strengthen the enabling environment for education. The Department of Education launched a process to develop the National Education Plan (NEP) 2015-2019), which will be finalized in 2015. Unlike previous plans, the NEP explicitly integrates issues of out of school children, values education, and strengthens gender mainstreaming. This is significant given the high number of out-of-school children where girls are disproportionately represented. The Department is reviewing the Education Act and will introduce a new ‘two-six-six’ structure from 2015, where children ages five and six years will be part of the education system. The two-six-six structure will serve as the basis for introducing ECCE using early childhood curriculum. The Standard Based Curriculum for elementary level will begin in 2015.

The enabling environment for early childhood development and inclusive education was strengthened by the government. Early childhood development has been led by the Department of Community Development with little coordination with the other sectors. The Government is in the process of reviewing the policy to explicitly include education as a core component of ECCD and to make the policy more holistic by specifying clear responsibilities and linkages with other important sectors such as health, labour, planning and agriculture. UNICEF successfully advocated for the inclusion of children in the Disability Policy which serves as an overarching policy. However, the Inclusive Education Policy was deferred to 2015 due to lack of sufficient capacity in the Department of Education to lead the review process. The Government is exploring strategies to introduce the concept of compulsory education up to grade 12 in 2015.

Gender remains a key barrier to education. A majority of out-of-school children are girls. Girl enrolment at the elementary level remains low at 48 per cent (2012). Girl enrolment at the primary level has remained stagnant since 2011; enrolment at secondary level is just 39 per cent (2012). In 2014, UNICEF supported a gender audit of DoE, the first for the Department. Findings highlighted gaps in designing, managing and implementing programmes for girls; in gender education; and among staff in understanding gender equality and how to mainstream it in education. Recommendations will contribute to strengthening knowledge and capacity of DoE officers on how to mainstream gender more effectively.

In 2015, UNICEF will support provincial planners, and their colleagues, to develop gender-
focussed activities in their provincial education plans in geographic areas where the gender gaps are widest. The findings from the studies on ‘low retention of girls in schools’, ‘students’ behaviour problems’ and ‘violence in schools’, will help to advocate and take actions to ensure girls continue to enrol at all levels of schooling and transition to secondary school.

UNICEF and Education Development Partner Coordination Committee members such as DFAT, the Japanese International Cooperation Agency/JICA, EU, World Bank, church agencies and non-governmental organizations continued to support the government to advance education policies. Issues of early childhood care and education and gender mainstreaming were prioritized by all development partners as a strategy to address issues of gender disparity, as well as the low enrolment, retention and completion of basic education by girls and children in rural and remote areas. The Australian Government provided funding support to UNICEF to strengthen ECCE interventions, gender equity in education and Wash-in-Schools for the next three years. DFAT’s support to school learning environments through improved school infrastructure complements UNICEF’s promotion of sanitation and hygiene awareness in schools to address issues of retention and drop out especially among girls. Capacity training on statistics and data management provided by DFAT, EU and UNICEF contributed to the tangible improvement of the education management and information system. As a result of targeted training, the Department of Education is now generating key performance indicators to facilitate evidence-based planning and monitoring of policy implementation.

An extended embargo within NDOE on travel and conducting training, as well as delayed liquidations hampered programme implementation with several outputs constrained as funds could not be released to DoE after liquidation exceeded 6 months.

OUTPUT 1 Key Education Officers at the national and sub-national levels have increased skills, knowledge and strategy to fast-track the implementation of the Universal Basic Education (UBE) Plan by 2017.

Analytical Statement of Progress:
Similar to 2013, progress to advance the UBE Plan remains significantly delayed due to ongoing capacity and human resource constraints within the Department of Education, and specifically the Policy Planning, Research and Communication unit. The DOE initiated steps to draft the National Education Plan 2015-2019, which like the current NEP, focuses on achieving the UBE Plans. Areas relating to education for out-of-school children, gender as a cross cutting issue, and early childhood education from age 5, are being integrated into these policy documents with support from UNICEF. These efforts will help improve the quality of education and contribute to overcoming the supply and demand side barriers to education.

At the elementary school level, UNICEF contributed to drafting standard based curriculum to be finalized in 2015. The standard based curriculum will integrate early learning development standards for five and six year olds and strengthen gender inclusiveness and gender sensitivity in the curriculum. UNICEF provided technical support to the ongoing revision of the education structure to include five and six year olds as part of early childhood education, ensuring a smooth transition to primary school from age seven. Opportunities for alternate pathways to education are in the process of being integrated into the education system. The Government is exploring the possibility of providing primary level equivalent education and catch up education for out-of-school children, in addition to flexible and open distance education which is already in place. These provisions will provide avenues for out-of-school children to pursue schooling, and advance the Education for All goals. Values education addressing peace, non-aggression, compassion, mindfulness, life skills, and gender aspects are also being integrated into the
education system. UNICEF will be facilitating a high-level advocacy seminar to address these aspects in the first quarter of 2015.

In 2014, DoE discontinued training on the annual operation and financial planning at the provincial level. Focus was given to implementing the government directives relating to tuition fee free and re-introducing standard based curriculum. The Policy Planning, Research and Communication unit trained 9,000 head teachers and members of the governing body on tuition fee free management.

Accessibility to administrative data has improved. Continued training on DevInfo, with support from UNICEF, has helped DoE staff members to understand and use data more effectively. In 2015, UNICEF’s support will enable DoE staff to collect and analyse data from the schools more efficiently and effectively, using SMS technology (RapidPro).

**OUTPUT 2** By 2015, the Department of Education and cognate departments have the capacity to effectively and efficiently mainstream gender in education

**Analytical Statement of Progress:**
Significant steps were taken in 2014 to strengthen gender awareness within the Department of Education and in the education sector. A training was conducted to improve the understanding of gender concepts and strengthen gender mainstreaming capacity for 50 participants from Department of Education divisions and from select provinces. The training helped to develop a common understanding of gender issues. As a result of the training, participants developed action plans to address gender issues in their respective areas of work which will be implemented and monitored in 2015. Similarly, to address supply side barriers, gender focal points from 10 provinces were trained on gender concepts and gender issues in the education sector, their roles and responsibilities to strengthen gender equity as well as strategies to mainstream gender in schools. Action plans were developed and will be monitored by DoE and UNICEF in 2015.

While early data shows an improvement in the number of girls enrolling in elementary and primary schools from previous years, many girls do not complete basic education. Low completion is especially acute in the Highlands region. Violence in schools is one potential driver for low attendance and completion of girls in school. Studies to address demand side barriers to girl’s education on the low retention of girls in the Highlands regions and three other provinces and on Students’ behavioural problems in schools will provide insight on this issue. Findings will be available by first quarter of 2015 and will be shared with the concerned provinces and partners (Education Development Partner Coordination Committee members, church based organizations) for follow-up action, and incorporated in the review and revision of the School Based Behaviour Management Policy.

For the first time, a gender audit of the National Department of Education was undertaken where gaps in designing, managing and implementing programmes for girls and gender education were identified. Knowledge gaps among staff in understanding gender equality and how to mainstream it in education were also highlighted. The findings and recommendations will be addressed in the 2015-2019 National Education Plan and gender will be added as a value in the Plan. Through these efforts, staff of the Department will be better equipped to address gender issues in basic education and contribute to equal number of girls and boys completing primary education and transiting to secondary.
OUTPUT 3 Out-of-school children accessing Non-Formal Education are integrated into formal education at national level and in select provinces by 2017.

Analytical Statement of Progress:
In 2014, UNICEF continued to advocate to NDoE to expand the scope of non-formal education to include an equivalency programme for out-of-school children. The expanded programme will include an abridged curriculum equivalent to primary level education. In this regard, the review of the Literacy Policy that is ongoing specifically focuses on creating provisions for a meaningful second chance education for children and young people who missed the opportunity to go to school. This includes providing an equivalent primary level education, and introducing livelihood skills and life skills as part of the education system. The current policy is focused more on adult literacy and numeracy and hence not part of NDoE. Revising the policy will provide an enabling framework to provide education to out-of-school children.

With support from EAPRO and the UNESCO Institute for Statistics the National Department of Education is embarking on implementing an out-of-school children initiative to address the plight of more than half a million school age children out-of-school in PNG. Given weak staff capacity in NDoE to provide and collect data from other sources on out-of-school children, the launch of OOSCI was delayed until 2015. The OOSCI will complement the current flexible and open distance education programme for out-of-school young people, supported by the World Bank.

In 2014, the technical and vocational education training) programme in the Autonomous Region of Bougainville was revived, with support from the Australian Government. The programme will provide a smooth transition for out-of-school children to enter livelihood skills programmes if they choose not to study beyond primary education. NDoE is also addressing the challenges of getting children to school, and keeping them there, through the National Education Plan (2015 - 2019).

The alternative basic education programme will be developed in 2015 with support from UNICEF. This programme will facilitate second chance education for out-of-school children who might wish to continue to secondary education or move to vocational education. These efforts will help to ensure all children have access to some form of education, and thus become productive citizens in the future.

OUTPUT 4 By 2015, the Department of Education and Provincial Divisions of Education have the capacity to effectively manage disaster preparedness in the national education system

Analytical Statement of Progress:
In 2014, significant efforts were made to strengthen the capacity of the education sector in emergency preparedness and response. Since endorsement of the National Policy on Education in Emergencies and Disaster Risk Management in 2012, capacity of the education sector in emergency preparedness and response has increased. Thirteen provinces have developed emergency response plans. Follow-up training have shown that in many cases, plans have yet to be implemented, but that almost 50 per cent of the schools visited have developed specific hazard response plans. Targeted training was critical to building the necessary skills and knowledge of primary school teachers and NDoE provincial and central officers to lead disaster preparedness.

Mock drills were held for select schools and will be rolled out to all schools in the coming years. Four regional emergency clusters and focal points have been established. Nine provinces have identified emergency focal points. Over 8,000 children have become skilled in practicing drills.
against earthquake, fire and floods making them prepared against disasters. Emergency items for schools and families have been pre-positioned in all 22 provinces. These items will help to ensure that schools remain open during times of disaster so that children continue their education and have an element of normalcy in their lives. Mainstreaming of disaster risk reduction was rolled out to selected schools in 17 provinces. The Riskland game was introduced to 13 high risk provinces to teach children about how to identify different risks and vulnerabilities. Integrating climate change in elementary and primary curricula is ongoing.

To build resilience and to create a safe and protective environment for all children, UNICEF is supporting NDoE to incorporate peace education and values education at the elementary and primary levels, and in ECCE curriculum to build positive practices early in a child’s life.

OUTPUT 5 The Department of Education has the strategies and skilled staff to integrate Child Friendly Schools, and Disaster Risk Reduction in a gender-responsive and inclusive National Education System by 2017.

Analytical Statement of Progress:
In 2014, UNICEF advanced the implementation of the child friendly schools (CFS) initiative. As part of this initiative, school teachers, head teachers and provincial education officers were trained on the ten minimum standards of CFS, with focus on sanitation and hygiene promotion. Participants are now skilled on the eight steps of hand washing which will contribute to the prevention of hygiene related illnesses that often lead to absenteeism and subsequent drop out of-school children, especially girls.

This is significant as in the past more than 160 primary school teachers acquired skills on CFS but were mostly implementing different components of CFS separately. Since 2013, participants have acquired knowledge and skills on how to implement all standards with minimal or no cost. In 2013, a conceptual framework was developed for CFS to complement a School Learning and Improvement project (SLIP) led by NDoE. The SLIP project analysed options for strengthening school and student improvement across all levels of education in PNG. SLIP and CFS are being implemented in 32 selected schools to improve school quality.

UNICEF launched an initiative to train teachers on behaviour management and school based counselling to address bullying and gender related school-based violence as part of CFS.

UNICEF’s support to WASH in schools enabled 25 focal teachers and 25 water caretakers from select schools in three provinces to acquire skills on appropriate operation and maintenance of rainwater catchment systems, VIP latrines, hygiene promotion and hand washing. This contributed to more children learning the different steps of hand washing and accessing clean water, and more involvement of parents and communities in promoting hygiene and sanitation in schools. For the first time, changing rooms have been included in select schools to help address barriers in relation to menstrual management. A 2012 evaluation of CFS interventions revealed that, after menarche, girls experience challenges relating to privacy and access to clean sanitary facilities. Many girls do not attend school during menstruation, then struggle to maintain their studies and eventually drop out.

In 2015, UNICEF will support interventions to strengthen sanitation and hygiene promotion in six provinces. These efforts will complement WASH infrastructural support provided by DFAT, and will reduce the incidence of sanitation related illnesses and contribute to improved learning outcome.
OUTPUT 6 Departments of Education, Community Development, and faith based organisations in six provinces have skilled staff, strategies and resources (human and financial) to implement and monitor policies and programmes relating to Early Childhood Care and Education by 2017.

Analytical Statement of Progress:
As a result of UNICEF support, early childhood care and education efforts were successfully advanced in 2014. For the first time, a partnership between public and private sectors was established that brought together 96 participants to produce high quality advocacy materials to influence the development of an early childhood care and development policy. Materials were developed for parents and caregivers on how to interact with children aged zero to six.

Continued advocacy with the government led to the inclusion of five and six year olds in the new education structure (two-six-six) which will be launched in 2015. Early preparation for school is critical as research shows that children who are unprepared are more likely to drop out, repeat grades or fail to learn. This is especially true for girls. Inclusion of five and six years in the education structure will help to ensure that all children, especially girls and the most disadvantaged, are able to enter school on time, stay in school, and learn.

UNICEF supported the piloting of 20 ECCE Centres in three provinces in partnership with NDoE and church based organizations. An additional 40 ECCE Centres will be piloted with existing elementary schools in three provinces in 2015. Ten elementary classrooms will be furnished with water tanks, hand washing basin, toilets, early childhood development (ECD) kits and learning materials to promote hygiene and hand washing practices and set the stage for interactive early learning.

Early Childhood Development Scales Assessments were conducted in nine provinces. Initial findings show that rural children have stronger social skills, while urban children have better cognitive skills. A final report will be launched in 2015 which will serve as input for developing age-appropriate curriculum. A facility survey of ECCE centres, which was launched in 2013 in four provinces, was scaled up to cover all 22 provinces in 2014, to be completed in early 2015. Findings from the survey will assist in establishing minimum operating standards for ECCE centres in the country.

An ECD network was revived to improve coordination across five implementing agencies. Participation by senior Health and Education officials in the East Asia Pacific Regional ECD conference helped to strengthen a spirit of collaboration. Coordination is crucial as health interventions, especially nutrition and early stimulation of children zero to three years old, form a critical component of ECCE. In 2015, the UNICEF education and child protection sections will work together to address positive parenting skills in the Eastern Highlands Province. This will help to ensure a more integrated approach to positive parenting.

OUTPUT 7 By 2015, the Department of Education has the knowledge and skills to support interventions that increase access to education for children with various forms of learning challenges.

Analytical Statement of Progress:
While there has been remarkable progress in increasing access to education in PNG, concerted effort is still needed to ensure that marginalised and excluded children have the same opportunity to learn and grow. With support from UNICEF, efforts are underway to strengthen policy frameworks to make them more inclusive. In 2013, the DoE launched a process to review the inclusive education policy. The review continued in 2014 with the policy scheduled for
approval in 2015. The Department of Community Development (DfCD) launched a process to develop a national Disability Policy during the year. Early advocacy and collaboration with DfCD helped to ensure the inclusion of children’s aspects in the Disability Policy. More advocacy is needed to ensure NDoE and DfCD work together, allocate resources and prioritise the issue of disadvantaged children in these policies. One of the key challenges to significant progress in 2014 was insufficient capacity within DoE to address issues of children with special learning needs.

Efforts were launched to develop a communication for development (C4D) strategy to support interventions targeting marginalized and excluded children. This will be finalized in 2015 and complement the C4D strategy on ECCE.

To address demand side barriers, UNICEF initiated discussions to partner with the Special Olympics Committee to sensitize parents and communities on the importance of inclusiveness in sports. The partnerships will be formalized in 2015.

UNICEF’s support to Callan Services National Institute through the Department of Education, helped to address supply side barriers to inclusive education by enabling Mt. Sion, an outlet of Institute, to develop and distribute all learning materials for the visually impaired to all special education resource centres and inclusive schools in the country.

Training on inclusive education was not undertaken due to long absence of key staff in DoE and insufficient capacity of the remaining staff to implement activities on time. Training will be conducted in partnership with Voluntary Service Overseas (VSO) volunteers who are technically skilled to train the concerned officers. In 2015, UNICEF will explore partnerships with church based organisations and NGOs to address the special needs of the most marginalised children and support them in schooling.

OUTCOME 3 By 2017, the government has strengthened national capacity to deliver on the goals and strategic priorities of the National HIV and AIDS Strategy.

Analytical Statement of Progress:
The HIV prevalence in Papua New Guinea has declined from 0.8 per cent in 2011 to 0.6 per cent in 2014. However, disparities exist between population groups and geographical locations. Four out of 22 provinces have HIV prevalence greater than 1 per cent. The epidemic is concentrated in key population groups, for example commercial sex workers (CSW) and men who have sex with men (MSM). Adolescents are equally affected with 0.6 per cent of pregnant women aged 10 – 19 years testing HIV positive.

Papua New Guinea has made progress towards achieving the goals of the National HIV and AIDS Strategy 2011-2015 which are achieving zero new HIV infections, zero new HIV-related deaths, and zero stigma and discrimination by 2015. Government capacity in planning, implementation and coordination of the national HIV response was strengthened with support from the UN and other stakeholders.

In line with the recommendations of the mid-term review of the National HIV and AIDS Strategy consensus was built among stakeholders to prioritize HIV interventions for Key Affected Populations, However, limited evidence exists to inform the investment case. An Integrated Bio Behavioural Survey and size estimation of most-at-risk populations will be conducted in PNG in 2015. Interventions targeting populations whose sexual behaviours put them at risk was not well conceptualized in the National HIV and AIDS Strategy 2011-2015. There is a paucity of data on
HIV risk and access to services for adolescents and young key affected populations. In 2015, UNICEF will support research on retention of adolescents in HIV care. More research is required to support implementation of the UNICEF/UNAIDS “All-in!” Strategy for reaching adolescents.

With support from UNAIDS, NGOs and networks of MSM, trans-genders, and CSWs continued to advocate for protection of human rights and ending all forms of stigma and discrimination on the basis of sexual orientation and HIV status. However, legal reforms to decriminalize male to male sex, sex work and equal protection of the law for all Papua New Guineans has yet to occur. Stakeholder coordination was improved through the quarterly round table meetings organized by UNAIDS and the monthly HIV Technical working groups organized by NDoH.

Government ownership and commitment to the national response was evident with government contributing 26 per cent of the national HIV expenditure, including funding for procurement of all HIV commodities. Papua New Guinea’s HIV/AIDS Concept note submission for funding to the GFATM was approved for a total commitment of US$12.9 million to support HIV and AIDS interventions over the next three years and to improve use of strategic information. With support from GFATM, UNICEF, the Australian Government and other stakeholders, the capacity of health facilities was strengthened to improve quality of service delivery through training and mentoring of health workers on service provision on HIV counselling and testing, prevention of parent-to-child transmission and anti-retroviral treatment. Thirty five health workers from 20 health facilities were equipped with skills to provide HIV counselling and PPTCT, while 11 (50 per cent) of provinces received on-the-job mentoring under UNICEF support. The central public health laboratory was strengthened to conduct quality assurance for HIV diagnosis. A pilot project for use of viral load testing for clinical HIV monitoring is ongoing.

Access to HIV testing and PPTCT was improved by integrating these services in existing maternal and child health services. Antiretroviral drugs are increasingly available in rural health centres after the opening of additional satellite sites to improve access to treatment for both adults and children. Forty four per cent (329/741) of antenatal clinics are providing HIV testing compared to five per cent in 2009; 70 percent of eligible adults and children are receiving antiretroviral treatment, while 42 per cent of HIV infected pregnant women receive antiretroviral drugs for PPTCT compared to 12 per cent in 2011. With support provided by UNICEF to strengthen procurement services, the Government of PNG has had a regular supply of both adult and paediatric ARVs. However, access to paediatric antiretroviral treatment has consistently lagged behind that of adults. In 2013, 36 percent of eligible children were receiving treatment compared to 74 per cent of eligible adults. There is need to scale up the programme for early HIV diagnosis among infants to strengthen linkages to HIV paediatric treatment, and improving health workers’ capacity and confidence in paediatric antiretroviral therapy management.

More effort is required to strengthen monitoring systems and improve quality and utilisation of HIV data to inform programming. With support from UNICEF and Clinton Health Access Initiative, standardised data collection tools were rolled out in eight of 22 provinces to improve quality of data and reporting. Nationwide rollout of the M&E tools will be completed in 2015.

Funding remains a critical barrier limiting efforts to maintain the momentum in scaling up HIV prevention and treatment services to universal coverage. There will be no funding support from GFATM for PPTCT in the new submission while the government has not increased budget allocations for PPTCT. UNICEF will continue to support the government to mobilise and leverage international funding.
Cultural norms and gender roles are critical determinants of access to HIV services. Inherent cultural and traditional practices limit males to seek sexual and reproductive health services with their partners. Overall, 0.7 per cent of male partners of pregnant women received HIV testing. Lessons learned from the Men Taking Action pilot project, implemented in four provinces in partnership with the Catholic Church, Australian Government and UNICEF to increase male involvement in PPTCT and antenatal care, are progressively rolling out to other provinces. Based on lessons learned, stakeholders have integrated couple counselling in the training curriculum and a few provinces have undertaken infrastructure developments on the MCH clinics to create male friendly spaces.

OUTPUT 1 By 2017, PPTCT and paediatric HIV services are integrated within mainstream MCH programmes, with an emphasis on five high HIV burden provinces.

Analytical Statement of Progress:

Significant progress was made in scaling up HIV and syphilis testing for pregnant women in antenatal clinics. Testing of male partners remains very low. Only 0.7 per cent of male partners of pregnant women tested for HIV. Antenatal care settings continued to be a vital entry point into HIV care and contributed 50 per cent of tests done in the country.

PNG has successfully rolled out Option B+ to all 126 PPTCT sites and completely phased out less efficacious ARV regimens e.g. use of single dose Nevirapine. This was facilitated by the introduction of simplified fixed-dose combinations, further simplifying training and procurement. However, the roll out of Option B+ to district level was slow due to limited capacity of service providers. With support from UNICEF, PPTCT was rolled out to eight districts in 2014 compared to two districts in 2013 through the task shifting model implemented in Eastern Highlands Province. This demonstrated that it is feasible to scale up Option B+ to district health centres which have no doctors.

With support from GFATM, the Australian Government and UNICEF, 170 health facilities were trained to implement PPTCT in 2013/2014. However, some health facilities have not started implementation due to lack of mentoring and technical support, very low staffing levels and poor logistics distribution systems. The majority of antenatal clinics provide HIV testing but have to refer infected mothers for anti-retrovirals to the provincial hospital. Transport constraints limit utilisation of PPTCT and paediatric HIV care services especially in very remote districts or where there is no road connection. UNICEF supported two provinces to roll out PPTCT to the district level to reach remote provinces. Capacity was built for regional coordination teams to conduct mentoring and support supervision through training. Mentoring tools were also developed.

A strategic expansion of antenatal HIV testing with geographical prioritisation of high burden provinces will be an opportunity to reach people living with HIV with services. There is high loss to follow-up from the continuum of PPTCT and MNCH services, raising concerns on long-term retention of people living with HIV in treatment programmes. UNICEF has supported improvement of monitoring systems to track the uptake of PPTCT services along the cascade from antenatal attendance through to ARV administration of the mother and baby. A RapidPro mHealth project and operational research will be launched in 2015 to improve utilization of PPTCT services, reduce loss to follow up and understand factors affecting retention to treatment.
OUTCOME 4 By 2017, children at risk of violence, exploitation and abuse have increased access to prevention and intervention services for protection and justice.

Analytical Statement of Progress:
Substantial gains were made in 2014 to improve legal protection for children and address some barriers and bottlenecks to effectively deliver preventive and responsive services. However, the child protection sector still faced a number of systemic barriers and bottlenecks, including weak coordination mechanisms, poor financial and human resource capacity, and limited availability of quality services and referral systems. Gender discrimination and gender-based violence are major issues in PNG society. One Family Support Centre reported 37 per cent physical abuse and 39 per cent of sexual abuse amongst girls/women aged 15-18 years in 2014. It is necessary to invest more efforts to reduce violence against children and women and to increase access to support services and to justice for survivors.

A breakthrough for child protection work was the successful finalization of review of the Lukuatim Pikinini Act (Child Protection Act) and the development of the draft National Lukuatim Pikinini Policy (National Child Protection Policy). Progress was made possible by a new partnership established with the Constitutional and Law Reform Commission, mandated to oversee all legislative reviews and development processes. The new Lukautim Pikinini Act addresses systemic barriers by including a provision for a minimum funding level of US$3.83 million nationally, establishing an independent Office for Child and Family Services and creating national and sub-national Child and Family Service Councils to coordinate the implementation of the Act.

Advocacy by UNICEF and other stakeholders resulted in the inclusion of a decentralized civil registration system in the Civil Registration Act (2014), which sets a platform for improving access to birth registration services for the estimated 97 per cent of children who do not have birth certificates. The Government is developing a new integrated national identification and civil registration system. The new system will be launched at provincial level in early 2015. Together, these initiatives will lead to significant increases in birth registration and enable children access to critical services.

Efforts to improve respect for children’s rights within the justice system continued during the year. All Officers-in-Charge of Police Community Services, Juvenile Court Officers from all provinces and Village Court Officials from one district in Eastern Highlands and Western Highlands provinces and members of Correction Services were trained in justice for children and child protection.

UNICEF successfully advocated with DFAT for the inclusion of violence against children and justice for children in the Australian Government-supported Law and Justice transition programme (2014-2015) and four year (2016-2019) programme. This will ensure greater attention and leveraging resources to this issue in 2015 and beyond.

In 2014, greater efforts were made to improve access to preventive services through the launch of the #End Violence against Children campaign and the development of communication materials, training of media personnel from all provinces to support the campaign, and community based campaign events. A Parenting Programme was initiated in Western Highlands Provinces. The Programme included training and capacity building of faith based organizations. The Catholic Church took a bold stand by issuing a National Position Statement on Child Protection, making it a priority for the Catholic Church. A Child Protection sector was created within the Catholic Church system throughout country and all Bishops are now required to
create child protection positions within each diocese. The Seventh Day Adventist Church and other denominations have Child Protection Programmes through their Children’s Ministries. This represents an opportunity for UNICEF/Church partnerships to develop community child protection systems to better care for, and protect, children. UNICEF will continue to support the Catholic Diocese of Madang, Western Highlands and Simbu to run parenting programmes to empower parents and communities on positive and holistic child development.

OUTPUT 1 The National Office of Lukautim Pikinini and Provincial DFCD has the capacity to lead, roll out and monitor implementation of Lukautim Pikinini Act (LPA – Child Protection Act) at national and sub-national level by 2017.

Analytical Statement of Progress:
The child protection system faces an acute shortage of trained child protection workforce and financial resources not only for the Office Lukautim Pikinini (Office of Child Protection) but also across all eight government agencies tasked to implement the Child Protection Act.

Understanding of child protection systems is lacking, contributing to gaps in services. As a result, the delivery of child welfare services continues to rely on faith based organisations and CSOs. The shortage of funding for child protection within UNICEF also impacted the realization of the output.

During the year, UNICEF continued to provide critical capacity building support to strengthen both national and sub-national child protection systems through enhancing legal and policy frameworks. This included supporting the review of the Child Protection Act, the development of the draft national child protection policy and police protocol on child victims and child witnesses, training and capacity building, and advocating for improved coordination mechanisms and increased budget allocation for child protection.

In 2014, Community Development Officers from 17 out of the 22 provinces, who completed Mandatory Training on the LPA (Child Protection Act) as well as competency based training as facilitators, continued to undertake training on LPA. They have been recognised under the national qualification standards as qualified LPA trainers and have trained over 240 faith-based organisations and community leaders on the Act.

UNICEF continued to advocate to link the civil registration system with the National Electronic Identification Card System as well as establish provincial level capacity to decentralize the civil registration, including birth registration. As a result of UNICEF advocacy, the revised Civil Registration Act (2014) now provides for the establishment of a Decentralized Civil Registration function. In 2015, the Government will launch a new National Identity and Civil Registration System and is committed to strengthening provincial level capacity to register and issue certificates.

In 2015, UNICEF will continue to advocate for and support the establishment of a National Child and Family Service Council, the development of a ‘whole of government’ plan for child protection, and gazetral of child-trained and certified Community Development Officers as Child Protection Officers. UNICEF will also support the development of implementation regulations for the Lukautim Pikininini Act and the Juvenile Justice Act (2013).

OUTPUT 2 The Government, Family Support Centres and faith-based organisations in six focus provinces have increased capacity to deliver core preventive and responsive protection services including case management and referral services by 2017.
Analytical Statement of Progress:
Despite financial constraints, significant progress was made in improving access to both preventive and responsive protection services. The #END violence against children campaign was launched with the Department of Planning and Monitoring, the Department of Community Development, Kundu TV and NBC radio. Forty two radio, TV producers and broadcasters from the national and provincial level were trained and familiarized with #End violence campaign messages. Kundu TV talk back shows on #End violence against children reached 22 provincial towns and 3 districts. Campaign messages were disseminated through NBC radio, which has 75 per cent national coverage.

A total of 280 community advocates, 366 volunteer counsellors and 102 village court magistrates and officials were trained on the LPA, violence against children, and identification and referral of protection cases to service providers. This contributed to an increase in the number of women and children accessing information, awareness and counselling.

The Family Support Centre (FSC) in Mount Hagen, Western Highlands was supported to train village chiefs, religious leaders and village court magistrates on establishing an early detection and referral system. This led to increased referrals of cases of violence against women and children by village court officials and religious leaders. This is significant as few cases of violence were referred from the village court to the FSCs. A planned evaluation of the effectiveness of FSCs was not undertaken due to difficulties in identifying appropriately qualified consultants despite two rounds of advertisement. A small scale parenting programme with faith communities was initiated in FSC-targeted communities in Western Highlands to improve parenting competencies and reduce violence against children. As a result of the training, faith leaders have conducted awareness-raising campaigns and established child protection committees for monitoring and reporting on child rights violations.

The lack of capacity in child protection remains a critical barrier and access to quality preventive and responsive protection services remain extremely limited. There are no trained and gazetted child protection officers and no coordination mechanisms. There is also no functioning formal family-based care for children in need of alternative placement, although a few institutions exist. To address these barriers, UNICEF support will focus on the End Violence against Children Campaign; undertaking a parenting programme in three focus provinces; building faith-based organisation’s capacity in psychosocial support and modelling of out-of-home care for children in need of protection.

OUTPUT 3 Law and Justice sector agencies have the capacity to improve children's access to justice, as survivors, witnesses and offenders by 2017.

Analytical Statement of Progress:
UNICEF continued to support law and justice agencies to advance access to legal remedies for women and children experiencing violence, and strengthen diversion options for young offenders. Despite significant work undertaken in recent years, the traditional systems of compensation continue to be used as a form of conflict resolution. Social and cultural norms contribute to a belief that children who come in contact with the law must be treated as adults, with diversion options considered too soft to rehabilitate juvenile offenders.

Training on justice for children of Juvenile Court Officers from 20 of 22 provinces, all 22 Police
Community Services Officers and Police Prosecutors, and regional police trainers helped to strengthen capacity of law and justice sector agencies to provide justice. A national workshop on access to justice for children was held to introduce a comprehensive approach to justice for children. Key barriers and bottlenecks identified during the workshop were presented to a National Technical Working Group on Juvenile Justice. Recommendations were incorporated in the Government’s annual work plan.

UNICEF supported the participation of police, magistrates and senior child protection officers in a regional Training of Trainers on Child Victim and Child Witness to build national capacity to train law and justice sector agencies on handling of child victims and witnesses who come in contact with the justice system. This offered opportunities for South-South learning of policies, practices and procedures on justice for children. The team will work on the development of a Police Child Victim and Witness Protocol and on training of police, magistrates and prosecutors in 2015.

The UNICEF-supported Juvenile Justice Training curriculum which incorporates police pre-service training is in the final stage of endorsement, while the Training Manual for Magistrates was endorsed by the Magisterial Services. Although the target for number of district courts and police stations undertaking diversion was reached, the quality of diversion requires improvement. There is also a need for strengthening capacity of Juvenile Court Officers to collect data, and for establishing a police Juvenile Occurrence Book to improve documentation and reporting of police level diversion rates.

UNICEF continued to improve knowledge, skills and competencies of village court officials to deliver justice, particularly for women and children. In 2014, 102 village court officials were trained in child protection, contributing to increased awareness of children and women’s rights and enhanced linkages and referral of cases of violence against women and children from village court to FSCs. UNICEF will support the inclusion of a child protection module being added to the ongoing village courts training supported by DFAT in selected provinces in 2015.

OUTCOME 5 Relevant government bodies undertake participatory evidence-based and equity-sensitive policy-making, planning and budgeting to achieve national goals by 2017.

Analytical Statement of Progress:
Papua New Guinea’s economy and policy environment continued to evolve, buoyed by growth in the natural resource sector. The Economist Intelligence Unit expects GDP growth to accelerate rapidly to 14.8 per cent in 2015, from an estimated 5.4 per cent in 2014, as exports of liquefied natural gas increase. However, a recent decline in global oil demand may require downward adjustment to the forecast, and possibly some adjustment to the record 2015 budget of US$6 billion (16.2 billion kina) which relies heavily on liquefied natural gas revenue.

The Government maintained increased funding to key sectors, with health and education receiving 8.2 per cent and 10.2 per cent of total government expenditure. The Government is prioritizing the strengthening of provincial and district level capacity. One of their key priorities is to increase direct funding to the provinces and districts, with more emphasis on monitoring, evaluation and service delivery. Sub-national expenditure represents approximately 25 per cent of the total budget. While decentralization can be beneficial, there are risks given PNG’s limited capacity in public financial management. The Government lacks sufficient implementation capacity to make use of the resources, and this is especially true at the district level where capacity is traditionally the weakest. As funds flow down, provincial planners and sectors focal points will be expected to report results accordingly. It is important that they are equipped with
the necessary skills and capacity to report credible data to inform planning and programming processes.

Together with partners, UNICEF continued to leverage UNICEF’s experience in monitoring and evaluation, policy and advocacy to strengthen critical capacities at provincial and district level and to support the roll-out of decentralization. UNICEF strategically partnered with the Department of Implementation and Rural Development to collect and analyse real-time data at district level. The partnership supports UNICEF’s broader programme goals to strengthen decentralized planning and budgeting, and support subnational monitoring of barriers and bottlenecks in PNG. New partnerships were strengthened with the National Economic and Fiscal Commission to strengthen decentralized planning and budgeting. As a result of ongoing training, national departments (National Statistical Office/NSO, Education) and provincial staff (East New Britain) are now leading DevInfo (PNGInfo) trainings for staff. The PNGInfo platform will serve as the primary mechanism for government to store and analyse data.

Persistent advocacy with the Department of Community Development and the World Bank led to the inclusion of a life-cycle approach in a draft Social Protection Policy. This was a major achievement as previously the policy included only an old age pension and support to persons with disability.

Greater attention will be given to strengthening public finance and local governance to ensure resources are adequately invested in children and that agreed laws and public policies are supported with the necessary allocations. UNICEF will support line Ministries and local governments using bottleneck and barrier analysis to develop plan and budgets and arguments to secure resources for children, with focus on the most vulnerable.

**OUTPUT 1** Relevant government institutions have the capacity to coordinate, collect and analyse disaggregated and equity-sensitive data for use in planning, budgeting and policy formulation at national and subnational levels by 2017.

**Analytical Statement of Progress:**
Accessing and using situational and performance based data continued to be a major challenge. Data is often outdated or unreliable. Recognizing the importance of data and evidence for better programme delivery, the Government with UNICEF technical support, launched two initiatives to strengthen the monitoring and analysis of data: the development a National Monitoring and Evaluation framework and National Strategy for the Development of Statistics. These initiatives will be finalized in 2015 and will provide the basis for strengthening M&E capacity across government to ensure that data is available, credible and accurate.

UNICEF continued to support the Department of National Planning and Monitoring to expand the use of PNGInfo for data management and processing. A PNGInfo Admin training workshop was held to strengthen capacities to use PNGInfo, an online platform to process and analyse data. Departments (NSO, Education) and provincial staff (East New Britain) have internalized the knowledge and have held PNGInfo trainings for their staff. A study tour to Timor-Leste will be held in 2015 to learn about experiences using DevInfo as a national socio-economic database for human development reporting.

As part of UNICEF’s equity strategy, bottleneck and barrier analyses were conducted with partners during the Annual Review process. Specific indicators and courses of action were identified to monitor and address barriers and bottlenecks at the national and sub-national level. The first equity-focused Situation Analysis of Children in Papua New Guinea was launched in
Significant work was carried out to bolster Government capacity to collect, store and analyse data. A UNICEF supported training helped NSO to unpack Household Income and Expenditure Survey development statistics. Previously, the data could not be analysed by NSO due to lack of technical knowledge. UNICEF’s technical support to the Department of Implementation and Rural Development enabled the government to process information captured in the District Information Management System (DIMS). The data and analysis will form an integral part of the roll out of District Service Improvement Plans, providing baseline data on enabling environment and supply-side barriers relating to the delivery of key services. Coordination between the Department of Implementation and Rural Development and sectoral departments will be enhanced in 2015 to ensure the better use of DIMS data for sectoral planning and budgeting at national and sub-national levels.

OUTCOME 6 The country programme is using appropriate mechanisms to measure, report and advocate progress on the situation of children and women with a specific emphasis on equity by 2017.

Analytical Statement of Progress:
UNICEF PNG reported improvement in meeting benchmarks for applying both normative principles and cross-cutting programme strategies; however more work is needed to strengthen gender equality and gender mainstreaming into programmes. A gender analysis planned for 2014 to inform the development of the next Country Programme did not take place as the current one was extended for two years. This will take place in preparation for the 2018-2022 Country Programme.

Recognizing the importance of quality information for decision-making and programme design, the Office strengthened the performance management system to measure UNICEF contributions to results and identify entry-points for improvement. Quality assurance processes were developed to strengthen the results focus of work plans and reporting processes. All annual work plans were reviewed and signed before the end of January. While the quality of annual work plans improved, with specific indicators addressing the removal of barriers and bottlenecks included in all work plans, reporting on indicators remains a challenge. Data quality remains a critical barrier. The capacity of partners at central and local level to collect, interpret and use data is limited. Reporting disaggregated data (girls/boys, rural/urban) is especially limited.

In the context of UN Delivering as One in PNG, UNICEF continued to play an active role in nine out of 11 task teams, assuming leadership of the MDG, Population and Aid Effectiveness Task Team while continuing leadership of the education and child protection task teams.

UNICEF continued to train national partners and sectoral focal points in results based management, statistics and monitoring and evaluation. A DevInfo Admin training workshop in April helped to strengthen capacities in database customization and management. As a result of the training, national departments (NSO, Education) and provincial staff (East New Britain) have internalized the knowledge and have held PNGInfo trainings for department staff. Support was also provided to partners on strengthening real-time monitoring of results, with focus on removing barriers and bottlenecks faced by the most disadvantaged. A Programme, Policy and Procedure workshop held in February helped to strengthen staff understanding of programmatic partnership with DNPM. The SitAn will continue through 2015 to take into account new data and to include youth voices in lead up to the end of the MDGs.
Communication support was provided to a number of initiatives including support to the launch of a year-long campaign on Ending Violence Against Children, product development for Early Childhood Care and Development and the CRC@25 event. Human interest stories, photos and videos helped to generate awareness on a range of topics. Donor toolkits are being developed to generate funding for programmes that are critical for children in Papua New Guinea.

The country programme has appropriate mechanisms in place for measuring progress on the situation of children and women with a specific emphasis on equity to inform planning, implementation and enhance learning by 2017.

Analytical Statement of Progress:
The office continued to respond to changes in UNICEF’s global programme processes and the external environment. Training was held to orient staff on changes relating the development and rollout of the UNICEF 2014-2017 Strategic Plan, Monitoring Results for Equity approach and post-2015 agenda.
In 2014, the UN system initiated a process to align results and strategies captured in the 2012-2015 UNDAF to the extension of the Government’s current 2011-2015 Medium Term Development Plan (now 2011-2017). UNICEF undertook a Programme, Policy and Procedure training and a mid-term review of results to align them to the revised UNDAF and the 2014-2017 Strategic Plan. Results were revised and strategies refined to emphasise innovation (to enhance efficiency) and prioritize interventions for the most vulnerable communities.

Internal support to programme sections on end-of-year processes, such as annual reporting and work plans, helped to ensure that reports were submitted on time and per global guidelines. Special attention was given to strengthening the implementation of programme principles and strategic approaches across all sectors, and to identifying entry-points for greater efficiency and effectiveness.

Technical support was provided to the development of an Early Childhood Care and Development survey, to be rolled out in 2015, and to the review of the nutrition SMART survey indicators. Training on results based management and barrier and bottleneck analysis was conducted for all partners during the Annual Review process, helping to ensure better alignment of results structures to address development changes and equity issues in PNG.

Considerable efforts were undertaken to strengthen the evaluation function within the office and with partners. An October training for UNICEF and government partners to strengthen understanding of the evaluation function in PNG had to be cancelled due to the unavailability of the Regional Evaluation Advisor, and is rescheduled for 2015. Discussions were initiated with the PNG Association of Professional Evaluators Inc., a volunteer network of professionals involved in monitoring and evaluation, as an entry-point to enhance in-country capacity. A planned evaluation of Family Support Centres was postponed to 2015 due to the lack of quality applications.

The office regularly reviewed and updated the annual integrated monitoring and evaluation plan as part of the annual management plan process. Country Management Team meetings were used to monitor progress against the IMEP and identify areas for attention. UNICEF provided technical support to UN annual work plans and reporting through the UN Programme Coordination Committee.

OUTPUT 2 Key stakeholders at the national and provincial level have the skills and knowledge to advocate for women and children’s issues with an equity lens by 2017.

Analytical Statement of Progress:
UNICEF supported interventions that had a direct impact on achieving child rights in health and nutrition. These included immunization for all children under the age of one and early essential newborn care in most deprived provinces, including treatment of severe acute malnourished children in hospitals. Communication for development efforts to promote these interventions included the development and wide dissemination of information and communication materials on tetanus toxoid, measles immunisation, Vitamin A and the pneumococcal vaccine to help health workers advocate about the importance of immunising children.

A major achievement in 2014 was the successful completion of an innovative communication workshop on ECCD called "Getting Ready for School and Life". The workshop brought together 93 participants to develop international standard communication materials for children aged
zero to six years. The workshop helped build capacity of young people to produce inclusive communication materials for young children.

UNICEF worked with radio journalists and producers to build capacity on ethical reporting on children in the media, raising awareness on child protection issues. UNICEF also engaged with the corporate sector through the Business Council and discussed potential partnership opportunities.

In partnership with the PNG Coalition on Child Rights, the Government and media, UNICEF launched a year-long campaign to End Violence against Children. Taekwondo and disabled persons sporting groups used the campaign to raise awareness of violence against children during the launch of the Papua New Guinea Games, a national sporting event held every two years. The Catholic Church requested UNICEF support to bring the End Violence campaign to targeted districts to help raise awareness on child rights. UNICEF documented a unique story of how a child helped change her father’s abusive behaviour towards his family.

CRC@25 celebrations were successfully launched in 2014, with active participation by children and local media. UNICEF established a partnership with the University of Papua New Guinea to work with primary school students to promote child rights through different art forms for the CRC@25 event. Partnerships were strengthened with the PNG Olympic Committee and the UK Committee for UNICEF in connection with the Commonwealth Games held in July. UNICEF PNG facilitated the UNICEF UK Committee to make a film on immunisation which highlighted challenges faced by rural communities in accessing basic health services. It was shown together with five other films during the Commonwealth Games to raise funds for UNICEF.

**OUTPUT 3** Capacity Development.

**Analytical Statement of Progress:**
This output complements results captured in the Programme Support output and reflect operating costs that contribute to, and cut across, a number of results. Funds were fully and effectively utilized towards staff salaries, office rental costs, operating expenses, furniture and equipment, and support to common services and security as part of Delivery as One.

**OUTCOME 7** Programme Support

**Analytical Statement of Progress:**
A major upgrading of ICT equipment and the replacement of the ageing office vehicle fleet were done to improve staff productivity and safety. New UHF handsets and Iridium satellite phones have arrived and are being programmed for staff use.

In 2014, there was a surge in direct payments and direct agency implementation of programme activities due to impediments in government ability to swiftly implement activities and process cash transfers. This shift in modality has generated heavy workload as the office had to make all the administrative and financial arrangements which placed a heavy strain on the limited office staff.

UNICEF provided important support to partners to increase the access to essential supplies and commodities by the most disadvantaged and excluded children. Supply and institutional contracting accounted for 25 per cent (US$2.06 million) of the total 2014 programme budget, 55 per cent of which was offshore procurement. As part of emergency preparedness, supplies consisting of school-in-box, tents, blankets, ECD Kits, cooking utensils and hygiene kits valued
at US$551,547 were handed over to the Government and pre-positioned in nine disaster prone provinces. In terms of procurement services, UNICEF assisted the Government in procuring US$ 6.1 million of supplies and equipment, mostly vaccines, injection and sterilization equipment and anti-retrovirals.

As part of the renewed corporate priority on HACT, the office engaged a private consulting firm to undertake micro-assessment of ten implementing partners along with a development of an assurance plan and training of staff and partners on the revised HACT Framework and in conducting spot checks. A Micro-Assessment and Assurance Plan for 2014 and 2015 was developed and uploaded in the HACT Status Report InSight. The office established a HACT Focal Point position to coordinate HACT-related activities and the implementation of the Action Plan. The Joint UN HACT team has not functioned well after completing the macro-assessment and five micro-assessment in 2013.

OUTPUT 1 Staff Costs

Analytical Statement of Progress:
The office-wife priorities - Situation Analysis, gender review of the Country Programme, UNDAF development, Resource Mobilization, and closure of 2012 Internal Audit Observations - were reviewed and monitored during CMT meetings. Four of the five office priorities are “on-track”. The gender review was postponed to 2016 to align with the development of the new Country Programme. The Situation Analysis was launched in 2014 and will be finalized in 2015.

Risks to programme implementation along with the key performance indicators were defined during the February 2014 Annual Management Review, after a thorough review of 2013 performance and assessment of challenges and risks, stemming from emerging changes in the programmatic, economic and political landscapes. Most of the key performance indicators were achieved while some are on-going. Work processes on travel, temporary assistance and institutional contracting were revisited to address bottlenecks in payments processing.

The CMT continued to function well and met six times to review issues related to programme, operations, office management, human resource development, and staff relations. Agreed action points were followed up and the minutes of meetings shared with all staff.

Ten programme coordination meetings were held to discuss updates and bottlenecks in programme implementation, and provide guidance in reviews and evaluations, funds utilization, fund-raising and donor reporting. Weekly Senior Management Team meetings were held to monitor results and raise issues for action and course correction. The review and analysis of alerts in the VISION dashboard was a standing agenda in all CMT and programme coordination meetings as part of office performance review.

The JCC met three times to discuss issues on staff wellbeing. The office remained fully compliant with the corporate policy on financial disclosure, and will continue to orient staff on the ethics framework. All recommendations from the 2012 internal audit were closed by OIAI in March 2014. The office continued to monitor compliance to the recommendations.

The office made a non-Global Shared Services Centre (GSSC)-related submission to the July Programme and Budget Review (PBR) to propose the downgrading of the Chief of Operations the ICT Officer positions, and the upgrading of the Programme Budget Assistant, with the added responsibility as the office HACT Focal Point.
The UN Country Team met monthly to discuss ways to strengthen UN functioning and implementation based on agency comparative advantage. The UN Programme Coordination Committee and Operations Committee met on a regular basis to agree on recommendations and actions on joint programming and common services.

OUTPUT 2 Financial/Budget

Analytical Statement of Progress:
For most of 2014, monthly bank reconciliations were completed within the organisation’s set monthly closure timelines. There is a need to tighten cash forecasting to optimize utilization of bank balances. Delays by the local house bank to record and clear payments submitted at the end of the month resulted in higher bank balances. Bank officers have been notified and corrective actions are underway. An orientation on the financial accountabilities of staff (segregation of duties and roles) and a review of the office Role Map was undertaken. The travel work flow processes for local, international and entitlement travels were revisited to address bottlenecks in the payment of staff entitlements and vendors, including consultants. On asset management, the office conducted inventory counts and presented these in a PSB meeting, along with proposals on the disposal of obsolete and broken equipment. Updating the asset register based on the count and PSB recommendation remains a challenge.

Programme budget utilization in 2014 was US$9,020,549 (US$2,127,254 in Regular Resources; US$6,893,295 Other Resources). All expiring grants were successfully utilized. As of 31 December, there were no direct cash transfers (DCT) over six months.

The high-cost of doing business in the country was documented in a report prepared for EAPRO covering costs of office rental, common services costs and security. The office continued to explore opportunities for cost-saving and improving efficiencies in its operations. In July, the office implemented a cost recovery policy for the shuttle services provided to consultants, which generated some $14,000 in savings. From 2015, the office intends to implement a monthly lump sum rate for daily subsistence allowance of individual consultants/contractors with contracts of one month and over. Savings for this initiative is estimated at about $150,000 a year assuming an average of six consultants hired for six months. The office continued off-shoring its international air ticket requirements along with the economy class travel policy for international travel of less than 12 hours of flying time. This has saved the office a minimum of $100,000 given high cost of airfares offered by local travel agencies.

The Office successfully used the technical roster for staff exchanges (Lao PDR, Nepal) to effectively and efficiently bolster capacities in key areas on ICT and DevInfo and strengthen South-South Cooperation. This will continue to be used as a core strategy to reduce costs.

The Government of Papua New Guinea allocated a piece of land to construct a new UN House. The lease for the current office premises will expire in March 2015.

OUTPUT 3 Human Capacity

Analytical Statement of Progress:
In 2014, there were several staff movements including: a) Chief of Operations; b) Communication Specialist; c) Admin Assistant; d) ICT Officer; e) Admin/Finance Officer; and, f) Senior Driver. The office took an average of six months to place international professionals and 3 months for national staff. A WASH Specialist on Temporary Appointment will assume the position by mid-January 2015, while the Education Specialist position is on its second round of
recruitment as the recommended candidate in the first round declined the initial offer.

In support of programme implementation, 22 individual and 15 institutional contracts were issued in 2014 with a total value of $813,018. Recruitment and retention of trained and qualified national staff remains a challenge. The current mix of international and national positions provides an enabling environment for coaching and training of national staff to build skills and competencies.

The 2013 PERs signed by all parties was 64 per cent by 30 April 2014 compared to 86.7 percent in 2012, while 80 percent of the 2014 PERs Section 2.1 was signed by 31 March 2014. The delay in the completion of 2013 and 2014 PAS were due to staff movements and resignations. Staff were encouraged to discuss individual learning needs as part of the PAS discussions along with actions on areas for improvement. Four general service staff are currently pursuing on-line courses towards obtaining a study certificate and two are currently enrolled in the CIPFA International Public Financial Management course.

A training on competency-based interviewing was conducted in November with support from the Regional HR Specialist. A refresher training on VISION/SAP and performance management and coaching will be planned in 2015, together with a follow-up training on team-building, given the number of new staff. The Human Resources Development Team developed and supported the implementation of the 2014 learning plan. One staff member successfully completed the Leadership Development Programme. These will be further strengthened in 2015 through coaching and performance management to enhance career and professional development.

Recommendations derived from a 2013 Team Building Workshop were developed and shared with management for action. Key themes included work-life balance, time management, improving communication skills, efficiency and effectiveness and security.

The office has two trained peer support volunteers and all staff have free access to condoms and PEP kits and were informed on where and how to access VCT during the UN Cares training and brown-bag sessions.