



INDEPENDENT CONSUMER & COMPETITION COMMISSION



"To Foster Fair, Productive and Competitive PNG Markets"

Contents



Our Team – 2011.....	1
Foreword.....	2
Policy Statement.....	3
Vision, Mission, Values.....	4
Corporate Mandate and Direction.....	6
Role, Functions & Objectives.....	6
Priorities.....	8
Our Contacts.....	11

Our Team-2011

Our Commissioners



ASSOC. PROF. BILLY MANOKA (PhD)

Commissioner & CEO



DAVID DAWSON

Associate Commissioner – Non resident

VACANT

Associate Commissioner - Resident

Our Senior Management



ELASTUS GERORO

Corporate Secretary



API KALI

Executive Manager – Finance & Administration



JOSEPH CAJETAN

Executive Manager – Consumer Protection



PAULUS AIN

Executive Manager – Prices, Regulatory Affairs & Special Projects



FIDELIS GOLU

Executive Manager – Competitive Markets & Fair Trade

Foreword

The Independent Consumer and Competition Commission (“Commission”) was established as a result of the Government’s key economic reform initiatives leading up to and following the passage of the *Independent Consumer and Competition Commission Act in 2002*. As the Economic Regulator, Competition Authority and Consumer Watchdog, the primary role of the Commission in line with Government policy is to correct market failures thus enhancing the welfare of Papua New Guineans through the promotion of competition and fair trade, regulating prices and service delivery standards of certain goods and services provided by State Owned Entities and the protection of consumers’ rights and interests.

The ICCC derives its mandate principally from the *Independent Consumer and Competition Commission Act of 2002*. Other legislation confer significant powers on the ICCC, the key ones being the *Prices Regulation Act (Chapter No. 320)*; the *Trade Measurements Act (Chapter No. 286)*; and the *Commercial Advertisement (Protection of the Public) Act of 1976*.

In summary, the combination of the Commission’s responsibilities to:

- (a) Improve the efficiency of ‘enabling’ infrastructure industries which influence consumer prices and the input costs and efficiency of ‘downstream’ markets and national economic performance, through regulatory contracts and price supervision;
- (b) Eradicate and prevent anti-competitive behaviour which raises costs of industrial customers and consumer prices, as well as limit improvements in product quality, service standards and overall productivity, except where justified by preponderant public benefits that are demonstrated under the impartial, independent, transparent, statutory, authorisation process conducted by the Commission in the consideration of every such application for the exemption of particular conduct from the prohibitions of the ICCC Act;
- (c) Protect consumers from unfair, misleading or deceptive conduct which
 - (i) reduce the ‘value proposition’ for the goods and services on which they spend their hard-earned money; as well as
 - (ii) distort the competitive playing field by tilting it against ethical businesses; and
- (d) Inquire, review and report on specific industry sectors to identify impediments to competition and efficiency and recommend specific steps to overcome them as a way of improving economic performance in the sector/industry and, thereby, national productivity; confer on the Commission a key role in ***improving national economic performance and raising the living standards of all Papua New Guineans, particularly ordinary people.***

Since the commencement of the Commission in 2002, three (3) Corporate Plans have been produced, each time revised and implemented as a strategy and

guide to implement effectively the Commission's primary roles and functions in line with the Government's policy directions. This Corporate Plan which commences in 2011 and applies up to 2013 would be the fourth (4th) strategic plan and more importantly has its linkage in line with the current **Government's PNG Vision 2050**, the **Development Strategic Plan 2010 - 2030 (DSP)** and the **Medium Term Development Plan 2011 - 2015 (MTDP)**. The journey throughout the years since the establishment of the Commission although challenging has been great in terms of the Commission's remarkable achievements and for its reputation gained as a key player in implementing some of the government's major policy decisions. These have been clearly demonstrated by the Commission's work in undertaking some of the major reviews in the transport and shipping, tourism and telecommunications industries, the latter of which resulted in the introduction of the mobile phone service competition and the tremendous positive effect this has had on the economy of the country as a whole.

The Commission would not have done as well in achieving results under often difficult times in terms of limited resources, staffing and capacity issues and budgetary constraints had it not stayed on course and focused as per its vision, mission, corporate values and strategies under each of the Corporate Plans. The Commission's ability to function and operate efficiently is also because of the continued support from the Government and its various domestic and international key partners and relevant stakeholders including business houses, consumers, NGOs and donor aid agencies. As the PNG economy develops, capacity building issues including adequate funding and resourcing will always be a major challenge for the Commission as it continues to handle the ever increasing workload and complexities in dealing with issues and complaints concerning fair trade and market conduct, protection of consumers' rights and interest, conducting industry sector reviews sanctioned by the government and in regulating prices and service standards of certain declared goods and services.

It is against this backdrop of continued capacity and resource limitations, increasing workload and complexity of competition, regulatory and consumer issues that the 2011-2013 Corporate Plan is developed. The challenge continues and is by no means over. In fact the rate of success in implementing this plan for 2011-2013 really depends on how well the Government supports the work of the Commission in ensuring the Commission is adequately funded in the 2011 to 2013 annual Budget allocations. If the Government doesn't come good with funding then the Commission will be put under extreme pressure to perform its roles and functions and may not deliver to expectations. Whatever the outcome in terms of government support, the Commission is focused and committed and will strive to excel in fulfilling its vision and mission, and operate by its values in 2011 and beyond to foster a fair, productive and competitive PNG market.

.....
Assoc. Prof. Billy Manoka (PhD)
Commissioner & CEO

Policy Statement



The ICCC is committed in implementing its mandated roles and functions which support the policy direction of the Government in terms of the Vision 2050 and its success will depend very much on Government support in terms of consistent and adequate funding. The seven pillars of the Vision 2050 and the ICCC roles in enhancing these are briefly described below.

1. Human Capital Development, Gender, Youth & People Empowerment

In its consumer complaint resolution function, the ICCC seeks to empower consumers to seek redress under the law and via telephone, written and verbal complaints on the providers of poor, defective or dangerous goods and services. The ICCC resolves those complaints where it has powers which can be legally applied, and refers those complaints which fall under the powers of other government agencies, to those agencies for resolution. In its own staffing decisions, the Commission encourages diversity in gender and age and fosters empowerment of staff to accept responsibility and will continue to do so.

2. Wealth Creation, Natural Resources & Growth Nodes

The Commission's work on setting price controls for electricity, water, ports, motor vehicle insurance, PMV and taxiservices, and for components of the prices for petroleum products at reasonable levels has a direct impact on the overall Papua New Guinea economy's ability to sustainably use its natural resources and human capital to enhance wealth creation. These utility and primary input product prices need to be set at levels to encourage investment by both the utility and its customers, in such a way that service quality and performance is enhanced. Recent decisions for water and ports allow these businesses to invest in improving network reach and service performance. The ICCC needs to ensure this occurs, by monitoring delivery of investment against the forecasts allowed in its decisions.

3. Institutional Development & Service Delivery

Over the period of this Corporate Plan, the Commission will be focusing much more heavily on the service delivery provided by regulated businesses to industrial, commercial and residential consumers. The price paths approved for this period allow for strong capital expenditure and the ICCC will expect improvement in service delivery as a result. Additional reporting may be necessary to ensure wise capital investment and to allow monitoring of service performance improvements. The Commission has always sought to develop its service delivery capability and will continue to do so.

4. Security & International Relations

The general competition law enshrined in the ICCC Act 2002 was a primary element of the changes to our law which enabled Papua New Guinea to be held up as a stable and law abiding place for both local and foreign investment. The stability which comes from competition laws effectively implemented improves our international standing and confidence for new investment. The ICCC will need to ensure that it enhances its ability to respond and enforce the ICCC Act 2002 in relation to unfair market conduct and consumer protection matters, and the other legislation it is required to administer, and the Government will

need to ensure the ICCC is adequately funded and resourced in order to meet this developmental objective.

5. Climate Change & Environmental Sustainability

The general competition law enshrined in the ICCC Act 2002, and the amendments to the Prices Regulation Act expanding its price control flexibility, were primary elements in the reform of the legal framework for the state owned entities (SoE) in Papua New Guinea. These reforms as administered by the ICCC, have allowed the SoE to turn around their financial positions, such that they are now more financially sustainable than they were under the previous legislation. While the ICCC does not have a direct mandate on climate change or environmental issues, it is able to influence the industries it regulates to take a responsible attitude to their investments which could enhance these national goals. Matters such as investment in hydroelectric and other forms of sustainable and more climate friendly electricity generation are matters which the ICCC must consider in the time frame covered by this Corporate Plan.

6. Spiritual, Cultural & Community Development

While this pillar is focused on the involvement of the church in the wellbeing and delivery of services to the people of Papua New Guinea, it has some detailed objectives which are parallel to the consumer protection and consumer awareness objectives of the ICCC Act, and other consumer focused legislation administered by the ICCC. The ICCC will work towards ensuring “*more people have easier and increased access to basic services*”, and that consumer complaints from the grass roots community have a place to be heard and addressed within the various legislation administered by the ICCC.

7. Strategic Planning, Integration & Control

Over the last seven years, and in this new Corporate Plan, the ICCC has sought to make efficient use of its resources and staff talent, through implementation of a Corporate Plan and the detailed Business Plan which guides its three year horizon, and its annual output against key performance indicators for all technical delivery staff. The ICCC has maintained its open style through continuing the public consultation processes which it uses for its major decisions, and by publishing its Annual Report in a timely manner. The ICCC has more recently sought to build a network of public and private contacts within numerous industry sectors which are impacted by its regulatory processes. This transparency has allowed the ICCC to educate more organisations on its roles and functions and has facilitated improved competition and consumer awareness. These processes need to continue for the ICCC to meet its goals for the period of this Corporate Plan.

The Government’s Vision 2050 document is further supported by the Development Strategic Plan 2010 – 2030 and the Medium Term Development Plan 2011 - 2015. The DSP gives the long-term goals and approach, while the MTDP provides the short-term activities to move towards these goals. Both the DSP and the MTDP are structured on similar format and both touch on a number of areas of responsibility of the ICCC. The following brief comments are made against the primary references in these documents to areas where the ICCC has responsibility.

Section 3.5 DSP & 2.8 MTDP - Competition and Consumer Protection

The DSP comments that “*competition needs to be promoted across the country, including in key service sectors such as telecommunications, electricity and transport*”. The ICCC has factored this objective into this Corporate Plan through its responsibil-

ity to implement the law in relation to facilitating competition within the framework of legislation it administers. The ICCC notes that the recent transfer of regulatory functions for the information and communications technology (ICT) sector to the National ICT Authority, allows the ICCC to focus its resources on the electricity and transport sectors within this strategy, and also its other sectoral responsibilities, including the food price monitoring and consumer protection matters raised in the MTDP. The ICCC notes that it does not develop “policy” but merely administers the Government policy which is enshrined in law, and as it has always done, will continue to operate within the powers provided in the law which it administers and implements. The ICCC also meets its consumer protection role through a number of initiatives which are spelt out in the Priorities listing below.

Section 3.6 DSP& 2.9 MTDP - State Owned Enterprise Reform

The DSP comments that “*the introduction of competition, where feasible, will place pressure on Government owned enterprises to upgrade their performances to that expected of them and required by the people of PNG*”. It further states that “*there is a need to comprehensively define community services obligations that are clear and measurable for the provision of services by state and private enterprises*”. The legislation which guides the ICCC has a number of existing flexibilities factored into its structure which were deliberately enshrined to allow the further development of competition in the utilities sectors over time. Many of these flexibilities need to be triggered by determinations by the relevant Minister(s) as Government further develops and directs its policies. The flexible structure of the regulatory contracts in the electricity sector will allow incorporation and financial support of both CSO and competition policy once developed. These matters are allowed for in this Corporate Plan in the list of Priorities below.

Section 4.9 DSP & 3.11 MTDP - Utilities

In meeting the goal for “*all citizens and visitors to have access to reliable and affordable public utilities by 2030*” the ICCC has included mechanisms for improved coordination between government agencies with responsibilities within the utility sectors, for transparent regulatory processes in the setting and adjusting of regulated utility prices, mandated for regulation by the Minister, and for determining the current performance and improving service standard targets, which must be met by the utility sector participants over time.

Section 4.11 DSP & 3.13 MTDP - Energy development

In meeting the goal for “*all households have access to reliable and affordable energy supply, and sufficient power is generated and distributed to meet future energy requirements and demands*” the ICCC has included mechanisms for transparent consultation processes in the development of future regulatory contracts which are managed under the legislative objectives to balance the performance for reliable supply and delivery of electricity, with incentives for further and extensive investment in wire networks and/or in generation, and with the impact on affordability over time.

Section 6.9 DSP & 5.9 MTDP -Public Sector Management

In meeting the goal to “*attain high standards of public sector management in all levels and institutions of Government*” the ICCC has included mechanisms for strong and sustainable financial management, executive and staff performance improvement, and transparent and timely operational and financial reporting to Parliament. These matters are allowed for in this Corporate Plan in the list of Priorities below.

Our Vision

In encouraging fair trade and promoting competition in the PNG market, the vision of the ICCC is:

To Foster a Fair, Productive and Competitive PNG Market

Our Mission

Consistent with the ICCC Act 2002, our mission is to enhance the welfare of the people of Papua New Guinea through:

- Encouraging fair trade and protecting consumers;
- Promoting competitive and informed market;
- Regulating declared goods and services and declared industries to improve efficiency where competition is restricted;
- Focusing efforts in facilitating development of infrastructure enablers found in the MTDP 2011-2015, DSP 2010-2030 and Vision 2050 documents;
- Remaining accountable but independent with respect to our application of resources within our mandate;
- Maintaining accountable, efficient and transparent regulatory processes.

Our Values

The following values have been encompassed:

- Independence
- Transparency
- Fairness
- Accountability
- Accessibility
- Ethical conduct
- Professionalism

Corporate Mandate & Direction



The ICCC derives its powers and functions primarily from the *Independent Consumer and Competition Commission Act 2002* (the ICCC Act), but it also exercises powers and responsibilities under other legislation.

The objective of the ICCC Act is to enhance the welfare of Papua New Guineans through the promotion of competition and fair trade in the market, protection of consumer interests and regulation of prices and service delivery standards in respect of State owned entities.

The ICCC is the only national regulatory body that acts as a consumer and business watchdog. The provisions of the ICCC Act apply to all businesses in Papua New Guinea including government, where it engages in trade. The ICCC Act also applies to conduct outside PNG which affects the PNG market.

Primary Legislation:

- *Independent Consumer and Competition Commission Act 2002*
- *Prices Regulation Act (Chapter 320)*
- *Trade Measurement Act (Chapter 286)*
- *Commercial Advertisements (Protection of the Public) Act (Chapter 352)*
- *Electricity Industry Act (Chapter 78)*
- *Essential Services Act 2002*
- *Harbours Act (Chapter 240)*
- *Insurance Act 1995*
- *Motor Vehicles (Third Party Insurance) Act (Chapter 295)*
- *Postal Services Act 1996*

Related Legislation:

- *Baby Feed Supplies (Control) Act (Chapter 365)*
- *Bread Act (Chapter 283)*
- *Commerce (Trade Descriptions) Act (Chapter 284)*
- *Dental Charges Act (Chapter 104)*
- *Drugs Act (Chapter 229)*
- *Food Sanitation Act 1991*
- *Goods Act (Chapter 251)*
- *Hire-purchase Act (Chapter 252)*
- *Instruments Act (Chapter 254)*
- *Motor Car Dealers Act (Chapter 353)*
- *National Institute of Standards and Industrial Technology Act 1993*
- *Packaging Act (Chapter 285)*
- *Pawnbrokers Act (Chapter 93)*
- *Poisons and Dangerous Substances Act (Chapter 231)*
- *Public Health Act (Chapter 266)*
- *Second-hand Dealers Act (Chapter 322)*
- *Trade Marks Act (Chapter 385)*
- *Unclaimed Goods Act (Chapter 325)*
- *Unclaimed Moneys Act (Chapter 326)*

Functions, Objectives and Strategies

Functions:

The Functions of the Commission are met by:

1. Securing compliance with the ICCC Act and other legislation on matters relating to price regulations, regulatory contracts, licensing, industry regulations and other matters as required under law;
2. Promoting and protecting the legitimate interests of consumers and businesses in relation to the acquisition and supply of goods and services;
3. Making available information regarding matters affecting the interest of consumers and businesses, and the rights and obligations of persons under Papua New Guinea laws that are designed to protect the interest of consumers;
4. Investigating complaints concerning matters affecting or likely to affect the legitimate interests of consumers and businesses in relation to the acquisition of goods and services and enforcing compliance with laws relating to such matters;
5. Promoting and protecting competition in the market through enforcing compliance with laws relating to market conduct and behaviour in Papua New Guinea in accordance with Part VI of the ICCC Act;
6. Making, monitoring the operation of and reviewing from time to time, codes and rules relating to the conduct or operation of regulated entities;
7. Advising and making recommendations to the relevant Minister in relation to any matter referred to the ICCC by the Minister; or on any matter connected with the ICCC Act or with respect to any matter connected to any other Act which confers functions on the ICCC.

Objectives

The Primary and Facilitating Objectives of the Commission

The Objectives of the Commission are to:

- (a) Enhance the welfare of the people through the promotion of competition and fair trade and the protection of consumers' interests by:
 - (i) ensuring that users and consumers (including low-income or vulnerable consumers) benefit from competition and efficiency; and
 - (ii) promoting and encouraging competitive and fair trading practices and a fair market.
- (b) Promote economic efficiency in industry structure, investment and conduct by:
 - (i) monitoring the market place to prevent abuse of market power or other breaches of the ICCC Act;
 - (ii) promoting and encouraging the efficient operation of industries and efficient investment in industries; and
 - (iii) facilitating effective competition and promoting competitive market conduct.
- (c) Protect the long term interests of the people with regard to the price, quality

and reliability of significant goods and services by:

- (i) promoting and protecting the bona fide interests of consumers with regard to price, quality and reliability of goods and service; and
- (ii) ensuring that regulatory decision making has regard to any applicable health, safety, environmental and social legislation.

Strategies

The Commission can perform its Functions and meet its Objectives through a focus on the following implementing performance improvement strategies:

- To ensure timely assessment of clearance and authorisation applications (Part VI of the ICCC Act)
- To ensure effective administration of the declared regulated entities, goods, services and regulatory contracts (Part III of the ICCC Act)
- To ensure effective administration of the Prices Regulation Act
- To ensure effective administration of the Trade Measurements Act
- To ensure timely assessment and implementation of consumer protection (Part VII of the ICCC Act)
- To ensure that issues raised at the Consumer Products Consultative Committee (CPCC) are effectively followed up
- To seek effective and timely outcomes for consumers' complaints
- To ensure timely assessment of regulatory reviews and compliance to regulatory contracts
- To ensure timely development of codes and rules when complaints or market assessments suggest such are warranted (Part IV of the ICCC Act)
- To ensure consistency of regulatory outcomes over different industries and over time
- To identify industries for de-regulation following growth in effective competition and new industries for possible regulation, where market failure, or other impediments, limits the benefits of competition (Part VIII of the ICCC Act)
- To ensure continuous improvement in the Commission's decision making processes
- To continuously develop ways of meeting the Commission's present and future litigation needs and skills
- To effectively manage the Commission's resources in terms of finances and human capital
- To develop and maintain robust file and issues tracking systems
- To maintain the Website, and
- To introduce a comprehensive Training Plan to assist the development and retention of skilled and experienced staff.

A Summary of Activities

The following provide the primary activities the Commission will perform which have links from the Functions, Objectives and Strategies above through to the Priorities and Key Performance Indicators listed below.

1. Perform effectively the mandate under Part VI and VII of the ICCC Act, and the CAPP Act:
 - Authorisations and clearances
 - Complaints on competitive behaviour
 - Consumer complaints
 - Product safety
 - Misleading advertising
2. Perform effectively the mandate under PRA and Part III of the ICCC Act in relation to Regulated Industries:
 - Regulate price controls and service performance for regulated industries under regulatory contracts
 - Annual tariff translation under price or revenue caps
 - Licence issuance and monitoring
 - Complaints on pricing
 - Complaints on service delivery performance
 - Regulate service standards
 - Monitor and report on service performance of regulated industries
3. Perform effectively the mandate under the TM Act:
 - Monitor fuel prices
 - Monitor taxi prices
 - Calibrate taxi meters
 - Calibrate weigh scales
4. Ensure compliance and enforcement of the ICCC Act and other relevant primary legislation:
 - Gather evidence from complaints
 - Document complaints, analysis and findings
 - Investigate complaints which suggest systemic breach of legal frameworks
 - Develop court action plans
 - Court action

Priorities

The Commission would like to have adequate government funding and resources so that it can implement most if not all of its mandated roles and functions under the ICCC Act and other related primary legislation. However because of resource limitations the Commission will continue to prioritize its resources by **promoting awareness and compliance** which have been the theme of previous Corporate Plans aimed at ensuring first and foremost the Commission meets all its non discretionary functions and statutory obligations in compliance with the ICCC Act and other related legislation during the planned 2011 – 2013 period.

ICCC will therefore continue to seek to perform its roles in the following Priority areas:

1. Continue to perform nondiscretionary functions under our statutes within prescribed time frames;
2. Continue to monitor and resolve complaints and improve industry compliance with legislation;
3. Perform industry, sector or product & service special reviews to identify proposed policy and hence legislative or regulatory changes to improve economic performance and productivity;
4. Continue to inform stakeholders including consumers on the roles and functions of the Commission;
5. Maximise effective and efficient use of resources;
6. Continue to perform discretionary functions under our statutes when available resources allow.

Priority 1: Continue to perform nondiscretionary functions under our statutes within prescribed time frames

Strategies	Performance indicators
<ol style="list-style-type: none">1. Investigate proposed mergers and acquisitions and potential anti-competitive agreements to establish whether they will, or will be likely to, have the effect of substantially lessening competition.2. Management of regulatory contracts and declared goods and services.	Monitoring potential mergers and acquisitions and timely assessment of clearance & authorization applications. Timely and efficient review and monitoring of regulatory contracts and declared goods and services. Compliance to Commission determination by relevant parties.

3. Develop appropriate clearance and authorization processes, procedures and registries.	Developed protocols for administration of application made to the Commission under Part VI of the Act.
4. Compliance with PFMA and other relevant acts and statutory obligations for good corporate governance	Timely production of annual and audit reports for tabling in the Parliament. Lodging of annual group tax returns on statement of earnings

Priority 2: Continue to monitor and resolve complaints and improve industry compliance with legislation

Strategies	Performance indicators
1. Attend to complaints and inquiries covering both Part VI and VII of the ICCC Act and other relevant legislation.	Timeliness and efficiency with which complaints and enquiries are dealt with and the quality of the responses produced.
2. Assess potential/actual mergers and acquisitions to establish whether they will, or will be likely to, have the effect of substantially lessening competition.	Timely determination of clearance and authorisation cases and trade practice complaints within the statutory time-frame requirements under the ICCC Act.
3. Develop prosecution briefs to forward to the Public Prosecutor (or for internal prosecution where skills allow us to progress this internally).	Compliance of various industry codes by utility providers. Compliance by traders regarding product recall advice issued by the Commission.
4. Identify systemic complaints to isolate the need for special reviews [or other regulatory action] and communicate the need for review to the relevant Government Departments or agencies.	Frequency, magnitude and impact of complaints on the overall PNG economy.
5. Compliance with PFMA and other relevant Acts and statutory obligations for good corporate governance.	Timely production of annual and audit reports for tabling in the Parliament. Lodging of annual group tax returns on statement of earnings.

Priority 3: Perform industry, sector or product & service productivity reviews to identify proposed policy and hence legislative or regulatory changes to improve economic performance and productivity

Strategies	Performance indicators
1. Productivity reviews are undertaken with a high degree of quality and professionalism.	Ensure productivity reviews are conducted in timely manner. Engage views of wider community through general public consultations.
2. Monitor preparation of proposals for industry productivity reviews for consultation with Treasury.	Conduct independent market assessment on the industry. Maintain an effective complaints monitoring system to isolate regular complaints that justify broader inquiry. Liaise with Treasury on the prospects of undertaking industry reviews.
3. Ensure completed reviews are submitted to Treasury on time.	Ensure public and stakeholders views are received on timely manner for assessment. Monitor review process schedules are complied.
4. Monitor implementation of the key recommendations of the various reviews.	Maintain contacts and liaise with relevant government agencies, Treasury and Dept. of National Planning to ensure key recommendations on the reviews are implemented.
5. Provide efficient and effective support services	Develop effective IT systems including the website. Develop and maintain robust filing and issues systems. Maintain good financial and performance management systems for maximum productivity. Liaise with Treasury for funding special reviews

Priority 4: Continue to inform stakeholders including consumers on the role and functions of the Commission

Strategies	Performance indicators
1. Undertake information programs promoting a general awareness of rights and obligations of consumers and business under the ICCC Act.	Develop programs aimed at educating consumers and businesses, and their effectiveness measured through feedbacks received.
2. Undertake information programs through the media and other modes of publication targeted at increasing public understanding of the role and functions of the Commission.	Effective maintenance of ICCC newsletter, website, and development of brochures.
3. Establish effective networking with relevant domestic and international agencies through cooperation arrangements.	Signing of appropriate Memorandums of Understanding and/ or cooperation agreements with relevant stakeholders for effective collaboration.
4. Contribute to public awareness on provisions of the ICCC Act relating to market conduct rules, consumer protection and industry regulation of utilities.	Appropriate awareness programs developed to inform stakeholders about the regulatory role and function of the ICCC concerning competition in the market, consumer protection issues and regulation of public utilities and declared goods and services.
5. Network with consumers, public agencies and industry contacts on issues relevant to their industry and/or region.	Maintain a transparent public consultative process in ICCC's decision making process.
6. Provide efficient and effective support services	Develop effective IT systems including the website. Develop and maintain robust filing and issues systems. Maintain good financial and performance management systems for maximum productivity. Liaise with Treasury for funding special reviews

Priority 5: Maximize effective and efficient use of resources

Strategies	Performance indicators
1. Increase human skills, knowledge and abilities to enable staff to respond effectively and efficiently to the Commission's priority work programs and issues facing it.	On the job skills and knowledge transfer by managers. Development and implementation of ICCC succession planning. Implementation of ICCC training plan and staff terms and conditions of employment.
2. Develop and maintain a good working environment.	Timely staff performance appraisals and appropriate rewards.
3. Develop effective information management systems.	Maintain registers of Commission reports, determinations and decision. Establish computer network with 90% compatibility standard. Develop and regularly review the implementation of an appropriate information technology strategic plan.
4. Proper and effective management of ICCC Finances.	Adhere to Public Finance Management Act through:- Establishment of appropriate financial expenditure and control measures and undertake timely audit of ICCC accounts.
5. Improve filing systems to allow better records, performance and governance.	Timely and accurate accessibility to files and records.
6. Provide efficient and effective support services	Develop effective IT systems including the website. Develop and maintain robust filing and issues systems. Maintain good financial and performance management systems for maximum productivity. Liaise with Treasury for funding special reviews

Priority 6: Continue to perform discretionary functions under our statutes when available resources allow

Strategies	Performance indicators
1. Develop appropriate industry codes and protocols to ensure transparency of utility service providers and traders.	Compliance of various industry codes by utility providers.
2. Develop an understanding of markets and competition models in different industry sectors relevant to our mandated functions and potential industry review referrals.	Level of training, exposure and input of commission staff in competition, markets and regulatory models and reviews.
3. Consumer & Competition annual conference or seminar rotated between regional offices.	Level of participation in conferences, seminars or workshops around the country.
4. Review MTDP 2011-2015, DSP 2010-2030 and Vision 2050 to identify any mandatory activities which are not yet being met within the Commission's Corporate Plan.	Level of input and connectivity to the MTDP, DSP and Vision 2050 through the implementation of the Commission's Corporate Plan.
5. Work on government treaties and agreements on trade competition consumer and industry issues.	Marked improvements in the level of participation and consultation in trade related, commerce, industry and consumer related issues.
6. Reference to NISIT to produce or improve standards where these are missing or deficient.	Marked improvements in the level of standards in Papua New Guinea.
7. Provide efficient and effective support services.	Develop strategies to support core divisions in seeking funding from Government and donor agencies

Evaluation:

The Corporate Plan will be monitored by the Commission on a regular basis with a comprehensive evaluation conducted at the end of each year by the Commissioners and senior management. The purpose of the evaluation will be to determine the success rate to which it has achieved its goals and consider any changes, if any, made to the priorities for the following year.

Contacts



Port Moresby (Head Office)

1st Floor, Garden City, Angau Drive
P O Box 6394

BOROKO

National Capital District
Telephone : (675) 325 2144
Facsimile : (675) 325 3980
Email : info@iccc.gov.pg
Website : www.iccc.gov.pg

Consumer Complaint Toll Free # 180 3333

Southern Regional Office

1st Floor, Garden City
P O Box 6394

BOROKO

National Capital District
Telephone : (675) 325 2144
Facsimile : (675) 325 3980
Email : southern@iccc.gov.pg

Momase Regional Office

Micro Bank House, Central Avenue
P O Box 448

LAE

Morobe Province
Telephone : (675) 472 2859 / 6122
Facsimile : (675) 472 6188
Email : momase@iccc.gov.pg

Islands Regional Office (Kokopo)

1st Floor, William Kaputin Building
P O Box 461

RABAUL

East New Britain Province
Telephone : (675) 982 9711
Facsimile : (675) 982 9712
Email : islands@iccc.gov.pg

Highlands Regional Office

PNG Toner & Ink Supplies Building
P O Box 1070

GOROKA

Eastern Highlands Province
Telephone : (675) 532 1077
Facsimile : (675) 532 1414
Email : highlands@iccc.gov.pg