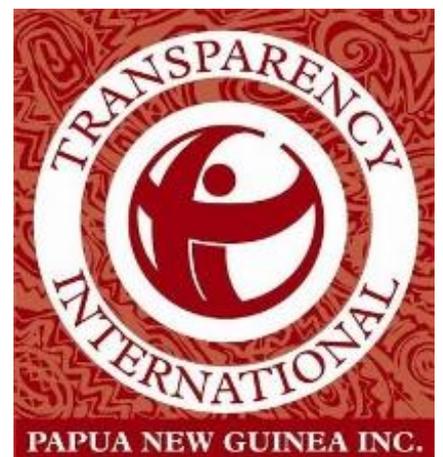


# BOARD CHARTER

**TRANSPARENCY INTERNATIONAL PNG INC.**

Last Updated: July 2025



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**Role of the Board of Directors**

The Board of Directors of TI-PNG is the final point of accountability for all TI-PNG activity. The table below outlines in principle how the board operates in relation to the management.

THE BOARD	MANAGEMENT
The Mind	The Hands
Directors direct	Managers manage
Policy	Action

### The Role of the TI Board

The Board of Directors have primary responsibility for the vision, purpose, financial performance, statutory compliance and contractual performance of Transparency International Papua New Guinea (TI-PNG).

The Board of TI-PNG has three office bearers:

- Chairperson
- Treasurer
- Secretary

#### Chairperson

Chairing is a key **role** on any voluntary Committee. The **Chairperson** must ensure that the Board Committees functions legally and properly, that there is full participation during meetings that all relevant matters are discussed and that effective decisions are made and carried out.

#### Treasurer

The position of **Treasurer** is the key to keeping the organisation's finances in order and is filled along with other Board or management committee positions at your annual general meeting. The position requires time, dedication and financial expertise.

#### Secretary

The Secretary is responsible for ensuring that accurate and sufficient documentation exists to meet legal requirements, and to enable authorized persons to determine when, how, and by whom the Board's business was conducted. To fulfil these responsibilities, and subject to the organization's constitution, the Secretary records minutes of meetings, ensures their accuracy, and availability, proposes policies and practices, submits various reports to the Board, maintains membership records, fulfils any other requirements of a Director and Officer, and performs other duties as the need arises and/or as defined in the organizations constitution.

As a Director you and your fellow Directors are collectively responsible for setting the long-term direction of TI PNG. This means having a strong sense of our organisation’s destination and purpose and ensuring this is a major focus of the Board. The purpose relates to all the

planning. For instance, ensuring the organisation has a sustainable future – and that it continues to live its Vision of: “working with like-minded individuals and organizations to combat corruption as the PNG’s leading, reputable and well-established organization”.

Mandate of the Board:

As a Board you will take collective responsibility for:

- appointing the Chief Executive Officer and monitoring the performance of the organisation against agreed targets and plans;
- helping the Chief Executive Officer and the staff, when necessary;
- setting the strategic direction and focus of the organisation.
- defining policy at a governance level;
- approving the annual budget, annual business plan, and long-term strategic plans and review of risks;
- developing a coherent and transparent decision-making process;
- nurturing a collegial environment, whilst reserving the right to challenge the conduct of work (in a cohesive, but not overly compliant manner);
- providing counsel;
- directing and overseeing the Finances of TI PNG;
- approving project proposals for TI PNG and monitoring progress against key deliverables;
- establishing and maintaining working relationships with relevant entities;
- soliciting donations from suitable donors and encouraging membership; and
- representing the interest of members.

### **General Duties of Directors**

As a general rule, the Board must govern and the staff must manage. This means that a Board provides counsel to management and should only get involved in the day-to-day affairs of the organization when necessary.

Directors:

- are bound to act in the interests of TI-PNG as a whole. Their personal and business interests should have no bearing on decisions, and any conflict of interest must be immediately declared;
- must make sure that they have and understand the information they are provided, by management, in order to make sound decisions;
- make sure all reporting, financial or otherwise, from the management is accurate and not misleading, and ask for clarification, if unsure;
- take fiduciary responsibility in order to act within their authority primarily for TI PNG's benefit and exercise all care and due diligence when making decisions;
- should contribute to debate in an informed and professional manner;
- must on a regular basis review the strategic and operational risks to TI PNG;
- must be aware of the relevant legislation and ensure that all legislation and the rules of the organisation are complied with;
- must respect confidential information;
- must act in good faith and in what they believe is the best interests of the organisation;
- must accept collectively in all decisions; and
- must attend Board meetings or send formal apologies, if unable to attend.

**What Directors should NOT do?**

- Quote the comments of other members outside the Board room; though the Board must always speak with unity;
- Go directly to organisation staff for information or other requests - this must go through the Chief Executive Officer, unless approved;
- Interfere with day-to-day management of staff reporting to the Chief Executive Officer
- Commit to expenses, agreements or contracts without the authority of the Board without getting prior approval;
- Infer you have any power or authority as an individual member of the Board.

**What to expect from Management**

- Work will be conducted in a legally, orderly and timely manner without surprises.
- Early warnings will be provided when a Board decision might get a negative reaction from Stakeholders.

- Good and truthful information and analysis, including appraisal of progress toward organisational goals.
- Advice on the likely consequences of changes in the general operating situation – for example changes to funding provisions.
- Advice on any significant changes in the organisation’s performance – for example, were revenue likely to go up or down.
- Provision to the Board of relevant materials before Board meetings, and an explanation as to why the materials are coming to the attention of the board.
- Timely and necessary advice on all changes in key staff.
- Changes in relationships with key stakeholders for funders
- Sound analysis of new proposals of all kinds to support our mission
- Complete and resolute Implementation of tasks delegated by the Board;
- Meeting business plan and targets;
- Accurate and timely donor reports;
- Facilitation of Board committee discussions, so that the Board can stay focused on the larger issues;
- Reference to set policies that define the limits of the Board's decision-making power and strive to engage the Board in a dialogue among themselves that leads to consensus-building.

### **Relationship between the Board and Staff**

As a Not-for-Profit organisation with limited resources, the relationship between the Board and management needs to be an open partnership. However the primary relationship with staff is through the Chief Executive Officer who in turn appoints and manages the staff.

The Board, usually through the Chair, monitors the performance of the Chief Executive Officer in conjunction with the Board. TI PNG has in place appropriate policies, processes and procedures to ensure there are clear accountabilities and boundaries. Should you require at any time clarification of such matters please contact the Chief Executive Officer, or the Chairman of the Board.

## BOARD MEETING SCHEDULE

### 2025 Board Meeting Schedule

<b>Q1 Board Meetings</b>	
Program & Project Sub-Committee	Wednesday 5 <sup>th</sup> March 2025 (deferred to Monday 17 <sup>th</sup> March 2025) 4.00pm – 6.00pm Zoom, TIPNG Office
Management Sub-Committee	Wednesday 12 <sup>th</sup> March 2025 (deferred to Wednesday 19 <sup>th</sup> March 2025) 4.00pm – 6.00pm Zoom, TIPNG Office
Full Board Meeting	Saturday 22 <sup>nd</sup> March 2025 9.00am – 12.-00pm TIPNG Office, Zoom (for those outside of Port Moresby)
<b>Q2 Board Meetings</b>	
Special Board Meeting (Approval of Financial Statements)	Wednesday 14 <sup>th</sup> May 2025 4.00pm – 5.00pm Zoom, TIPNG Office
2023 Annual General Meeting	Saturday 31 <sup>st</sup> May 2025 Time: 11.00am – 12.00pm Venue: TBA
Board Induction	Saturday 7 <sup>th</sup> June 2025 9.00am – 2.00pm Zoom, TIPNG Office
Program & Project Sub-Committee	Wednesday 9 <sup>th</sup> July 2025 4.00pm – 6.00pm Zoom, TIPNG Office
Management Sub-Committee	Wednesday 16 <sup>th</sup> July 2025 4.00pm – 6.00pm Zoom, TIPNG Office
Full Board Meeting	Saturday 19 <sup>th</sup> July 2025 9.00am – 12.-00pm TI -PNG Office , Zoom (for those outside of Port Moresby)
<b>Q3 Board Meetings</b>	
Program & Project Sub-Committee	Wednesday 1 <sup>st</sup> October 2025 4.00pm – 6.00pm Zoom, TIPNG Office
Management Sub-Committee	Wednesday 8 <sup>th</sup> October 2025 4.00pm – 6.00pm Zoom, TIPNG Office
Full Board Meeting + Annual Planning	Saturday 18 <sup>th</sup> October 2025 9.00am – 5.00pm TIPNG Office, Zoom (for those outside of Port Moresby)
<b>2<sup>nd</sup> QUARTER</b>	
Program & Project Sub-Committee	Wednesday 3 <sup>rd</sup> December 2025 4.00pm – 6.00pm Zoom, TIPNG Office
Management Sub-Committee Meeting	Wednesday 10 <sup>th</sup> December 2025 4.00pm – 6.00pm

	Zoom, TIPNG Office
Full Board Meeting	Saturday 13 <sup>th</sup> December 2025 9.00am – 12.00pm

## TERMS OF REFERENCE

### BOARD & SUB-COMMITTEES OF THE BOARD

#### MEETINGS

- The Full Board will meet quarterly during the term of the Board.
- The Chair in consultation with the Chief Executive Officer, will set the agenda for the meeting.
- Directors will receive Board papers seven days before the meeting date. The documents will help Directors prepare for the meeting.
- Minutes of meetings will be recorded by the TI-PNG Office and circulated within seven days of the meeting taking place.
- The Directors may to introduce or ask for items to be included on the main board agenda – though consultation with Chairman and the Chief Executive Officer, or otherwise through the agenda item of Any Other Business during the conduct of a Board meeting.
- The Board may suspend the agenda in the event of a significant issues or concerns.

#### REPORTING

##### Full Board - typical content

- Focus on Strategy: Progress, Partnerships and Implications
- Report by the Chair of the Management Sub Committee (MSC)
- Report by the Chair of the Programs & Project Sub Committee (P&PSC)
- Needs also to approve membership and discuss membership matters
- Strategy Dashboard presentation by the Chief Executive Officer

##### Management Sub-Committee – typical content

- Detailed discussions of finances and operations
- In support of the Treasurer, support the conduct of the annual financial audit

##### Project Sub-Committee – typical content

- Detailed discussions of projects and programs progress
- Review and monitor financial performance of projects and donor reporting milestones

#### BOARD

The Full Board of fifteen 15 Directors will be scheduled to meet once a quarter, and receive reports from the Chair/s of both Sub-Committees. Meetings should take an absolute maximum of two hours. The Full Board determines overall strategies for TI-PNG, as well as day-to-day policy issues of particular corruption matters and instances (that can be determined throughout session meetings). Performances of TI-PNG, Chief Executive Officer and all Directors will be reported against agreed Key

Performance Indicators at these meetings. At all times, the Board respects confidential information. Meetings will comprise the following:

**Strategic Planning**

- a) Oversee the strategic planning process
- b) Review the overall corporate strategy presented by Management and monitor its implementation
- c) Approve the entering into or withdrawing from activities (grant agreements/proposals)

**Finance**

Upon the advice/recommendation of the MSC:

- a) Approve annual budget
- b) Approve capital expenditure

**Policies & Procedures**

- a) Monitor compliance with all significant policies and procedures by which TI-PNG operates, including the Conduct Policy Statement
- b) Review new policies or amendments to existing policies
- c) Take fiduciary responsibility within their authority for TI-PNG’s financial performance and exercise all care and due diligence when making decisions;

**d) Risk Management**

- a) Identify risks in close consultation with the Chief Executive Officer, review, approve and monitor the implementation of appropriate systems/actions to manage and reduce those risks

**Oversight of Management**

- a) Appoint the Chief Executive Officer and monitor the performance, approve the remuneration and measure performance against annual KPIs of the Chief Executive Officer
- b) Provide advice to the Chief Executive Officer on critical issues and matters faced by the organization

**COMMITTEES**

**The Management Sub-Committee**

The Management Sub-Committee (MSC) consists of a maximum of 8 members. The MSC monitors and reviews TI-PNG’s Financial and Operational performance through detailed reports prepared and presented by the Chief Executive Officer. The MSC’s responsibilities are:

**1. Finance**

- a) to help develop appropriate procedures for budget preparations, review budgets initially prepared by staff, and ensure consistency between the budget and the organisation's plans;
- b) to ensure regular and accurate monitoring and accountability for funds and report to the Board on any financial irregularities and concerns;

- c) to recommend financial guidelines to the Board (such as to establish a reserve fund or to obtain a line of credit for a specified amount);
- d) ;
- e) ; to advise the Chief Executive Officer on financial priorities and information systems and on design of financial reports depending on committee member expertise; and
- f) to make recommendations to the Full Board on all finance and personnel matters for Board endorsement notwithstanding that the Full Board is responsible for the final decision.

## **2. Operations**

- a) To monitor and review TI-PNG's operating costs
- b) To prepare and present a Cost of Business Report to the Full Board annually
- c) To monitor staff structure and organizational capacity

### **Program & Project Sub-Committee**

The Program & Project Sub-Committee (P&PSC) consists of a maximum of 8 members and is responsible for overseeing the implementation of the TIPNG strategy through the various programs and projects. The PSC deliberates on detailed reports prepared and presented by the Chief Executive Officer.

The P&PSC comprises Board members who are most familiar with the approaches and operations of the organisation's programmes and projects.

The P&PSC's responsibilities are:

- to oversee new programme and project development;
- to monitor and assess outcomes of existing programmes and ensure they align with the vision, mission and objectives of TI-PNG to recommend approval of project proposals for TI-PNG and monitor progress against key deliverables; and
- to report any matters to the Full Board for Board endorsement.

### **Other Committees (regular meetings are not required)**

#### **Constitution Committee**

The Constitution Sub Committee is responsible for ensuring that any proposed changes made by members of TI-PNG or the Board, are reviewed and properly researched before any changes are presented at an Annual General Meeting or a General Meeting.

The committee is also responsible for ensuring compliance with the terms set out in the Rules of Association of TI-PNG.

#### **Fundraising Committee**

The Fundraising Committee's task is not just to raise money, but to oversee TI-PNG's overall fundraising efforts and, in particular, the fundraising done by the Board. The Committee's responsibilities are:

- to work with the Chief Executive Officer and staff to develop a fundraising plan that incorporates a series of appropriate vehicles, such as special events, direct mail, fundraising campaigns, etc;
- ; to assist the fundraising staff in their efforts to raise funds;

- to identify and solicit funds from external sources of support;
- to take the lead in certain types of outreach efforts, such as chairing a dinner/dance committee or hosting fund-raising parties, etc;
- to encourage innovative and original approaches to fundraising while ensuring such ideas are profitable;
- to be responsible for involvement of all Board members in fundraising, such as having Board members themselves make some monetary contributions, and
- to monitor fundraising efforts and ensure that ethical practices are in place, that donors are acknowledged appropriately, and that fundraising efforts are cost-effective.

## **COMMITMENT**

To enhance effectiveness of Board and Sub-Committees, Board members commit to:

1. maintaining an excellent attendance record;
2. preparing for meetings by reading the agenda and background material prepared for the meeting, prior to the meeting;
3. participate fully and frankly in discussions and deliberations;
4. participate as required on Board Committees and become knowledgeable about the roles and responsibilities of the Committees;
5. participate in Board inductions and strategic planning and any other Board activities; and
6. respect the role and functions of the Chief Executive Officer as the executive head of the organization.

### **Communication with the Board**

All communication with the Board is done through the TI-PNG Office

## **CODE OF CONDUCT**

### **REMUNERATED WORK CONTRACTS AND CONSULTANCIES**

1. Officers and staff members of TI PNG may perform any work paid for by third parties only: (i) with the express permission of their superior, if the work is related to corruption, and (ii) in all other cases, if they declare such other work before starting it.
2. Much of TI's work is done by individuals who are not employees of TI or any of its National Chapters, but who act for or on behalf of TI on a voluntary basis. This includes, among others, the members of the Board of Directors and selected sub-committees of TI PNG, and resource person's active in TI PNG. Many of such individuals will have business, professional and other affiliations.
3. Members of the Board of Directors, or companies or other organisations with which such Members are currently affiliated, may perform remunerated work for the TI-PNG provided, however, that they are not offered any advantages over any competitors with respect to being awarded or carrying out such work. They must not utilize privileged information and do everything to contradict the perception of having utilized privileged information; in addition, they will not exercise their Board function to the extent it relates to the conditions of the contract or the selection or supervision of such contract. In other words, they do not need to

be disqualified in such cases because of their affiliation with TI, but neither may they be given the “inside track”. When doing non-TI related work, Board members or their companies shall not utilize privileged TI information, and shall also be sensitive to the perception that they might be utilizing such information.

### **GIFTS AND ENTERTAINMENT**

No person associated with TI PNG shall accept any gift, entertainment, loan or anything else of value from any organisation or individual if it could be reasonably construed or perceived that the gift is motivated by a wish to influence TI PNG. If offered such a gift, it has to be declined and the matter has to be reported either to the Chief Executive Officer or to the Chair of the Board.

### **DISCLOSURE OF PAYMENTS IN TI PNG**

When TI PNG makes payments – excluding approved expenses and per diems for Board business – to a member of the Board of TI PNG, or a TI PNG staff member – this should be declared in full in the annual Financial Statement and Annual Report of TI PNG. Such reporting should also outline the procurement/tender procedures conducted that led to such payment.

### **BOARD MEMBERS’ DUTY**

Participation or influence in Board or management decisions that selectively and disproportionately benefit particular organisations, companies or professional or academic groups is a violation of a Board member’s entrusted responsibility to act in a fair and objective manner in the best interests of TI-PNG.

#### **Principle**

Members of the Board and executives of TI-PNG are expected to act, and be perceived to act with integrity in all matters relating to TI-PNG. Members of the Board and the executive are expected to use their skills and experience to represent the goals and objectives of TI and TI-PNG.

### **Chairperson’s Responsibilities**

The Chairman, Chairwoman or Chairperson of the TI-PNG Board is responsible for ensuring that all persons nominated and/or elected to the Board or the executive are made aware of the policies and procedures regarding conflict of interest. In addition, these policies and procedures should be made available to the general membership of TI-PNG through publication, for example, in a newsletter.

### **Board and Executive Member’s Responsibilities**

Members of the Board and the executive are required to recognize that the possibility of conflict of interest exists and are expected to declare conflicts of interest in accordance with the following policy:

1. For the purposes of this policy, “associates” include the parents, siblings, spouse or common-law partner of the Board or executive member as well as any organization, agency, company, professional or academic group or individual (such as a business partner or fellow employee) with a formal relationship to the Board member.
2. Every Board or executive member who, either directly or through one of his or her associates has or thinks he or she may potentially have a conflict of interest with respect to a proposed or current contract, transaction, or decision of TI-PNG should promptly, and prior to proceeding with any such contract, transaction or decision, disclose the nature and extent of the interest at a meeting of the Board.
3. If the Board or executive member (or his or her associates) becomes interested in a contract, transaction or decision after the Board meeting at which it is first raised, the Board member should make a declaration at the next Board meeting following the Board member’s perception or apprehension of a conflict.
4. In the case of an existing contract, transaction or decision, the declaration should be made at the first meeting of the Board after the member becomes a Director or a member of the executive or the interest comes into being.
5. After making such a declaration, no interested Board member should vote or be present at the vote, or otherwise attempt to influence the voting on such contract, transaction or decision, nor should the member be counted in any required quorum with respect to the vote.
6. If a Board or executive member has made a declaration of interest in compliance with this policy, the Board member is not accountable to TI-PNG for any profit he or she or his or her associates may realize from the contract, transaction or decision.
7. If the Board or executive member fails to make a declaration of his or her interest in a contract, transaction or decision as required by this policy this might be considered grounds for forfeiture of Board or executive membership.
8. If a Board or executive member believes that any other Board or executive member is in a conflict of interest position with respect to any contract, transaction or decision, the Board or executive member should raise the matter and have the concern recorded in the minutes. Thereafter at the request of the Board member who recorded the concern, the Board should vote on whether the Board member alleged to have an interest is or was in conflict. The question of whether or not a Board or executive member has a conflict of interest shall be determined by a simple majority of the Board.

9. Every declaration of a conflict of interest and the general nature thereof should be recorded in the minutes of the Board.

**Duty to Inform:**

Transparency in communication among Board Members is important. In particular, it is important for Board Members to inform the Chair, directly, or through the Executive Officer, as soon as practicable, concerning their activities that relate significantly to TI-PNG’s mandate.

**Voting:**

Each Director is authorized to exercise one vote. Questions arising at any meeting of Directors shall be decided by a majority of votes. In case of an equality of votes, the chair of the meeting shall have a second or casting vote.

**Relationship to Transparency International Secretariat**

One Director shall be nominated by the Board, on a yearly basis, to be TI-PNG’s representative at the Annual Members Meeting of Transparency International

## APPENDIX 1 – BOARD DIRECTOR’S INFORMATION FORM



### TI-PNG Board of Directors: Information Update Form

Name: \_\_\_\_\_

Organization: \_\_\_\_\_

Position/title: \_\_\_\_\_

Work telephone: \_\_\_\_\_

Mobile number (s): \_\_\_\_\_

Email address (s): \_\_\_\_\_

Postal address: \_\_\_\_\_

#### **Brief biography**

<Please include a brief bio of yourself>

<Please attach a passport size photo>

<Please attach updated CV>

**APPENDIX TWO – REGISTER OF INTEREST FORM**



**REGISTER OF INTERESTS  
FOR THE BOARD OF DIRECTORS**

<b>Name</b>	
<b>Nationality</b>	
<b>Date on which initial statement is lodged</b>	
<b>Remunerated affiliation</b>	1.
	2.
	3.
	4.
<b>Non-remunerated affiliation</b>	1.
	2.
	3.
	4.
<b>Significant (&gt;5%) ownership or controlling position</b>	
<b>Any companies, organizations or governments in which the member has more that 5% of their total assets</b>	1.
	2.
	3.
	4.
	5.
<b>Public Office</b>	
<b>Political Party Affiliation</b>	
<b>Other</b>	

Signature: \_\_\_\_\_

Date: / /

## APPENDIX THREE – ACRONYMS

ABC	Anti-Bribery & Corruption Policy
ACR	Activity Completion Report
ALAC	Advocacy & Legal Advice Center
AML/CTF	Anti-Money Laundering/Counter-Terrorism Financing
AMM	Annual Members Meeting of Transparency International
ANU	Australian National University
APD	Asia Pacific Department (Regional office in the Secretariat)
BACE	Bougainville Active Citizen Engagement
BIP	Business Integrity Program
BMZ	German Development Ministry funded FASA (Forest Anti-Corruption Solutions & Advocacy)
BoS	Board of Studies
BPI	Bribe Payers Index
BRA	Bribery Risk Assessment Tool
BRC	Bougainville Referendum Commission
CAIEI	Community Advocacy for Increased Election Integrity (ceased in 2012/2013) funded by SPSN
CCAC	Community Coalition Against Corruption
CCVE	Citizenship & Christian Values Education Curriculum
CE	Civic Education
CELCOR	Centre for Environmental Law & Community Rights
CIMC	Consultative Implementation & Monitoring Council
CLRC	Constitutional Law Reform Commission
CPI	Corruption Perceptions Index
DCI	Department of Communication & Information
DCPP	(formerly PGF) Decentralization and Citizen Participation Partnership
DFAT	Department of Foreign Affairs & Trade (Australia)
DFID	Department for International Development (UK Government)
DGTP	Democratic Governance Program - AusAID
DJAG	Department of Justice & Attorney General
DNPM	Department of National Planning & Monitoring
DoE	Department of Education
EAC	Electoral Advisory Committee
EE	External Engagement
EMPNG	ExxonMobil PNG
EU	European Union
FAO	Food & Agriculture Organization funded FASA (Forest Anti-Corruption Solutions & Advocacy)
FASA	Forest Anti-Corruption Solutions & Advocacy
FASU	Financial Analysis & Supervision Unit (Bank of PNG)
FBM	Full Board Meeting
FOI	Freedom of Information
GCB	Global Corruption Barometer
GESI	Gender Equity & Social Inclusion
GFP	Gender Focal Point

GGACE	Good Governance & Civic Education funded by UNDEF (before SBCE was developed)
GPO	Government Printing Office
GTNI	Global Thematic Network Initiatives (Initiatives run by chapters)
GYAC	Global Youth Against Corruption
IAC Day	International Anti-Corruption Day (9th December)
IACC	International Anti-Corruption Conference
IAD	Internal Affairs Directorate (Police)
ICAC	Independent Commission Against Corruption
IFES	The International Foundation for Electoral Systems
IFMS	Integrated Financial Management System
IGIS	Integrated Government Information System
IM	Individual Member of Transparency International
INA	Institute of National Affairs
IPPC	Integrity of Political Parties & Candidates Commission
IPP STRONGG	Indo-Pacific Partnership for Strong, Transparent, Responsive & Open Networks for Good Governance
ISLP	International Senior Lawyers Project
JSS4D	Justice Services & Stability for Development Program (DFAT funding – Law & Justice Sector program)
KYLR	Know Your Land Rights
L&L	Lunch & Learn
LIP	Legal Internship Program
M4SD	Mining for Sustainable Development
MAC	Membership Accreditation Committee (responsible for reviewing all chapter and members accreditation)
MFAT	Ministry of Foreign Affairs (New Zealand)
MMYDC	Mike Manning Youth Democracy Camp
MSC	Management Sub Committee
MSG	Melanesian Spearhead Group
MSG	Multi-Stakeholder Group (EITI)
MTDP	Medium Term Development Plan
MYAC	Mobilizing Youth Against Corruption Workshop
NACPA	National Anti-Corruption Plan of Action
NACS	National Anti-Corruption Strategy
NACSTF	National Anti-Corruption Strategy Taskforce
NAP	National Action Plan (OGP)
NFACD	National Fraud & Anti-Corruption Directorate
NISA	National Integrity System Assessment
NORAD	Norwegian Agency for Development Cooperation - funded the REDD+ Governance and Finance Integrity (RGFI) from 2013 - 2015
NPA	National Procurement Act
NPC	National Procurement Commission
NRI	National Research Institute
NSLUP	National Sustainable Land Use Policy
NYDA	National Youth Development Authority
NZAID	New Zealand Aid

OCPNG	Ombudsman Commission of PNG
OD	Organizational Development
OGP	Open Government Partnership
OLIPPAC	Organic Law on the Integrity of Political Parties & Candidates
OPP	Open Parliament Project
P&A	Policy & Advocacy
P&PSC	Project & Program Sub Committee
PACREDD	Preventative Anti-Corruption measures in Reducing Emission from Deforestation and Degradation
PAIS	Promoting Anti-Corruption & Integrity Strategies
PCB	Pacific Corruption Barometer
PFMA	Public Finance Management Act
PGAS	Papua New Guinea Government Accounting System
PGF	PNG Governance Facility
PIANGO	Pacific Island Association of Non Government Organisations
PIFS	Pacific Island Forum Secretariat
PINSP	Pacific Institutional & Network Strengthening Program 2011 - 2014. Core bridge funding provided Jan - June 20015
PMIZ	Pacific Maritime Industrial Zone
PMMR	Public Money Management Regularization Act
PNGEC	PNG Electoral Commission
PNGRGC	PNG Resource Governance Coalition (CSO body for EITI)
POMCCI	Port Moresby Chamber of Commerce
PSC	Public Service Commission
PYFAC	Pacific Youth Forum Against Corruption
RGFI	REDD & Forest Governance Integrity
ROA	Rules of Association
RTI	Right to Information
SABL	Special Agriculture Business Lease
SACLN (SACL&N)	Strengthening Anti-Corruption Linkages & Networks (ceased after SPSN funding ended)
SASWAC	Sir Anthony Siaguru Walk Against Corruption
SBCE	School Based Civic Education
SDG	Sustainable Development Goals
SOP	Statement of Procedures
SPA	Strategic Priority Area
TAG	Teacher Advisory Group (SBCE)
TI-S	Transparency International Secretariat (based in Berlin)
UCTD	Understanding Corruption Through Drama (Ceased in 2015) - funded by SPSN
UNCAC	United Nations Convention Against Corruption
UNDF	United Nations Democracy Fund
UNDP	United Nations Development Fund
UNODC	United Nations Office of Drugs & Crime
UQPBC	University of Queensland Pro Bono Centre
USAID	United States Aid
WPF	Work Paper File
YACA	Youth Against Corruption Association

YIP	Youth Integrity Program
YPN	Young Professionals Network
YPOMCCI	Young Port Moresby Chamber of Commerce

-:::ENDS:::-