



**INDEPENDENT
CONSUMER &
COMPETITION
COMMISSION**

CORPORATE PLAN **2026 – 2030**



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CONTENTS

01 THE COMMISSION

02 COMMISSIONER'S
INTRODUCTION

04 SENIOR
MANAGEMENT
COMMITTEE

06 OUR VISION
OUR MISSION
OUR VALUES

08 OUR ROLE

09 OUR GOALS FOR
2026 – 2030

10 OUR STRATEGIES FOR
2026 – 2030

Strategies In Support Of Goal 1
Goal 1: Consumer's Rights Are
Protected

13 Strategies In Support Of Goal 2
Goal 2: Markets Are
Competitive

15 Strategies In Support Of Goal 3
Goal 3: Industries And Prices Are
Regulated Where Necessary

18 Strategies In Support Of Goal 4:
Goal 4: ICCC Is Recognised As An
Independent And Expert Economic
Regulator

23 CONCLUSION

24 REGIONAL OFFICES
CONTACT DETAILS

THE COMMISSION



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Commissioner



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The Commission proudly endorses the **Independent Consumer and Competition Commission Corporate (ICCC) Plan 2026 – 2030 (Corporate Plan)** as a clear and forward looking framework that defines the Commission's strategic direction for the next five years. This Corporate Plan reflects our shared vision to strengthen the ICCC's independence, enhance its regulatory effectiveness, and ensure that its work continues to improve the welfare of the people of Papua New Guinea.

At the highest level, the Commission views this Corporate Plan as a blueprint for transformation. It positions the ICCC to respond confidently to the evolving economic environment, global market pressures, and the growing expectations of consumers and businesses. The Corporate Plan provides a strong foundation for sound governance, credible decision making, and transparent engagement with all stakeholders.

The Commission's focus is on **strategic leadership and accountability**. We will ensure that the ICCC remains independent, professional, and guided by evidence based decisions. We will support the ICCC in building capacity, strengthening its systems, and maintaining integrity in all its operations.

This Corporate Plan aligns with national development priorities and reinforces the ICCC's role as a key institution in promoting fair competition, protecting consumers, and regulating essential industries. It also highlights the importance of collaboration—between the ICCC, government, private sector, and development partners—to achieve sustainable economic outcomes.

The Commission is confident that with strong leadership, teamwork, and commitment, the ICCC will deliver on its goals and continue to earn the trust of the people of Papua New Guinea. We stand ready to guide and support the ICCC as it implements this Corporate Plan and advances its mission to build a fair, competitive, and inclusive economy.

COMMISSIONER'S INTRODUCTION



Roy Nunts Daggy

Commissioner and Chief Executive Officer

As the Commissioner and Chief Executive Officer, I proudly present the **Independent Consumer and Competition Commission Corporate Plan 2026–2030**. This Corporate Plan is ICCC's guide for the next five years. It explains clearly what the ICCC wants to achieve, how it will deliver its mandate, and why it matters for the people of Papua New Guinea.

The ICCC exists to protect consumers, make sure markets are fair and competitive, and regulate industries where needed. These responsibilities are not small—they affect the daily lives of families, businesses, and communities across the country. That is why this Corporate Plan is important. It shows how ICCC will use its independence, expertise, and integrity to deliver real results.

ICCC's vision is simple: to promote the welfare of Papua New Guineans by ensuring competitive markets, protecting consumers, and regulating industries fairly and efficiently. ICCC's mission connects this vision to national development goals such as the Medium-Term Development Plan 2024 – 2027 (MTDP IV), Development Strategic Plan 2020-2030, and Vision 2050. In this way, the ICCC work supports the broader progress of this country.

This Corporate Plan is built around four main goals:

1

Protect consumers' rights – by expanding enforcement, improving complaint handling, and ensuring product safety.

2

Keep markets competitive – by reviewing mergers, tackling cartel behaviour, and stopping abuse of market power.

3

Regulate industries and prices where necessary – to make sure essential goods and services remain affordable and reliable.

4

The ICCC will be recognised as independent expert regulator - to maintain high level of integrity, transparency and accountability.

These goals are supported by practical strategies and actions. For example, the ICCC will expand its presence in every provinces through partnerships, increase prosecutions against unfair traders, and develop stronger competition law expertise. The ICCC will also modernise its systems, improve transparency, and ensure inclusivity—especially for women, disadvantaged groups, and rural communities.

This Corporate Plan is not just about policies. It is about people. Every Commissioner, executive manager, manager, and staff member has a role to play. Every stakeholder—government, businesses, and consumers—has a part in making sure markets work for everyone. Success will depend on teamwork, accountability, and shared commitment.

The ICCC assures all Papua New Guineans that it will act with independence, honesty, and fairness. It will make decisions based on evidence, not pressure. It will listen to all voices, not just the loudest and it will always put the welfare of consumers and the economy first.

This Corporate Plan is ICCC's strategy: to strengthen its mandate, to deliver better outcomes for consumers, and to build a fairer, more competitive economy for Papua New Guinea.

SENIOR MANAGEMENT COMMITTEE

The Senior Management Committee (SMC) is pleased to deliver the **Independent Consumer and Competition Commission's Corporate Plan 2026 – 2030**, which provides the strategic direction for the Commission over the next five years.

The Corporate Plan represents our collective commitment to strengthening the ICCC's role as an effective, independent and expert economic regulator, while ensuring that our work continues to deliver meaningful outcomes for the people of Papua New Guinea.

The Corporate Plan is centred on four strategic goals;

1. Consumers' Rights are protected;
2. Markets are competitive;
3. Industries and prices are regulated where necessary; and
4. The ICCC is recognised as an independent and expert economic regulator.

These goals reflect the ICCC's core statutory responsibilities and provide a clear framework for how we will prioritise our resources, strengthen our capabilities and improve the way we deliver our functions.

Over the next five years, the ICCC will place greater emphasis on strengthening its enforcement capability, expanding its reach across Papua New Guinea, improving consumer protection, developing competition law expertise, and ensuring that regulatory and pricing decisions are made independently and in the interests of consumers and the broader economy.



Senior Management Committee

Standing (L–R): **Stella M. Kora** – Executive Manager, Regulated Industries & Productivity Division; **Igo Arua** – Executive Manager, Finance & Administration Division; **Jacqueline A. Waffi** – Executive Manager, Consumer Protection Division; **Steven Sugl** – Executive Manager, Competition Law Enforcement Division; and **Thomas Vue** – Executive Manager, Prices Regulation Division.

Seated (L–R): **Brian Ivosa** – General Manager, **RoyN Daggy** – Commissioner & CEO, **Jason Sirue** – Corporate Secretary & Legal Counsel.

The Corporate Plan also recognises that achieving these outcomes requires a strong and capable organisation. Accordingly, the ICCC will strengthen its governance and leadership arrangements, invest in its people, improve internal systems and accountability, enhance the use of information and technology, and strengthen communication and engagement with consumers, traders, regulated entities, government agencies and other stakeholders.

Importantly, the Corporate Plan is not simply a document setting out our intentions. It is a commitment to how we will work and the outcomes we will seek to achieve. Its successful implementation will require leadership, teamwork, accountability and a shared commitment across all levels of the Commission.

The SMC recognises that the regulatory environment in Papua New Guinea continues to evolve. The expected changes to the ICCC's legislative framework will provide new opportunities and responsibilities, particularly in consumer protection and competition enforcement. The ICCC must therefore remain responsive, innovative and prepared to develop the skills and systems necessary to meet these emerging responsibilities.

We also recognise that the confidence of consumers, businesses, government and other stakeholders in the ICCC depends on the way we conduct ourselves. Independence, inclusivity and integrity will therefore remain central to our organisational culture and to the way we make decisions, engage with stakeholders and deliver our mandate.

The SMC is committed to working with the Commissioners, management and staff to translate the Corporate Plan into clear annual priorities, work programmes and measurable results. We encourage every ICCC employee to understand how their individual responsibilities contribute to the achievement of our organisational goals.

As we embark on the 2026–2030 Corporate Plan, our focus is clear: to strengthen the ICCC, improve the effectiveness of our regulatory and enforcement work, and deliver better outcomes for consumers and the PNG economy.

The SMC looks forward to working collectively with all ICCC staff and our stakeholders to implement this Corporate Plan and to build a stronger, more capable and more trusted ICCC for the future.



OUR VISION

Promote the welfare of the people of Papua New Guinea by ensuring an economy in which markets are competitive, consumers' interests are protected, and regulated industries are efficient.

OUR MISSION

To enhance the welfare of the people of Papua New Guinea, by ensuring that:

- Markets are competitive, efficient and informed;
- Consumers are effectively protected from misleading and deceptive conduct and unsafe goods;
- Regulated goods and services are delivered efficiently; and

Our work is aligned with national development plans and strategies such as the Medium-Term Development Plan 2024 – 2027 (MTDP IV), Development Strategic Plan 2020-2030, and Vision 2050 and conducted independently, transparently and accountably.

OUR VALUES

INDEPENDENCE

Objective and
evidence base
decision making

INCLUSIVITY

Welcoming all
voices and
perspective

VALUES

INTEGRITY

Acting Honestly
and with
Principle

We embed these values into our policies, our culture, and our daily work. They guide how we make decisions, how we engage with the public, and how we hold ourselves accountable. Our values of independence, inclusivity, and integrity define who we are and how we perform our work.

Independence

The ICCC's continuing independence is fundamental to our ability to perform with objectivity our functions of protecting consumers, enforcing competition law, regulating monopoly industries and setting consumer prices. We perform our functions and exercise our powers without favouring or dis-favouring any stakeholder or group.

We commit to:

- Impartial decision making, free from political or commercial pressure
- Consistent and credible enforcement
- Governance structures that protect objectivity at every level

Inclusivity

The ICCC works for all segments of society. It is accessible to everyone and has regard to diverse perspectives.

We commit to:

- Operating accessible processes that are easy to understand and navigate
- Engaging with all communities, including those under represented or most affected
- Communicating clearly, in plain language, through multiple media
- Maintaining a respectful internal culture in which all voices are heard and valued

Integrity

The ICCC acts with honesty, transparency, and professionalism. Our conduct demonstrates that we are reliable and can be trusted.

We commit to:

- Making evidence based decisions that are grounded in robust research, benchmarking, and analysis
- Being fully transparent about how and why decisions are made
- Treating consistently and fairly all regulated parties, consumers, and stakeholders
- Maintaining strong internal controls and accountability, including clear conduct standards which represent best practice.

OUR ROLE

The Independent Consumer and Competition Commission (ICCC) is an independent regulator established under the Independent Consumer and Competition Commission Act 2002 (the Act). The ICCC is responsible for protecting consumers' interests, promoting and safeguarding competition, and regulating declared industries, entities and goods and services.

The ICCC's primary objectives are set out in Section 5 of the Act. These are:

a.

To enhance the welfare of the people of Papua New Guinea through the promotion of competition, fair trading and the protection of consumer's interests.

b.

To promote economic efficiency in industry structure, investment and conduct; and

c.

To protect the long-term interests of the people of Papua New Guinea with regard to the price, quality and reliability of significant, essential, and basic goods and services.

The ICCC protects consumers by investigating of breaches of the consumer protection provisions of the relevant Acts. As part of achieving this goal, the ICCC conducts inspections of trader premises throughout PNG. It is extending its reach to the provinces by entering into Memoranda of Understanding with provincial authorities to supplement staffing for this responsibility. The ICCC also enforces consumer product safety standards. The ICCC may initiate prosecutions of traders it finds are in breach of the relevant Acts.

Enforcing competition law requires the ICCC to review mergers of firms to determine whether their proposed transactions are likely to substantially lessen competition. The ICCC also investigates prohibited arrangements or understandings that may substantially lessen competition and behaviour by a firm which is an abuse of its market power. There are exceptions to these prohibitions and the ICCC may consider an application for authorisation of the behaviour where it considers that the benefit to the public outweighs the detriment.

Because workable competition is not always possible in an industry, certain industries are regulated under regulatory contracts, which the ICCC administers. The ICCC also sets fuel prices, tariffs for stevedoring and freight handling, and the prices of water and sewerage services. It also monitors the prices of basic essentials which include rice, flour and sugar. Equipment which is used in trade to measure products (such as sets of scales) is inspected and certified by the ICCC.

OUR GOALS FOR 2026 – 2030

The ICCC's Goals for the 2026 – 2030 period are as follows:

GOAL 1

CONSUMERS' RIGHTS ARE PROTECTED

GOAL 2

MARKETS ARE COMPETITIVE

GOAL 3

INDUSTRIES AND PRICES ARE REGULATED WHERE
NECESSARY

GOAL 4

ICCC IS RECOGNISED AS AN INDEPENDENT AND
EXPERT ECONOMIC REGULATOR

The first three of the ICCC's strategic goals reflect the ICCC's statutory responsibilities. That is, protecting consumers, enforcing competition law, and regulating designated industries and prices. The fourth goal relates to how the ICCC will strengthen its own performance.

The following section sets out the ICCC's Strategies for each Goal and describes the Actions which will be taken to implement those Strategies.

OUR STRATEGIES FOR 2026 – 2030

The Strategies that the ICCC will implement to achieve each of its four Goals are as follows. For each Strategy, we identify the Actions that we commit to take.

STRATEGIES IN SUPPORT OF GOAL 1:

GOAL 1: CONSUMERS' RIGHTS ARE PROTECTED

The ICCC Act, Commercial Advertisement (Protection of the Public) Act 1976, and other relevant legislation together provide a basic framework for protection of consumers' rights. Although this framework has limitations, we will enforce it so far as we can. The Act is being updated to include stronger fair-trading provisions, which will prohibit false and misleading behaviour, among other conduct. The ICCC will develop its capability to enforce these new provisions and to educate consumers and traders about their rights and obligations. In the meantime, the ICCC will demonstrate its effectiveness by enforcing its decisions and investigating matters where intervention will achieve the greatest good for the consumers. It will continue to conduct price monitoring of declared goods and services including trade measurement inspections involving certification of weighing and measuring instruments. Equipment which are used in trade to measure products (such as sets of scales) are inspected and certified by the ICCC.

Strategy 1.1

Expand the reach of the ICCC enforcement programme

The ICCC conducts inspections of traders' retail outlets as part of its ongoing enforcement programme. It is important to extend the reach of these inspections into provincial areas to ensure that as many consumers as possible are protected from unscrupulous traders. The ICCC will expand its reach in two ways. First, it will continue its programme of entering into MOUs with Provincial Governments to undertake these inspections on the ICCC's behalf. The ICCC will include clear performance measures in the MOUs to achieve a consistent approach and increased effectiveness in all provincial areas. Secondly, the ICCC will increase its presence by boosting capacity in its regional offices.

Actions to implement Strategy 1.1

- Expand the ICCC's reach to provincial areas by entering into more MOUs with provincial authorities.
- Increase capacity in ICCC regional offices to expand its presence and effectiveness in each province.
- Set clear targets and performance measures for Provincial Government support.
- Monitor the effectiveness and efficacy of the Provincial Government MOUs.
- Collaborate with International Stakeholders.

Strategy 1.2

Develop our consumer protection enforcement capability

The ICCC will increase its enforcement capability and activity to prepare for the expanded consumer protection role it will have when the Act is updated. New provisions are expected to include fair trading provisions which will prohibit misleading and deceptive behaviour and guarantees about the quality of consumer goods and services. These new provisions will require the ICCC to investigate more complex consumer protection matters. The ICCC will work with counterpart agencies internationally and with PNG's development partners to obtain expert assistance to develop the required capability. It will also develop and implement a communications plan to advise consumers and traders about the changes to the law and provide guidance about the new provisions and how to achieve compliance.

Actions to implement Strategy 1.2

- Expand the ICCC's expertise to achieve the necessary mix of legal, economic and investigation skills to develop the level of consumer protection capability required to perform the ICCC's consumer protection functions.
Seek opportunities for capacity building in partnership with international and regional partners.
- Develop a communications plan to advise consumers and traders of the new provisions in the updated Act and to provide guidance about how to comply.

Strategy 1.3

Enforce non-compliance with the ICCC's statutory responsibilities as they relate to the protection of consumers and fair trading

The ICCC will demonstrate its effectiveness by substantially increasing the number of prosecutions it initiates to enforce compliance with the consumer protection provisions of the Act, and with ICCC decisions. Increasing the number of prosecutions will encourage compliance by traders and educate consumers about their rights and the role of the ICCC.

Actions to implement Strategy 1.3

- Identify and investigate market conduct which breaches the consumer protection and fair trading provisions of the legislation the ICCC has statutory responsibility for.
- Enforce statutory orders and notices issued by the ICCC and commence enforcement action where appropriate.
- Conduct investigations with a view to taking enforcement action where appropriate
- Develop and publish guidelines to encourage compliance and educate consumers and traders about their rights and obligations.

Strategy 1.4

Prioritise consumer complaints to identify matters of importance to all consumers

The update of the Act will provide the ICCC with a greater range of tools for protecting consumers from unscrupulous trader behaviour. The new fair trading provisions will involve complex investigations and an increase in prosecutions. Additional resources will be allocated to this work and the ICCC will become more efficient at the way it utilises resources committed to other work. The ICCC will identify issues which affect most consumers and allocate resources to resolve these matters so that most consumers benefit from the ICCC's intervention.

Actions to implement Strategy 1.4

- Develop an online database to record all complaints from consumers, enabling the resulting data to be analysed centrally.
- Improve consumer complaint recording and processing to separate the complaint handling processes from the enforcement process.
- Identify matters of importance to consumers to establish priorities for enforcement attention.

Strategy 1.5

Enforce product safety regulations

The ICCC will continue to identify products which present a danger to consumer, especially children and infants, with a view to establishing and enforcing product safety standards.

Actions to implement Strategy 1.5

- Enforce product safety regulations and commence enforcement action where a breach can be established.
- Monitor and identify products which pose a risk to consumers, particularly children and infants.

Strategy 1.6

Conduct trade measurement examinations and issue certificates to complying equipment and facilitate brand approvals

As part of its regulatory function, the ICCC will continue to certify trade measurement equipment in response to requests from traders and enforce compliance of brand approval applications.

Actions to implement Strategy 1.6

- Maintain the capability to certify trade measuring equipment.
- Certify trade measurement equipment in response to requests from traders.
- Assess and certify brand approval applications.

STRATEGIES IN SUPPORT OF GOAL 2:

GOAL 2: MARKETS ARE COMPETITIVE

Enforcement of competition law is complex and requires a mix of specialist skills. The ICCC will continue to develop its capability for dealing with competition law, particularly in relation to investigating cartel behaviour. It will continue to refine its merger review processes to focus on those mergers which are most likely to impact on the PNG economy (which will free resources for other kinds of competition law enforcement).

Strategy 2.1

Develop competition law expertise and knowledge, including enforcement capability

The ICCC will build its competition law capability by strengthening and (where necessary) recruiting the talent it requires. It will seek opportunities to draw on the positive relationships it has with counterpart agencies internationally, and development partners. The goal is to develop a strong understanding of competition law principles and how the application of competition law benefits consumers and the PNG economy and be recognised as the expert body on competition law.

Actions to implement Strategy 2.1

- Expand the ICCC's expertise to achieve the necessary mix of legal, economic and investigation skills to develop the level of competition law capability required to perform the ICCC's competition law functions.
- Seek opportunities for capacity building in partnership with international and regional partners.
- Develop the capability to respond effectively to competition issues arising in emerging markets and specifically data analytic capacity to review procurement data for possible collusive bids.

Strategy 2.2

Protect markets from anti-competitive mergers and acquisitions

The mandatory merger regime results in many mergers being notified to the ICCC which do not require detailed scrutiny. The ICCC will continue to refine its assessment criteria to limit scrutiny to only those mergers which raise competition issues. This approach will release resources to undertake other competition law enforcement matters.

Actions to implement Strategy 2.2

- Prioritise those applications which raise competition concerns and fast-track those which do not.
- Complete all applications within the statutory timeframe
- Provide written reasons for all merger determinations
- Publish merger assessment guidelines.
- Investigate non-compliant acquisitions and take appropriate actions if necessary.

Strategy 2.3

Enforce competition law prohibitions and compliance

The ICCC will increase the impact it has in safeguarding the competitive process in markets in PNG, particularly cartel arrangements and the abuse of market power. Anti-competitive arrangements between competitors are very often secretive and difficult to detect. The ICCC will develop a cooperation and immunity policy to encourage participants to uncover cartel conduct and cooperate in ICCC investigations. The ICCC will use formal information and document requisition notices to obtain information where it considers that the use of such notices is necessary and desirable. It will take enforcement action to ensure compliance with these notices, where appropriate.

Actions to implement Strategy 2.3

- Identify and investigate cartel behaviour and abuses of market power
- Conduct investigations with a view to taking enforcement action where appropriate
- Develop guidelines and policies to support competition enforcement, including cooperation and immunity policies and guidance on how anti-competitive behaviour will be assessed.
- Develop the capability to respond effectively to competition issues arising in emerging markets.
- Enforce compliance with formal information and document requisition notices, and initiate litigation where necessary.



STRATEGIES IN SUPPORT OF GOAL 3:

GOAL 3: INDUSTRIES AND PRICES ARE REGULATED WHERE NECESSARY

The ICCC will make its regulatory contract and pricing decisions independently, taking account of the appropriate costs of the industry and the best interests of the economy and consumers. The total cost of the regulatory process will be recovered from the participants, and where the regulatory contract does not permit this recovery, the contract will be renegotiated to provide for the recovery of total costs in the future.

Industries which demonstrate monopoly characteristics will be identified for a market study and a case will be made for additional funding to conduct the study. Market study reports will contribute to policy decisions about whether additional regulator interventions are required.

The ICCC's regulatory function includes setting margins and monthly fuel prices, and tariffs for stevedoring, freight handling, water and sewerage services. It also monitors the prices of basic essentials which include rice, flour and sugar.

Strategy 3.1

Review the regulatory contracts of regulated entities to ensure efficiency gains are passed on to consumers

The Regulatory Contracts of regulated entities require periodic review. The ICCC will complete these reviews within the appropriate timeframe and make decisions about consumer prices that cover the entity's appropriate costs and pass on efficiency gains to consumers. The Commission will seek to recover the total cost of the review from regulated entities on the basis that each entity may have this cost recognised by the ICCC as an appropriate cost and recover it from all its consumers. Where the regulatory contract does not provide for the recovery of total costs, the ICCC will renegotiate the contract. The ICCC will use formal information and document requisition notices to obtain information where it considers that the use of such notices is necessary and desirable. It will take enforcement action to ensure compliance with these notices, where appropriate.

Actions to implement Strategy 3.1

- Conduct regulatory contract reviews within the required timeframes.
- Amend regulatory contracts where circumstances identify that a change is necessary to adapt to economic or environmental change.
- Recover the ICCC's total cost of conducting the regulatory contract reviews.
- Enforce compliance with formal information and document requisition notices, and initiate litigation where necessary.

Strategy 3.2

Undertake market studies

The ICCC will undertake market studies when requested by the government and may also initiate such studies on its own volition where it considers that the market does not demonstrate workable competition. It will seek additional funding to cover the cost of the study. Market studies will examine the state of competition in the relevant markets and make recommendations about possible and appropriate regulatory interventions.

Actions to implement Strategy 3.2

- Conduct market studies in response to government requests;
- Conduct market studies where the ICCC identifies concentrated markets which do not demonstrate workable competition; and
- Seek additional funding for any market study which is conducted.

Strategy 3.3

Implement price control for declared goods and services

The ICCC will independently set consumer prices for declared goods and services, taking account of the relevant costs of supply and ensuring that consumers are protected from exorbitant prices.

Actions to implement Strategy 3.3

- Issue price control orders for declared goods and services which reflect changing circumstances and protect consumers from inappropriate prices.
- Monitor compliance with price control orders and initiate investigations and enforcement action where appropriate.



Strategy 3.4

Enforcement and Compliance of Price Determinations

This strategy will strengthen the ICCC's monitoring, enforcement and compliance activities to ensure that regulated entities adhere to approved price determinations, price controls and related regulatory requirements. Effective enforcement will promote transparency, protect consumers from unauthorised or excessive pricing, and ensure that regulated businesses comply with the conditions established by the Commission.

Actions to implement Strategy 3.4

- Monitor compliance with approved price determinations and regulatory conditions.
- Conduct targeted price and market surveillance to identify unauthorised price changes or breaches.
- Investigate complaints and suspected non-compliance relating to regulated prices.
- Require regulated entities to provide timely and accurate pricing information and supporting records.
- Issue corrective directions and apply appropriate enforcement measures for breaches.
- Strengthen stakeholder awareness of obligations under price determinations.
- Strengthen coordination with relevant government agencies and stakeholders on price-related compliance matters.



STRATEGIES IN SUPPORT OF GOAL 4:

GOAL 4: ICCC IS RECOGNISED AS AN INDEPENDENT AND EXPERT ECONOMIC REGULATOR

Strong governance and leadership will be required to achieve this strategic plan. Clear separation between governance and leadership, and clarification of roles, delegations and accountability will be established.

Additional investment will be made in the ICCC's ICT systems. Data will be collated centrally to facilitate trend analysis and assist the ICCC's work programme. The ICCC will maximise the opportunities posed by new technology and manage the threats posed.

The changes to the Act will provide a unique opportunity to educate traders and consumers about the ICCC's role. The ICCC will undertake a programme of educating consumers and traders about their rights and obligations under the new Fair-Trading provisions.

Strategy 4.1 Further develop organisational capabilities

Clear governance and management boundaries and accountabilities will be established to ensure independent decision-making within the ICCC. Governance and leadership capabilities will be developed utilising appropriate domestic and international agencies and partner organisations. The ICCC will develop its general capability based on the requirements of this Corporate Plan, supported by an HR plan which cascades responsibilities and accountabilities down through the organisation. Resources will be allocated to maximise the achievement of the Corporate Plan.

Actions to implement Strategy 4.1

- Establish a governance charter and demonstrate separation of governance from management with clear delegations and accountabilities.
- Continue the development of ICCC leadership and management capability.
- Identify priority areas for capability development based on the Corporate Plan, particularly in the area of litigation to deal with enforcement action.
- Identify and utilise support for capability development from counterpart agencies and development partners.
- Review and develop ICCC human resource management processes to maximise the performance of the organisation.
- Allocate resources to those areas identified in this Corporate Plan as being the priority areas.

Strategy 4.2

Develop a leadership succession plan for all roles to ensure smooth transitions in governance and leadership roles

Many senior roles within the ICCC are filled with appointments from existing staff. This approach has benefits, and the ICCC will develop its staff to ensure that they have the best possible preparation for more senior roles and career development. Part of the process of staff development includes developing sound management processes, accountabilities and risk management, as well as ensuring its HR policies encourage inclusivity.

Actions to implement Strategy 4.2

- Embed quality management systems, including sound governance and leadership, into work processes.
- Build internal control systems, risk management and governance audits to ensure that internal work processes are inclusive, documented, and aligned with best practices.
- Strengthen Gender Equality, Disability, and Social Inclusion (GEDSI) principles into ICCC's internal diversity and inclusion capacity by developing and implementing appropriate HR policies.

Strategy 4.3

Ensure the ICCC's primary legislation is up-to-date and complete

New legislation to update the ICCC Act is currently being drafted. The ICCC will prioritise its involvement in this process to ensure that the new legislation is introduced to Parliament as soon as possible.

Actions to implement Strategy 4.3

- Seek and actively support changes to the ICCC Act which align with the needs of the PNG economy and represent internationally recognised best practice.
- Prioritise updates to the ICCC Act to support changes to the Act in the shortest possible timeframe.

Strategy 4.4

Reinforce the ICCC's role in support of women consumers, women traders, and disadvantaged groups

The ICCC will be inclusive and assist all consumers, particularly women consumers and traders, and the disadvantaged.

Actions to implement Strategy 4.4

- Provide training for investigators on the particular competition and consumer protection issues experienced by women consumers, women traders, and disadvantaged groups.
- Target outreach activities to meet the needs of women consumers, women traders, and disadvantaged groups.
- Enhance procedures and reporting mechanisms for managing consumer complaints.
- Identify within the ICCC's competition, consumer, and regulatory functions opportunities to support increased participation by women in the formal economy.

Strategy 4.5

Develop high quality ICT services

The ICCC will invest in its ICT to allow centralised collation of information and facilitate improved data and trend analysis. Developing technology will be used to enhance the ICCC's network and systems. Investment will also be made in cyber security to protect information belonging to the ICCC and its clients.

Actions to implement Strategy 4.5

- Develop the capability of the ICCC in the use of technology to prepare it to adapt in a rapidly changing technological environment.
- Develop a digital transformation roadmap which includes a comprehensive ICT architecture review to modernize the ICCC's IT systems.
- Enhance the ICCC's IT systems to utilise emerging technology and support the delivery of the ICCC's functions.



Strategy 4.6

Enhance ICCC's communication with stakeholders

The ICCC will improve its communication with all stakeholders – particularly consumers and traders – with the aim of enhancing compliance economy-wide.

Actions to implement Strategy 4.6

- Implement an ICCC-wide communications plan which includes:
 - Development of the ICCC website
 - Development and publication of guidelines and information for consumers and traders to encourage compliance with the law and educate traders and consumers about their obligations and rights.
 - Providing prompt replies to communications from consumers, traders, and regulated entities.
- Develop a stakeholder management plan
- Develop and implement a communications plan to publicise the changes to the Act when the new Act is implemented.
- Develop guidance material to assist traders to comply with the new Act, and to advise consumers of their rights.
- Develop partnerships with local regulatory and enforcement agencies, and international counterpart agencies, to assist with improving the outcomes for PNG consumers and the PNG economy
- Publish regular media releases which positively highlight the ICCC's role and activities.
- Review the ICCC branding to refresh and modernise its appearance to make it attractive and relevant.

Strategy 4.7

Maintain high quality financial controls and reporting

Regular financial reports will be provided to the Commission and management to demonstrate resource utilisation and activity costs. The information will support recovery of the regulatory contract activities and permit resource allocation to those activities which are prioritised by this Corporate Plan. The financial information will also support funding bids for additional functions and the new responsibilities under the updated Act. A risk analysis and reporting on mitigation plans will be presented to the Commission biannually.

Actions to implement Strategy 4.7

- Prepare, submit, and actively support annual budget bids to maximise the opportunity to support increased activities and enforcement, including increased prosecutions.
- Seek additional funding where the ICCC's functions are extended, supported by sound financial information.
- Identify the total cost of ICCC activities to support recovery of these costs where appropriate, or an appropriate contribution to the costs.

- Provide high-quality financial reporting to facilitate active management of the ICCC resources.
- Facilitate timely external audits of the ICCC operating accounts to ensure transparency and to meet the ICCC's statutory obligations.
- Review biannual risk management reports.

Strategy 4.8

Strengthen enforcement, compliance and legal administration

Under this strategy, the ICCC will strengthen its capacity to detect, investigate and address non-compliance through a more proactive, intelligence-led and risk-based approach. This will include improving market surveillance, strengthening complaint handling and investigation processes, undertaking targeted compliance inspections, and using available data and market intelligence to identify emerging risks and areas requiring regulatory intervention.

Actions to implement Strategy 4.8

- Strengthen market surveillance and compliance monitoring.
- Improve investigation and enforcement processes for breaches and anti-competitive conduct.
- Enhance consumer complaint handling and resolution.
- Promote voluntary compliance through stakeholder awareness, guidance and education.
- Apply proportionate and timely enforcement measures, including penalties and legal action where necessary.
- Strengthen collaboration and information sharing with relevant government agencies and stakeholders.
- Build staff capacity and improve enforcement systems and procedures.
- Monitor and report enforcement and compliance outcomes against established performance indicators.



CONCLUSION

Over the next five years, the ICCC will be focused on building its capability, particularly to implement the new laws expected to be available to it under the updated legislation.

The ICCC will continue to seek efficiency gains in the area of merger review, which will release resources for other kinds of competition law enforcement.

The ICCC's regulatory work will continue, and regulated entities will be required to cover the total cost of this work. Regulatory cost-recovery will enable the ICCC to focus on other activities which directly protect consumers and the competitive process.

Internally, the ICCC will strengthen its governance and leadership arrangements, improve its use of information technology to gain additional efficiencies, and continue to invest in its people.

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