



**Australian Government**

**AusAID**

## **PNG Advisory Support Facility**

Level 2, Ela Beach Tower, Port Moresby – PO Box 776 Port Moresby, PNG

Ph: (675) 320 1926 Fax: (675) 321 1602 Email: [asf@asf.sagric.com](mailto:asf@asf.sagric.com)

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# **ASF MANAGEMENT PLAN**

***July - December 2004***

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# A B B R E V I A T I O N S

AMC	Australian Managing Contractor (SAGRIC International)
ASFI	Advisory Support Facility Phase I
ASFII	Advisory Support Facility Phase II
AUD	Australian dollars
DNPRD	Department of National Planning and Rural Development
DPLLGA	Department of provincial and Local Government affairs
FMG	Facility Management Group
GAD	Gender and Development
GoPNG	Government of PNG
KAS	Key Agency Staff
LLG	Local Level Government
MEF	Monitoring and Evaluation Framework
MIS	Management Information System
NEFC	National Economic and Fiscal Commission
PAC	Public Accounts Committee
PSRMU	Public Sector Reform Management Unit
TOR	Term/s of Reference

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## INTRODUCTION

This ASF Phase II Management Plan covers the period July – December 2004 and is a guide to the work of the ASF Team during this period.

It details the actions to be undertaken to achieve the strategic directions, recruitment and management of advisers, logistical support and facility management identified in the project design document.

Additionally this plan provides the Facility Management Group and AusAID an overview of the priority activities against the strategic plan for this period.

Related key documents are:

- *Project Design Document (PDD)* – this sets out the design and related requirements for ASFII;
- *Scope of Service (SoS)* – this document is an appendix to the PDD and elaborates on the services to be delivered by the managing contractor (AMC);
- *Facility Plan* – both the PDD and SoS provide the background for the Facility Plan. The purpose of this document is outlined above in 1.1;
- *Strategic Plan* – provides the strategic direction for the Facility, based on analysis of the current situation in PNG;
- *Communications Plan*
- *Procedures Manual* – this details the operational procedures and processes to be used within ASFII, at a detailed level.
- *Monitoring and Evaluation Framework* – this framework is currently being developed and sets out the ways in which whole-of-Facility activities and individual Adviser placements will be monitored, reported and evaluated.

## THE FACILITY

The *goal* of the ASFII is to support government agencies in Papua New Guinea (PNG) to develop and implement accountable policies, plans and systems and thereby contribute to enhanced service delivery.


The *purpose* of the ASFII is to support the development of policy, planning, management and technical competencies and capabilities in individuals, groups and organisations within PNG, which will lead to their sustained performance improvement.

The *focus* of ASFII is primarily on supporting reform and improvement initiatives within GoPNG public sector management and administration, particularly in the areas of governance, public sector reform, policy formulation and planning, and core common functions of GoPNG agencies.

The *priority* of ASFII is firstly within central agencies, secondly in line national agencies or national authorities, and thirdly at the sub-national government level.

## MANAGEMENT PLAN

### COMPONENT 1 STRATEGIC DIRECTION OF ASF AND DEFINITION OF PLACEMENTS



ACTION TO BE UNDERTAKEN	RESPONSIBILITY	TO BE COMPLETED BY:
<b>1.1 Strategic Plan</b>		
Strategic Plan further disseminated to key stakeholders including on website	Facility Director	Ongoing
<b>1.2 ASF2 Communications Strategy developed and implemented</b>		
Communication Plan agreed, implemented and included in six monthly reporting	AusAID/FMG/AMC	September 2004
Promote ASF through community events	AMC	Ongoing
Prepare Newsletter No2 and distribute to targeted agencies and stakeholders	AMC	October 2004
Promote AusAID and ASF adviser work in key agencies	AMC	Ongoing
Completion of Placement Profile for each completed assignment	AMC: Deputy Facility Director	As required
Provide FMG members with presentation materials as requested	AMC	As requested
<b>Update website on living and working in Port Moresby</b>		
<b>1.3 Well Scoped and defined documentation for placement</b>		
Placements based on priorities identified in the Strategic Plan	AMC	Ongoing
Criteria for 'Other' category approved by FMG	FMG	August 2004
Undertake Tender process for DOF Financial Controllers 	Finance Manager	September 2004
<b>1.4 High Quality and timely materials submitted for approval to FMG</b>		
High quality secretariat function to FMG	Facility Director/ Facility Coordinators	Each FMG meeting
Placement proposal Assessment Sheet prepared for each placement request	Facility Coordinators	Each placement request
Full documentation provided following in-principle approval by FMG	Facility Coordinators	July – December 2004
Follow Procedures and Policy for consideration of Extension Requests	AMC/FMG	Ongoing

## COMPONENT 2 RECRUITMENT AND MANAGEMENT OF ASF2 ADVISERS

ACTION TO BE UNDERTAKEN	RESPONSIBILITY	TO BE COMPLETED BY:
<b>2.1 ASFII RECRUITMENT STRATEGY – flexible and appropriate recruitment practices</b>		
Implement ASF Recruitment Strategy policy and procedure	Recruitment Manager	Ongoing
Review of ASF practice in all aspects of recruiting responding to feedback from key stakeholders, specifically 70/30 split between technical and financial	Facility Director and Recruitment Manager	October 2004
Summary of recruitment data included in six monthly reporting	Recruitment Manager	February 2005
Review job person specifications relative to TOR	Recruitment Manager/ Deputy	Following FMG approval
Develop TOR and funding for systematic review of 'what makes a good adviser in PNG', including monitoring of quality and value for money elements	Facility Director and Recruitment Manager	Each recruitment process
Implement lessons learned based on feedback from Agencies, AusAID and FMG	Recruitment Manager	November 2004
<b>2.2 Induction packages produced, regularly updated and implemented</b>		
Review <i>Advisers Handbook including Induction modules</i> bi monthly	Deputy Facility Director	October, December 2004
Implement Induction process on days 1-4 for each Adviser following arrival in country	Deputy Facility Director	On Adviser arrival
Induction program includes an improved focus on cultural aspects in the workplace	Facility Coordinator	December
Evaluate effectiveness of Induction Program through feedback mechanisms	Deputy Facility Director	September, November 2004
<b>2.3 Individual work plans finalised</b>		
Requirements of work plans presented in induction process	Facility Coordinator/FMG	Each induction process
Feedback provided to Advisers on draft work plans through evaluation form, or site visitations and reporting	Facility Director/ Deputy	Within three weeks of Adviser arrival
Work plans with identified KAS are finalised within four weeks of arrival, signed by senior PNG official and submitted to ASF office	Facility Coordinator/FMG	Within four weeks of Adviser arrival
<b>2.4 The performance of Advisers is monitored, supported and actively managed</b>		
All current Adviser monthly reports received and reviewed	Deputy Facility Director	Monthly
Feedback provided to a sample of advisers on quality of output relative to work plan and charter	Deputy Facility Director/ Facility Coordinators	Monthly
Agency feedback responses received and reviewed	Facility Coordinators	Bi-monthly
Decisions on any follow-up action required by ASF based on monthly reports & other information	Facility Director	Monthly
Establish a program of bimonthly workshops for ASF Advisers, some including KASs	Facility Director	September, November 2004
Two regular informal gatherings of Advisers, including ASF & ECP	Facility Director	July and December 2004
Placement reviews as required	Facility Director	As necessary

ACTION TO BE UNDERTAKEN	RESPONSIBILITY	TO BE COMPLETED BY:
Arrange Adviser Exit Interview with AusAID	Facility Director	Final week of placement
Placement Completion Interview with Facility Director	Facility Director	Final week of placement
Demobilisation procedures	Facility Coordinators	Final week of placement
Actively facilitate Agency Completion Report	Facility Director/ Host Agency	After placement completed
Project profile completed for selected placements	Facility Coordinators	Within 60 days of completion
Review and update Charter documentation	Facility Coordinators	September 2004
Refinement and maintenance of ASF Management Information System	MIS Manager	October 2004
A sample of Agency feedback undertaken through interviews with KAS and senior Agency staff	FD, DFD and FCs	November 2004

### COMPONENT 3 LOGISTICAL SUPPORT FOR ADVISERS

ACTION TO BE UNDERTAKEN	RESPONSIBILITY	TO BE COMPLETED BY:
<b>3.1 Flexible and timely administration  logistical support provided to Advisers</b>		
Update <i>Mobilisation Information</i> provided at contracting	Facility Coordinators	October, December 2004
Timely phone and email support for contracted Advisers	Facility Coordinators	Ongoing
Accurate advice on visas, travel and other requests by contracted advisers	Facility Coordinators	Ongoing
Review and improve initial support to new Advisers based on feedback in six monthly and completion reports	Facility Coordinators	December 2004
Mini-budgets approved and bank accounts opened	Finance Manager	As required
Provision of reliable vehicle transport and security support systems	Administration Manager	Ongoing
Provision of computer and technical support	Administration Manager	Ongoing
Report from assets database	Administration Manager	Monthly
<b>3.2 Individual monitoring and reporting arrangements proposed to and accepted by AusAID and/or GoPNG for each placement</b>		
Ensure each adviser has personal contact regarding work placement with one of the ASF team each month	ASF team	Monthly
<b>NEW - LOGISTICAL SUPPORT FOR ECP ADVISERS </b>		
Prepare and review ECP Induction Manual	ECP Coordinator	November 2004
Develop separate Induction Program delivery from day 1 in country (including POM orientation tour)	ECP Coordinator	Day 1 of arrival of ECP
Timely and appropriate supply and ongoing support of vehicle transport (inc PNG drivers licence)	Administration Manager	On deployment
Operating accounts opened (Day 2 in country)	ECP Coordinator	On deployment
Provision of mobile phone & computers, ongoing IT support	Administration Manager	On deployment
Establish operating office incl provision of peripherals, furniture and consumables	ECP Coordinator	Week 2

## COMPONENT 4 FACILITY MANAGEMENT

ACTION TO BE UNDERTAKEN	RESPONSIBILITY	TO BE COMPLETED BY:
<b>4.1 A fully operations project office established in Port Moresby with staff recruited, systems developed and equipment procured.</b>		
Six month Management Plan developed and agreed by AusAID and FMG	Deputy Facility Director	August/September 2004
Monitor staffing – no recruitment envisaged	Facility Director	Ongoing
Maintain accurate financial and accounting system	Finance Manager	Ongoing
Develop simple performance appraisal process for all incountry based staff	HR coordinator	December 2004
Undertake periodic audit of Advisers mini-budgets	Finance Manager	September 2004
Implement fraud controlsto comply with Commonwealth Financial Management guidelines	Finance Manager	September 2004
Prepare monthly statements for reimbursable co sts to AusAID	Administration Manager	Monthly
Develop and implement a training needs analysis for LES	HR Coordinator	October 2004
<b>4.2 Procedure Manual</b>		
Draft Procedures Manual provided to be approved by AusAID/ FMG	AusAID/FMG	September 2004
Procedures Manual promoted and used by all AMC staff	Facility Coordinators	October 2004
Procedure Manual review plan	Facility Coordinators	November 2004
Draft Financial Procedure Manual	Finance Manager	October 2004
<b>4.3 Monitoring and Evaluation Framework</b>		
Revised MEF submitted to AusAID as operational draft pending approval of final M& E	AMC/AusAID	September 2004
Final MEF approved by AusAID and FMG	FMG	October 2004
Implement M&E framework and reporting	Deputy Facility Director	September 2004
TOR for cluster Evaluation developed and approved by AusAID/FMG	Facility Director	November 2004
<b>4.6 Assume responsibility for ASF1 Advisers assumed and effectively managed until completion of input</b>		
Responsibility assumed and ASF 1 Advisers managed	Facility Director	Completed

## CROSS CUTTING ISSUES

HIV/AIDS in the workplace strategy for both LES and extending to Advisers and their workplaces if agreed. .	HR Coordinator	August/September 2004
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## REPORTING SCHEDULE

AMC Monthly report and invoice	Adelaide/AusAID	Monthly
AMC Report to AusAID for January-June 2004 on Facility Performance	AMC/AusAID	August 2004
AMC Report to FMG on Achievements against GoPNG Strategies for Jan – June 2--4	Deputy Facility Director	September 2004
Monthly Financial Report	Finance Manager	Monthly
Monthly Reimbursables Advice	Administration Manager	Monthly
Exception Reports as required to FMG	Facility Director	As required
Cluster Evaluation Report	Facility Director	February 2005

## BUDGET PREDICTION

### Budget

For the current financial year (July 2004 – June 2005), AusAID has allocated AUD\$12 million to ASFII to provide Advisory Support to GoPNG.

### Commitments To Date

As at the 20<sup>th</sup> August 2004, the AMC has calculated that the ASFII positions approved to date will require **AUD 10.2** million. This includes all adviser fees, allowances and mini-budget expenses as well as AMC costs and fees (e.g. recruitment, mobilisation, management fees).

### Funds Available

Therefore there remains AUD 1.8 million available to allocate.

### Adviser Months Available

This means that there remains approximately 82 Advisers months to allocate for this financial year.