



NEWSLETTER OF THE ADVISORY SUPPORT FACILITY DECEMBER 2006

ASF SUPPORT FOR AUDITING CAPACITY BUILDING



Recently the Secretary of Treasury (Mr Simon Tosali) and the ASF Chairman (Mr Karl Sopol) signed a *Partnership Agreement* providing for ASF advisory support aimed at strengthening audit functions, particularly at the provincial level. Two ASF Advisers will work in Financial Inspections Division [FID] – one assisting with internal audit and compliance functions and the other helping FID to strengthen provincial internal auditing. Richard West has already taken up the first position and the second position will be advertised in February 2007.

2006 – ANOTHER SUCCESSFUL YEAR FOR ASF

This year has been another good one for ASF. It has been a record year for recruiting advisers to work within GoPNG agencies – by the end of 2006 we will have completed over 35 selection processes. The year started well, with the ASF Board setting clear directions for the Facility and its operation. The Board met seven times this year and approved over 20 new positions, with almost as many extensions of existing placements.

ASF now has well over 50 advisers in place across 22 different government departments or agencies. Working mainly in capacity building mode, advisers not only assist departments to improve systems, processes and policies but also work in collaboration with their GoPNG partners/counterparts in ways that help them to be more effective in their jobs.

Advisers and their PNG partners were this year involved

in a pilot professional development program being developed by AusAID. This was very successful and ASF itself then built on this initiative by following up with a professional development program that provides advisers with the opportunity to hone their own core skills, particularly those related to coaching, mentoring and working effectively in supportive partnerships (see p.5).

This year also, ASF modified its documentation for each position, developing a revised *Partnership Agreement*. This document is like a Memorandum of Understanding as it sets out what each partner in the process will do to make the advisory placement successful. It also includes the Terms of Reference for the adviser/s, the desired outcomes and the relationships involved. Having these agreements in place has reduced misunderstandings about what the adviser will do and how he/she and the host agency officers will work together.

Teams, made up of PNG public servants and ASF advisers, have operated successfully in several agencies in 2006 including the Department of Provincial and Local Level Government Affairs (see p.4), PNG Forests Authority, National Economic and Fiscal Commission and Department of Works. New teams have been established in the Department of Finance Training Branch, Central Supply and Tenders Board, Department of Labour and IR, Department for Community Development and the National AIDS Council Secretariat. Interim support has also been provided to the GoPNG's Public Sector Workforce Development Initiative.

Next year will be another big year for ASF, with overall numbers expected to reach 65 plus. As ASF moves towards the end of its final phase, evaluation of placements is well under way but this will be a bigger challenge for the facility in 2007. No doubt other challenges will emerge!

PNG ADVISORY SUPPORT FACILITY PHASE II 2003-2008



PSWDI PLANS 2007 MONITORING & EVALUATION APPROACHES

The Public Sector Workforce Development Initiative [PSWDI] is a GoPNG initiative, supported by AusAID. As a part of this support, ASF provides funding for PSWDI Secretariat staffing and advisory support in the area of Monitoring and Evaluation. Donna Loveridge has worked within PSWDI over the past few months and in 2007 a Management Adviser will also be provided to assist the Secretariat.

With support from Donna, PSWDI developed plans and processes for improving its monitoring and evaluation in 2007. The purposes of PSWDI M&E are:

- to encourage greater accountability to GoPNG and donor stakeholders for the achievements and the use of resources within PSWDI
- to help to improve design, implementation and monitoring in PSWDI.



PSWDI has several Action Area Working Groups and these groups gathered in September to clarify 'what success in 2007 will look like' and to identify how the individual Working Groups will know if they have been successful. A number of issues

arose in looking at improving M&E for next year, including:

- clarifying roles & responsibilities
- increasing stakeholder commitment and action to improve M&E
- M&E capacity.

PSWDI Secretariat is addressing these issues by focusing on improvements to monitoring in 2007 which emphasise monitoring as a key element of good management, recognise capacity limitations and clarify M&E roles and responsibilities.

While PSWDI is looking to make improvements to future M&E, some activities are already under way. For example, the Executive Development *Scoping Study* and *Situational Analysis* have been completed, providing baseline information on current leadership and management practice. This will allow PSWDI to monitor changes over time as well as enable PSWDI stakeholders to make evidence-based decisions regarding executive development within the PNG public service.

Also, implementation of the pilot *Basics and Induction Program* is going well and regular monitoring reports are being prepared. Mr James Melegepa, Chair of the New Basics Working Group, has been observing the



induction program delivery. This program inducts recent recruits to the public service and covers the role of the service, the participants' department and own job, as well as legislation, *General Orders* and the *GoPNG Code of Ethics*. After a recent program session in Lae, participants provided feedback on the training. In response to the question, 'What will you stop/start doing as a result of this training?', two participants noted:

- *After the training I think it's better for me to go back and start anew.*
- *I will stop complaining about management not pressing on important issues but I will start bringing solutions to the management on issues.*

The feedback from this training is yet to be fully analysed. However, PSWDI hopes to use this information to evaluate the sustainability of the training in 2007 and to determine if participants have successfully applied the new knowledge in their workplaces.

PSWDI is looking forward to sharing more stories, successes and lessons learned with public servants through the implementation of its *Communication Strategy* in 2007.

NEW ASF POSITIONS IN PLACE ... AND MORE IN THE 2007 PIPELINE

ASF has recently established a small team of Advisers in the National AIDS Council Secretariat, to assist NACS with financial management (Sharon Riley), HR (Kym Eiby) and IT (Paul Kingston). In early 2007, this team will grow, with grants administration and procurement being supported by another two advisers.

At the Central Supply and Tenders Board, Eric Blackburn and Chey Scovell are providing operational and capacity building support to the Board and Secretariat, while the ASF Board recently approved ongoing support to the PSWDI Secretariat. Support for the PNG Forests Authority will continue through 2007 and next year there will be three ASF ad-

visers working with staff at the National Research Institute. Three advisers are funded in the PNG Gas Coordination Office, and a second adviser will be recruited for the Auditor General's Office. Transport Department have been successful in seeking a team of four advisers to assist them in 2007. A busy year ahead for ASF and its partners!



ASF TEAM SUPPORTS IFMS TRAINING WITHIN FINANCE

A team of ASF Advisers is now well established within the Department of Finance, supporting officers within the Finance Training Branch [FTB]. Finance was aware of the need to boost training and development activities as the new Integrated Financial Management System [IFMS] is introduced within GoPNG agencies over the next 2-3 years. The Department applied to the ASF Board for support and a team of 5 Advisers was approved, recruited and mobilised this year.

Led by Senior Adviser John Steer, the team is made up of training specialists:

- Joena Simpson (Instructional Design Adviser)
- Russell Lewis (Training & Quality Assurance Adviser)
- Cannan Maniot (Training Coordination Adviser)
- Rey Paulo (Database Administration Adviser).

All work in a capacity building mode, linked in closely with officers within

FTB and working together to provide effective training support for the IFMS initiative.

In late October, FTB officers, ASF Advisers and some other stakeholders in IFMS gathered for a team building day. The focus of the day was on capacity development and change management, with the sessions being facilitated by Tim Conlon and Brian Martin. In the morning, Tim led a reflective workshop on capacity development. One activity saw enthusiastic 'artists' within the groups defining capacity development in visual form in the context of the FTB roles and planned activities. In the afternoon, Brian provided an overview of change management theory and the ways this could be applied in practice within the Department of Finance over the next 12 months or so.

Positive feedback was received on the content of the day's workshop as well as



the opportunity for take time out from the busy schedule of work in Finance to reflect and discuss the issues and challenges facing the FTB and IFMS teams, as they move to implement the major reform of the Integrated Financial Management System. 2007 will be a big year for Department of Finance and ASF is pleased to be able to play a part.



DEPARTMENT OF WORKS CONTINUES PARTNERSHIP WITH ASF

ASF and the Department of Works have had an association over several years, with advisers being provided within Divisions to support improvements and reforms in management and administration. The current ASF team with DoW consists of Richard Greenfield (Finance), Patricia Dear (HR) and Beau Tydd (IT) – all of whom work closely with DoW officers. They provide advice, support, mentoring and training to a range of DoW officers and are part of DoW teams working towards improved management and better service delivery. Significant reforms in finance, budgeting, HR systems, payroll procedures and information systems have been achieved in the Department in 2006.

Recently, Department executives identified the need to boost training in computing skills across divisions, as DoW moves to upgrade its IT and communications systems and moves towards adoption of the new GoPNG Integrated Financial Management System

[IFMS]. After a review of the needs and available courses, DoW opted for the International Computer Driver's Licence [ICDL] as their preferred training program. DoW staff now undertake self-paced learning supplemented by formal classes within the DoW Training Branch. There are seven modules in the ICDL program covering computer basics and use of the Microsoft Office suite of software.

Core computer skills are covered in modules one through four and staff have worked through these four modules in about eight weeks – although one keen DoW employee completed all seven modules in five weeks! ICDL registration and examinations are administered through the Financial Management Improvement Program located at the PNG IPA campus.

DoW staff and ASF advisers at the first ICDL course held at Department of Works Training Division, Waigani.





DPLGA GOES FORWARD WITH SUB-NATIONAL SUPPORT

The Department of Provincial and Local Level Government Affairs began its association with ASF in 2004, when it sought advisory support for a program of reform and revitalisation, beginning with a review of its strategic direction and corporate planning. Building on this initial work, ASF support grew into a team that works closely with DPLGA staff and the two co-located AusAID officers within the department.

In 2006, ASF support for DPLGA has been mainly in two areas:

- The Provincial Performance Improvement Initiative (PPII) – this includes strengthening both the Provincial Management Teams as well as DPLGA’s capacity to appropriately support and service them;
- Policy/Legislative Reviews and Proposals in relation to the operation of the Organic Law on Provincial and Local Level Governments [OLPLLG] and associated legislation – it is widely agreed that many anomalies exist in the OLPLLG and that there is urgent need to address these and the coordination problems between national and sub-national governments and administrations.

The PPII began as a pilot about two years ago but is now in the process of being ‘mainstreamed’. It began with three provinces (Central, EH, ENB) but has gradually expanded to 10 provinces. 2006 has seen good progress in PPII, with some highlights being:

- A total of seven provinces, in addition to the three Pilot PPII Provinces, have initiated the corporate planning process with a view to enhance their provincial administration efficiencies and effectiveness;



- All of these provinces have progressed substantially towards formalising their corporate plans and have begun implementation of some elements already;
- The Provincial Management Teams [PMTs] have been created or revived in each of these provinces and are at the forefront of efficiency reforms;
- The PMTs have been actively calling on the support of the team of ASF advisers located within DPLGA (such as the Finance, HR, Policy, Legal, Performance Management advisers) to assist them with specific technical issues.

Some of the specific improvements made through this assistance are:

- Strengthening the planning and budgeting cycle, and introducing efficiencies into the quality review process, including training and mentoring of responsible staff;
- More timely submission of provincial budgets, with increased policy consultation supporting their development, and the development of budget implementation plans;
- Improved quality of policy advice provided to Provincial Executive Councils;
- Formulation and implementation of strategies for improving HR management including finalising restructures, improving position descriptions, and addressing the ‘casual workers’ issue;
- Strengthening the relationship between DPLGA and the provinces and between key national agencies and core provincial corporate divisions of planning and HR;
- Ensuring that cross cutting development issues, in particular HIV/AIDS, are considered as part of planning and budgeting processes.

In the policy/legislative area, DPLGA has conducted several reviews of national legislation covering sub-national affairs over the past two years. These are at various stages of completion:

- Technical amendments to the OLPLLG which remedy technical defects in the Organic Law that impede its implementation at provincial level



- and create uncertainty – these are ready to be introduced to Parliament;
- Review of the Architecture of Inter-Government Relations and OLPLLG, conducted by DPLGA (with ASF support), in partnership with the National Research Institute, and with input from all levels of government;
- Re the OLPLLG, policy work and drafting instructions have been agreed and legislation is being drafted for introduction to Parliament;
- Other reviews that may result in legislative change as a result of improved dialogue with provinces and districts from the PPII corporate planning processes include: guidelines for improved operations of various statutory and management committees; improved vertical and horizontal coordination and timing of activities between district and provincial administrations; determining priorities in provincial and district administrators’ duties, responsibilities and their delegation powers (in consultation with Department of Personnel Management).

DPLGA has also successfully reactivated the Provincial and Local Level Services Monitoring Authority [PLLSMA] – commonly referred to as the National Monitoring Authority. One of PLLSMA’s key function is coordination and monitoring of national policies at sub-national levels.

PLLSMA also provides secretariat services to the Annual Governors’ Conference which provides an avenue for issues affecting services at provincial and local levels. The 2006 conference was held in Alotau in October, with 13 provinces represented (see photos included here). A draft communique was completed at the close of conference for presentation to the National Government.



ASF PROFESSIONAL DEVELOPMENT PROGRAM UPDATE

In October, ASF launched a program of professional development for advisers. The program is based on AusAID's pilot program, run earlier in 2006 for advisers in ASF and Health. In order to accommodate the large number of ASF advisers, the original program has been broken down into modular format and is being implemented via a series of half day workshops/seminars. These workshops are facilitated, in the main, by ASF advisers who participated in the original program, or by other ASF advisers with specialist skills and interest.

Whilst the overall program is aimed at advisers, where appropriate Key Agency Staff within PNG host departments are invited to participate. This gives ASF the flexibility to facilitate more theoretical discussions for advisers only and to involve KAS in the practical, skills-based workshops.



The program aims to provide advisers and KAS with opportunities to:

- increase their knowledge of capacity development
- practice new capacity development skills
- network and share experiences in a secure, confidential environment.

The first session in the series was a presentation and facilitated discussion on Organisational Capacity that aimed to provide advisers with a theoretical framework and the opportunity to share ideas and experiences relevant to the PNG context. Over 40 ASF advisers participated and several AusAID officers attended as guests.

The second session in the series focused on coaching and mentoring. Facilitated by five ASF advisers and key agency staff, four of whom had participated in the AusAID pilot program earlier in 2006, this provided an opportunity for hands-on prac-



tice of a coaching methodology in the safe environment of a closed workshop. Over 40 advisers and KAS participated, including a number of Deputy Secretaries, First Assistant Secretaries and Assistant Secretaries from different GoPNG agencies.

Feedback on the program so far has been positive and included the following comments:

- KAS brought authentic, important, work-based issues to the coaching session and were prepared to explore genuine solutions
- Several KAS and advisers have undertaken to hold regular, planned meetings to continue their coaching conversations
- Several KAS have undertaken to apply the coaching model with their own staff.

SUCCESSFUL PARTNERSHIP IN LABOUR & IR DEPARTMENT



FED staff at a Phone Skills training session facilitated by the ASF Advisers

Two ASF Advisers, Kevin Pullen and Michael Anderson, have been providing support to the Department of Labour and Industrial Relations since February this year. The Advisers are placed within the Foreign Employment Division of the Department, which is responsible for the regulation and processing of all work permits issued to the private sector in PNG. The Advisers have focused primarily on assisting managers and staff to improve the capacity of the Division in the areas of client service and policy development.

A number of important initiatives have been implemented this year. On the client service front, a revised application process has been introduced which has significantly improved the capacity of the Division to process work permits. This initiative has been complemented by the development of a range of information brochures which are aimed at assisting clients to better understand the role and functions of the Foreign Employment Division. FED has also made substantial efforts to engage its stakeholders and to promote a culture of sharing of information and resources.

Good progress has also been made in improving the policy framework underpinning the work permit function. In Sep-

tember, NEC approved a submission for a new law to replace the current legislation, which is more than 25 years old. FED is now working with the Office of Legislative Counsel to prepare a Bill for introduction into Parliament.

The feedback from the Department in relation to the ASF support has been very positive. In a significant way, the success of these ASF placements can be attributed to the strong internal commitment among managers and staff within FED to work in collaboration with the Advisers and to improved FED services to their clients. Real partnership in action!





Department of Prime Minister and NEC

Graham Mostyn Public Sector Reform Adviser
Fiu Igara PS Rightsizing and Action Adviser

Department of Treasury

Sylvia Bitter Management/HR Adviser
Peter Bell Financial Inspections Adviser
Richard West Provincial Audit Adviser

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Michael Anderson Policy Adviser (Work Permits)
Kevin Pullen Customer Service Adviser

Department of Health

Bala Balakrishnadas Financial Management Adviser

Department for Community Development

David Nicholson Financial Management Adviser
George Selvanera Strategic Management Adviser

Bank of PNG

Kelvin Prisk Insurance Adviser

Central Supply and Tenders Board

Eric Blackburn Procurement Operations Adviser
Chey Scovell Procurement Capacity Building Adviser

Autonomous Bougainville Government

Sir James Fraser Legislative Adviser

National Disaster Centre

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PNG Gas Coordination Project

Mark Walker Senior Planning Adviser
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National AIDS Council Secretariat

Sharon Riley Finance Adviser
Kym Eiby HR Adviser
Paul Kingston IT Adviser



Above: ASF fielded a large group of advisers and support staff in this year's Sir Biru Kidu Walk-a-thon. They joined up with other Coffey International staff to support this major fund-raising event.

ABOUT ASF PHASE II

ASFII is an AusAID-funded initiative designed to support the GoPNG to address identified priority needs within the public sector. ASFII provides Advisers to work within PNG departments and agencies in ways that help to strengthen the skills of public servants and the capacity of government agencies.

The *goal* of ASFII is to support government agencies of PNG to develop and implement accountable policies, plans and systems and thereby contribute to public sector management and administration improvements and enhanced service delivery.

The *purpose* of 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 and development.

ASFII Adviser placements vary in duration from a few weeks to two years, depending on the need. Advisers mainly come from Australia, New Zealand and PNG but can be from other countries.

