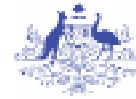




# ASF REPORT



Australian Government  
AusAID

## REPORT TO STAKEHOLDERS for JANUARY to JUNE 2005



*I am pleased to present this report, outlining the considerable achievements of the partnership between GoPNG officers and ASF Advisers during the first half of 2005. ASF is supported financially by AusAID and is focussed clearly on development issues of concern to both the Government of PNG and the Australian Government. Oversight of the Facility lies with a Board of Management that has representatives from DNP&RD, DPM, PM&NEC and AusAID.*

Mosi Kwayaila, Chairman, ASFII Board

### ADVISORY SUPPORT FACILITY PHASE II 2003-2006

This report summarises the achievements of the PNG Advisory Support Facility [ASF] in the first half of 2005.

The major audience of this report is the stakeholders of ASFII – GoPNG departmental heads or senior officers and the Key Agency Staff or ‘counterparts’ working with ASF Advisers. It is also intended to be useful to anyone interested in the progress of public sector reform with PNG.

The focus of this report is on overall and specific achievements related to the purpose of ASF Phase II, namely:

*‘...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.*

Between 1 April 2003 and 30 June 2005 ASF Phase II has managed 119 advisory placements in total – some have been short-term while others have extended up to two years in duration.

In this reporting period (January–June 2005) there were 63 advisory placements working alongside GoPNG officers in central GoPNG agencies and key line agencies. In addition, support to the Autonomous Region of

Bougainville was provided through the provision of five ASF Advisers.

All ASF Advisers are focussed on capacity building – of the organisations within which they are placed but especially of the individual officers they are assigned to work with. A full list of ASF Advisers and their placements is provided on page 4 of this report.



# ASF

A PARTNERSHIP IN DEVELOPMENT PROGRAM OF THE  
AUSTRALIAN AND PAPUA NEW GUINEAN GOVERNMENTS  
MANAGED BY SAGRIC INTERNATIONAL



Deputy Chairman of the ASF Board (Facility Management Group), Mr James Melegepa.

In this reporting period, there have been considerable successes and ongoing developments in public sector reform and public administration generally within GoPNG agencies. While ASFII cannot claim any direct responsibility for these successes (indeed often ASF Advisers have not had any involvement in them) there are significant areas where ASFII can legitimately claim to have assisted and facilitated with important reform and change.

Through the placement and management of effective Advisers within GoPNG departments and agencies (see Adviser surnames within each achievement below), ASF significantly contributed to the following general GoPNG outcomes in the first six months of 2005:

- More effective, client-focussed corporate planning in several departments including DPM (Thompson), IRC (Clewett), DNPRD (Saldanha), PNGNFA (Holland) and Works (Holland);
- A more strategic approach to planning and implementation within several agencies, including NEFC (Whimp), DNPRD (Saldanha), DPLGA (Bell, Saldanha, Crittenden), Works (Holland), DL&PP (Martin and Kaviani), DCD (Stevens) and Transport (Edwards);
- Improved Human Resources Management systems across

several departments including DPM (Thompson), Treasury (Bitter), Works (McLuskey) and PNGFA (Powell);

- Review of, and improvement within, management structures and processes within key departments, including Works (Holland), Transport (Edwards), PNGNFA (Bottrall), Treasury (Holland) and DL&PP (Martin);
  - Improved procurement processes, through the refinement of procurement processes, encouragement of donor engagement with CSTB and training of CSTB Board members (Gormlie and Carlson);
  - Substantial progress towards the selection of new whole-of-government financial accounting system (Greenfield, Curry, Carbry, Cairns);
  - IT and communication improvements within several agencies, including Works (Curry), PNGNFA (Collocott) and DL&PP (Kaviani);
  - Review of overall public sector structure by the Public Sector Right Sizing Working Group, supported by PSRMU (Igara);
  - Financial management improvements in several agencies including Finance (Cairns), Works (Greenfield), PNGFA (Carbry) and DCD (Riley).
- In more specific terms, ASF Advisers within agencies have worked closely with their GoPNG colleagues, to achieve or make substantial progress towards the following outcomes:
- Ongoing review by NEFC of intergovernmental financing arrangements and development of proposals for new system (Whimp, Gouy, Cumpston, Herbert, Furse and Heijkoop);
  - Successful Bougainville constitutional development, subsequent elections and induction of Assembly members (Regan and Fraser);
  - Treasury – improved management processes, HR practices and successful conduct of financial investigations (Holland, Bitter and van der Eyk);
  - Finance – consolidation of expenditure control and reporting functions, through ongoing training and support of Financial Controllers and refinement of control and reporting systems (Martini and Cairns);
  - PM&NEC – restructure plan developed, with a particular focus on strategic policy development and analysis (McCrea and Mostyn); completion of Functional and Expenditure Review [FER] of the Agriculture sector (Kumung, Keket, Brash, Brew, Foo and McFarlane); initiation of monitor-



Senior Treasury officers, Mrs Nama Polum (left) and Mrs Ruth Joel (right) with ASF Human Resources Adviser within Department of Treasury, Ms Sylvia Bitter.



**ASF Board member, Ms Raquel Painap, who represents Department of Personnel Management.**

ing process to track the progress of public sector reform (Keech and Mostyn);

- PNGFA – strengthened planning processes, review of allowances and entitlements, creation of IT Branch, development of comprehensive HR policies, improvements in financial procedures and accounting, new assets management system and valuation of state plantations (Holland, Powell, Collocott, Carbry, Bottrall);
- DPLGA – Revitalisation of the National Monitoring Authority, including development of service delivery indicators (Bell, Hoban, Saldanha); capacity building support for provincial managers and legal officers, within a new framework for more effective engagement between provinces and DPLGA; pilot Provincial Performance Improvement Initiative [PPII] consolidated and linked to AusAID's Sub National Initiative [SNI];
- DPM – Revised process for selection and appointment of departmental heads (Thompson); development of an HIVAIDS Workplace Policy for all departments (Thompson);
- National Disaster Centre – operational improvements (Mattner) and establishment of Prepared Communities Grant Scheme (Sanday);

- BPNG – Consolidation of Super-annuation and Life Insurance regulatory functions within the (Lee);
- Consolidation of Public Sector Workforce Development Initiative (Veretau and Murphy).

In this reporting period, ASF has recorded a number of other achievements, such as:

- Recruited nine new Advisers, inducted 17 new Advisers and managed 63 placements in 14 central agencies, key line agencies and the Autonomous Region of Bougainville;
- Strengthened linkages between Advisers' outputs and GoPNG high-level plans to achieve public sector reform through strategic planning and agency contact;
- Improved linkages between those Agencies with Advisers through information sessions and small workshops, thus strengthening the information and success stories related to corporate and operational planning, budgeting and reporting, performance management and compliance with GoPNG systems;
- Increased the level of contact with key decision-makers in GoPNG Departments, resulting in more constructive relationships and a greater understanding of the depth of issues within agencies;
- Further strengthened the Adviser monitoring schedule, including monitoring of monthly reports, providing feedback to Advisers and receiving informal and formal feedback from Key Agency Staff through an increased presence of ASF Management Team in Agencies;
- Evaluated induction, mobilisation and logistical support. Through this survey, Advisers ranked ASF logistical support as 'first class' – this rating is supported further by experienced international Advisers' anecdotal comments that they



**Mr Alphonse Niggins (Secretary, DoW) discusses an issue with Senior ASF Adviser, Dr Les Holland, at the ASF Conference.**

have not been supported as well in previous assignments;

- Received more feedback from Agencies with a greater range of comments which indicate authenticity in their feedback about achievements and capacity building activities undertaken with ASF Advisers;
- Implemented many of the recommendations of the Recruitment Review undertaken by AusAID in November 2004;
- Continued to improve the Management Information System (database) which is now able to record monitoring data and provide accurate information on placement details, agencies and Key Agency Staff (counterparts);
- Organised two large seminars and three smaller workshops to provide professional support to Advisers as well as improve awareness in GoPNG of issues in public sector reform;
- Spent AUD5.2 million for advisory support to GoPNG agencies.



**ASF Board Chairman, Mr Kwayaila, thanks Mr Matatia for his report on ASF support in the Treasury Financial Inspections Division.**

## ASFII PLACEMENTS CATEGORISED BY AGENCY JANUARY– JUNE 2005

### Department of Prime Minister and NEC

|           |                                  |
|-----------|----------------------------------|
| Brash, M  | PSRMU - FER                      |
| Brew, L   | PSRMU - FER Legal                |
| Foo, F    | PSRMU - FER                      |
| Igara, F  | PSRMU Public Sector Right-Sizing |
| Keech, D  | PSRMU Public Sector Reform       |
| Keket, T  | PSRMU - FER                      |
| Kumung, R | PSRMU - FER Team Leader          |
| McCrea, P | Economic & Policy                |
| Mostyn, G | PSRMU Public Sector Reform       |

### Department of Treasury

|                |                          |
|----------------|--------------------------|
| Bitter, S      | Human Resources          |
| Holland, L     | Management Development   |
| Retnasaba, S   | Budget Management        |
| Van der Eyk, P | Financial Investigations |

### Department of Finance

|            |                     |
|------------|---------------------|
| Cairns, A  | Expenditure Control |
| Martini, D | Expenditure Control |

### Department of Personnel Management

|             |                   |
|-------------|-------------------|
| Thompson, G | Senior Management |
|-------------|-------------------|

### National Planning & Rural Development

|             |                    |
|-------------|--------------------|
| Saldanha, C | Corporate Planning |
|-------------|--------------------|

### Provincial and Local Level Govt Affairs

|               |                               |
|---------------|-------------------------------|
| Saldanha, C   | Corporate Planning            |
| Bell, T       | Policy Development & Analysis |
| Crittenden, R | Performance Monitoring        |
| Hoban, D      | National Monitoring Authority |
| Saldanha, C   | Corporate Planning            |
| Stewart, C    | Legal                         |
| Wright, M     | Legal                         |

### National Economic and Fiscal Commission

|              |                              |
|--------------|------------------------------|
| Simonelli, T | Functional Working Group     |
| Bridgman, P  | Legal                        |
| Cumpston, N  | Costing Study                |
| Furse, B     | Cost of Services Study       |
| Gouy, J      | Economic and Fiscal          |
| Heijkoop, P  | Provincial Expenditure Study |
| Herbert, F   | Legal                        |
| Kumung, R    | Project Support              |
| Whimp, K     | Strategic Management         |

### Bank of Papua New Guinea

|        |                              |
|--------|------------------------------|
| Lee, C | Insurance and Superannuation |
|--------|------------------------------|

### Department of Education

|             |                    |
|-------------|--------------------|
| Thompson, G | Education Planning |
|-------------|--------------------|

### Department for Community Development

|            |                      |
|------------|----------------------|
| Riley, S   | Financial Management |
| Stevens, G | Change Management    |

### Department of Lands and Physical Planning

|            |                             |
|------------|-----------------------------|
| Kaviani, N | Communications & Technology |
| Martin, B  | Change Management           |

### Department of Works

|               |                        |
|---------------|------------------------|
| Curry, B      | Information Technology |
| Greenfield, R | Financial Management   |
| Holland, L    | Management Development |
| McLuskey, D   | Human Resource         |

### Department of Transport

|            |                      |
|------------|----------------------|
| Edwards, L | Strategic Management |
|------------|----------------------|

### Central Supply and Tenders Board

|            |             |
|------------|-------------|
| Carlson, L | Procurement |
| Gormlie, I | Procurement |

### National Disaster Centre

|            |                      |
|------------|----------------------|
| Mattner, B | Operations           |
| Sanday, R  | Prepared Communities |

### National Research Institute

|        |         |
|--------|---------|
| May, R | Scoping |
|--------|---------|

### PNG Forests Authority

|              |                                |
|--------------|--------------------------------|
| Holland, C   | Corporate Management           |
| Bottrall, R  | Assets Management              |
| Carbry, T    | Financial Management           |
| Collocott, R | Management Information Systems |
| Ogle, A      | Monitoring and Evaluation      |
| Powell, W    | HR Management                  |

### Public Sector Workforce Development Initiative

|            |                |
|------------|----------------|
| Veratau, J | Office Manager |
|------------|----------------|

### Autonomous Region of Bougainville

|           |                             |
|-----------|-----------------------------|
| Baynes, M | Executive Office Management |
| Fraser, J | Legislative Drafting        |
| Ogden, I  | Senior Planning             |
| Regan, A  | Legal                       |

### Bougainville Peace & Restoration Office

|             |                         |
|-------------|-------------------------|
| Prentice, I | Legal – Peace Agreement |
|-------------|-------------------------|

