



ASF advisers to support Forest Authority reforms

Following a 2003 request from National Forestry Authority senior management, the ASFII Facility Management Group (FMG) agreed to provide a small team of Advisers to assist NFA with key organisational change work in 2004-2005. The first of these advisers arrived recently and the whole team is expected to be in place in August.

Cheryl Holland will lead the team and, as Corporate Management Adviser, will work closely with **Terry Warra**, NFA Managing Director and **Karo Karo**, Executive Officer to the MD. She will advise and support the NFA management team in their work and in implementing their Corporate Plan.

Wanda Powell, the Human Resource Management Adviser, will assist **Bala Kapa** (HR Manager) and **Mapiria Nape** (Training Manager) to build capacity in change management, performance planning and in aligning Human Resources with corporate priorities.



Back row: Thomas Tekri (Manager Services), Cheryl Holland (Corporate Management), Nanadai Asi (Director Corporate Services), Terry Warra (Acting Managing Director), Karo Karo (Executive Officer)

Front row: Rob Collocott (Mangt. Information Systems), Bala Kapa (Manager Human Resources), Roger Bottrall (Asset Management), Wanda Powell (HR Management).

Rob Collocott (Management Information Systems Adviser) will work with **Grainger Tau** to build more effective IT infrastructure across NFA. They will also work to improve the NFA management information systems to provide better information for NFA and the wider forest industry.

Roger Bottrall, Assets Management Adviser, will assist **Thomas Tekri** to set up an asset management plan with appropriate policies, procedures, data collection/analysis, valuations and training. A short-term Adviser, **Alan Ogle**, will arrive in late August to assist NFA will monitoring and evaluation processes.

Advisory Support Facility Phase II 2003-2006

Level 2, Ela Beach
Tower, Port Moresby

PO Box 776
Port Moresby

Phone: 320 1926
Fax: 321 1602

Email:
asf@asf.sagric.com
Web site:
www.asf.sagric.com

ASFII support for NEFC review

The National Economic and Fiscal Commission (NEFC) is undertaking a major review of PNG intergovernmental financing arrangements during 2004. NEFC will report to the PNG government later this year, suggesting reforms relating to revenue raising and distribution. This is likely to lead to benefits for public expenditure management and should lead to reforms that make a real difference to delivery of services in health, education, infrastructure and other community services.

To support this review process, the ASFII Board approved the assignment of several advisory positions to assist with studies to be conducted to inform this review. NEFC Director, **Dr Nao Badu**, led selection panels to identify suitable advisers in Australia and PNG. Advisers now in place are **Kathy Whimp**, **Jonathan Gouy**, **Tony Simonelli**, **Ricky Kumung** and **Uve Rova**. Expected soon are **Nick Cumpston**, **Felicity Herbert** and **Paul Bridgman**.



ASFII Strategic Plan approved and operational

The ASFII Facility Management Group (FMG) has developed a *Strategic Plan* to guide and focus ASFII advisory placements. This Plan takes into account both GoPNG and AusAID policies and priorities, as well as recognised strengths and gaps within the PNG public sector. It provides a framework for using ASFII resources in ways that will best assist GoPNG departments to undertake public sector reform, improve public administration and better deliver services to the people.

This *Strategic Plan* is firmly grounded in the GoPNG's recent initiatives in public sector reform, taking its direction and priorities from major GoPNG reports and plans, in particular:

- The *Medium Term Development Strategy 2003–2007*
- The *Strategic Plan for Supporting Public Sector Reform in PNG 2003–2007*
- The *Public Sector Reform Workplan 2003–2004*
- The *Public Expenditure and Rationalization Review Reports*.

ASFII has its main focus on public sector reform and will provide advisers who can effectively assist government departments to implement reforms and make improvements in public management and administration. Advisers will help build the capacity of PNG agencies to better manage their resources and to deliver services more effectively. ASFII advisers will work towards the objectives for public sector reform, as identified by GoPNG, namely:

- A public sector with a clear sense of priorities
- Affordable government
- Improving performance, accountability and compliance
- Improving service delivery.

Critical areas identified by the GoPNG for action are:

- Reducing costs and waste in national and provincial government administrations
- Correcting the underlying weaknesses that fail to control spending and prevent waste
- Strengthening the capacity of the central agencies.

Based on these GoPNG priorities, ASFII is working with GoPNG agencies to identify areas where ASFII resources can most effectively be applied, and to scope appropriate adviser placements. Priorities for ASFII support in 2004 are:

• **Setting clear directions**

Some GoPNG agencies need support to develop a clear sense of direction for their work. ASFII will assist departments with the corporate planning process, based on a standard GoPNG model.

• **Improving performance**

Many agencies need support to set up and manage appropriate systems that will help them to improve their performance. ASFII will assist departments to develop and refine these systems for measuring, monitoring and reporting on agency performance.

• **Expenditure management**

Agencies also need support to control spending, improve cost-effectiveness and budgeting, manage finances better and to adopt sound procurement practices.



THE ASFII FACILITY MANAGEMENT GROUP 2004

Back row

- Dr Jane Lake (representing AusAID)
- Mr Tony Miva (proxy member representing DNP&RD)
- Dr Alan Pope (Facility Director – representing the AMC)
- Mr Mosilayola Kwaiyala (Chairman and representing DNP&RD).

Front row

- Ms Moale Vagikapi (proxy member representing AusAID)
- Ms Raquel Painap (member representing DPM)
- Mr James Melegepa (Deputy Chairman and representing DPM&NEC).

ASFII is a partnership between GoPNG and AusAID and the membership of the Facility's managing board (the FMG) reflects this partnership. Established in late 2003, the new FMG has representatives from AusAID and the Managing Contractor (SAGRIC International) but more importantly, has three key representatives of the Government of PNG as full members.

The FMG meets monthly and PNG board members bring a wealth of public sector experience to the decision-making and direction-setting of ASFII. GoPNG members are drawn from the ranks of senior public servants within the Departments of Prime Minister and NEC, Personnel Management and National Planning and Rural Development. AusAID is represented by Dr Jane Lake and the AMC member is Dr Alan Pope.

Expenditure Controllers making a difference

A major GoPNG priority is to control public expenditure. In 2003 the Departments of Finance and Treasury introduced a range of initiatives which included the appointment of Financial Controllers to major spending departments and the introduction of the *Authority to Pre-Commit* process. The objective of these initiatives was to ensure improved financial control and discipline in GoPNG departments.

ASFII has supported these initiatives by providing two Advisers to the Department of Finance. Achievements within this placement to date include:

- Development and delivery of training courses for controllers;
- Provision of technical support to the Expenditure Branch;
- Development of monthly expenditure reporting and training;
- Introduction of new financial controls at departments;
- Development of the new *Authority to Pre-Commit*;

- Publication of a regular newsletter, *Managing Major Commitments*.

The two ASF Advisers are **Daryl Martini** and **Alan Cairns**. As well as helping with the above, they have been supporting the training of additional Financial Controllers, making sure that they have the knowledge they need once working in their respective departments. A three week course was developed and included input from a range of experienced officers, including **Phillip Julius**, **Wesley Kilala**, **Hauka Aeake**, **Otto Wallingen** – and of course Alan Cairns and Daryl Martini.

Fourteen people attended the initial course. Speaking at the closing ceremony the Secretary for Finance,



Participants at the first Financial Controllers' course get down to some serious study

Mr Thaddeus Kambanei, emphasised the importance of the Financial Controllers' work and urged them to take up the challenge of putting what they had learned into practice.

FINANCIAL

Steve Nukuitu *Police*
 Joe Warapio *Defence*
 Walis Imbal *Petr. & Energy*
 Komba Kepo *Lands*
 Zerah Lauwo *Foreign Affairs*
 Giyame Nagwi *Health*
 Cornelius Bunbun *Education*
 Leo Wangi *Transport*
 Dennis Apis *Labour & IR*
 Jim Tali *Education*
 Petrus Bom *Head Office*
 Otto Wangillen *Head Office*

CONTROLLERS

News in brief

Legal professionals at NEFC

Two Legal Advisers (**Felicity Herbert** and **Paul Bridgman**) will arrive in August to take up advisory roles with NEFC, where they will assist with legal issues and research relating to provincial budgeting and financial management.

Corporate planning support

Cedric Saldanha is working with the Department of National Planning and Rural Development and the Department of Provincial and Local Government Affairs, providing advice on the process of developing a coherent and effective Corporate Plan.

National Disaster Centre

Following on from a successful ASFII assignment in 2003-4, **Col. Eric Ani** (Director of NDC) sought two ASFII advisers, to cover Operations and Community Preparedness. **Brian Mattner** and **Reg Sanday** will take

up these posts later this month.

Ongoing support at PSRMU

ASF has provided advisory support to the Public Sector Reform Unit over the past two years and is continuing to do so in 2004. **David Hawkes** will work with Director General **Bill Kua** and senior managers, while **Graham Mostyn** will return to assist with central agencies' work and **Doug Keech** will focus on advice regarding line agencies reform.

Provincial Affairs in action

DPLGA is leading a team undertaking a design mission relating to assisting provinces to improve service delivery at the local level. This study is expected to lead to a pilot program promoting more effective service delivery in three provinces, to be known as Provincial and District Performance Improvement Initiative.

Planning at the district level

Joe Abani, working as a member of an active Provincial Planning Team

in Eastern Highlands, is assisting EHP planners to move to the district and ward level this year. More realistic and achievable local plans are an expected outcome of this work.

National planning support

ASFII is providing support for national planning as well, through **Geoff Thompson's** work with the National Education Planning Committee.



Above: Secretary of Lands, Pepi Kimas, and ASF Recruitment Manager, Natasha Markovic, take a break from interviewing candidates for an ASFII position in Adelaide.

CURRENT ASFII ADVISERS

Department of Treasury

Storkey, Ian	Debt Management Adviser
Retnasaba, Saba	Budget Management Adviser
Van der Eyk, Philip	Financial Inspections Adviser
Holland, Les	Management Development Adviser

Department of Finance

Cairns, Alan	Expenditure Control Adviser
Martini, Daryl	Expenditure Control Adviser

National Economic and Fiscal Commission

Gouy, Jonathan	Economic and Fiscal Adviser
Simonelli, Tony	Functional Working Group Adviser
Whimp, Kathy	Strategic Management Adviser
Kumung, Ricky	Project Adviser
Rova, Uvenama	Project Adviser

PM & NEC: Public Sector Reform Management Unit

Mostyn, Graham	PSR Adviser – central agencies
Hawkes, David	Strategic PSR Adviser
Keech, Douglas	PSR Adviser – Line agencies

National Planning and Rural Development

Saldanha, Cedric	Corporate Planning Adviser
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National Forest Authority

Holland, Cheryl	Corporate Management Adviser
Powell, Wanda	Human Resources Adviser
Collocott, Rob	Information Systems Adviser
Bottrall, Roger	Asset Management Adviser
Ogle, Alan	Monitoring and Evaluation Adviser

Department of Provincial and Local Government Affairs

Saldanha, Cedric	Corporate Planning Adviser
Hood, Bob	Service Delivery Scoping Adviser
Maroroa, Murray	Service Delivery Scoping Adviser

Department of Works

Holland, Les	Management Development Adviser
Greenfield, Richard	Financial Management Adviser
Curry, Barry	Information Technology Adviser

Department of Personnel Management

Norm Bateson	Implementation Adviser
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Bank of PNG

Lee, Chris	Life Insurance Adviser
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Central Supply and Tenders Board

Gormlie, Ian	Procurement Adviser
Carlson, Lawrie	Procurement Adviser

Bougainville Administration

Prentice, Ian	Bougainville Peace Process Adviser
Fraser, Sir James	Legislative Adviser
Regan, Anthony	Constitutional Adviser

National Disaster Centre

Sanday, Reg	Prepared Communities Adviser
Mattner, Brian	Operations Adviser

EHP Administration

Abani, Joseph	Planning Support Adviser
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Department of Education

Thompson, Geoff	Planning Adviser
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Department of Lands and Physical Planning

Kaviani, Nasser	IT Communication Systems Adviser
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ABOUT ASF PHASE II

ASFII is part of Australia's aid program to PNG and is the second phase of a facility established in 1997. It is a three-year 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 institutions.

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 come from Australia, New Zealand and PNG and they may be assigned to PNG National and Provincial level agencies.

This newsletter is produced in print and pdf format by the ASFII management team, based at Level 2, Ela Beach Tower, Port Moresby.

Editorial responsibility is with Dr Alan Pope, Facility Director – email: apope@asf.sagric.com