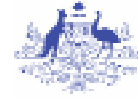




ASF REPORT



Australian Government
AusAID

REPORT TO STAKEHOLDERS for JULY to DECEMBER 2004



I am pleased to present this report, outlining the achievements of the Advisory Support Facility Phase II during the second half of 2004.

ASFII is supported financially by AusAID. It 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.

I commend this report to you.

Mosilayola Kwayaila, Chairman, ASFII Board

ADVISORY SUPPORT FACILITY PHASE II

1. INTRODUCTION

This is the ASFII report to stakeholders for the period July to December 2004. It is a summary of the full report to the ASF Board and AusAID, submitted by SAGRIC, the facility manager.

2. ACHIEVEMENTS

Between July and December 2004, ASF achieved the following:

- A clear strategic direction linked with GoPNG public sector reform plans;
- An engaged, decision-making Board of Management (FMG), which guided decisions on ASF investment;
- In agencies where there are ASF Advisers, there is an improved corporate planning process linked to budget planning and public sector reform;
- ASF Advisers in Finance and Treasury support the capacity of central agencies to develop effective techniques for assessing accountability, compliance and performance;

- ASF change management and senior team leaders are implementing initiatives for leadership skills development and improving management skills of senior public servants;
- Senior GoPNG personnel report a high degree of satisfaction with ASF Advisers overall;
- ASF Advisers have worked in complementary ways with ECP officers;
- ASF managed 51 placements in 20 different central and key line agencies over this six month period;
- ASF effectively and efficiently recruited 12 Advisers from a field of 153 applicants, and mobilised and inducted 19 new Advisers;
- A systematic monitoring and evaluation schedule was put in place;
- Advisers report that the induction, mobilisation and logistical support from ASF is excellent;
- Key Agency Staff report a high satisfaction with the performance and

- capacity building skills of Advisers;
- ASF improved its Management Information System;
- Three seminars and three social activities were held;
- An overall expenditure of \$AU4.92 million of an budgeted \$AU5 million.

In contrast to 2003 when the FMG met only on three occasions, in the 12 months of 2004 the FMG met on ten occasions, with a high level of attendance and engagement in decisions about placements within GoPNG strategic directions. During this six month period FMG meetings have been held regularly, with five being held in this period.

All requests for ASF placements were assessed with reference to the *ASF Strategic Plan* and priority objectives identified for 2004. There were fewer requests for inappropriate advisory placements. With directions and priorities established:



ASF

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



Setting Clear Directions	14	AUD 0.8m
Improving Performance	15	AUD 1.5m
Public Expenditure Management	19	AUD 1.6m
Personnel Management	2	AUD 0.1m
Other	1	AUD 0.9m
Total	51	AUD 4.9m

- The AMC was able to give realistic advice to agencies seeking advisory assistance;
- The collaborative development of the *Charter* agreement between ASF and participating GoPNG agencies was facilitated – defining the placement outcomes, objectives, terms of reference and responsibilities.

In this reporting period, the AMC scoped 20 placements, or one third of all placements scoped since April 2003. Eight proceeded to the final stage and were agreed by the FMG, five requests were rejected, while 11 requests were still on hold at the end of the period.

Through scoping these requests through the Charter documentation, and involving senior staff, there has developed an increasing awareness among stakeholders that decisions on placement are made by a group of GoPNG senior officers. Thus there was evidence of more cross-agency coordination and communication.

In this six month reporting period, 11 full recruitment processes were carried

out – i.e. an average of just under 2 per month. Each process involved a senior GoPNG official from the agency requesting advisory support, the Facility Director (or Deputy) and the ASF Recruitment Manager for a full week of selection activities. GoPNG officials universally reported this experience to be a positive one and several noted that it provided a practical model of a recruitment process based on merit.

Through these processes, 153 applicants were assessed, 16% of whom were women. Ten positions were filled, 30% of whom were women. Two positions were not filled for different reasons.

The AMC has established a professional development electronic library consisting of relevant articles and reports. These are regularly sent out to Advisers with the monthly ‘Adviser Update’.

In this period, three social/networking activities were organised to encourage ASF Advisers to broaden their network. ECP officers, senior GoPNG officers and FMG members attended these.

Three specific Adviser Seminars were organised in this period. The final workshop, in December, involved Advisers and their key counterpart staff in considering the *ASF Monitoring and Evaluation Framework*. This workshop was evaluated using a survey questionnaire. Overall, respondents found the workshop very useful. Over 40 GoPNG staff attended. An assessment of the impact of ASF Advisers in the Department of Lands was presented by the Deputy Secretary, Romilly Kila-Pat. After the presentations by the respective speakers, discussion groups from each Agency shared ideas about how public sector reform was progressing, including the continuing support of ASF.

The following outcomes are claimed by ASF through its operations in this period:

- Improved coordination between Agencies – e.g. Treasury/Works; Community Development/Treasury regarding their budget and structural reorganisation; Financial Controller Adviser operating across ten line agencies; and negotiations with DAL and PSRMU on the Financial Expenditure Review;
- Sustainability of procurement reform is strengthened by actively working across agencies such as PSRMU, DOF and donors;
- Assuring systems of accountability of CSTB through Ombudsman and AGO;
- Links between Advisers in different agencies such as NEFC, DPLGA and line agencies;
- Enhancing workplace culture and



Working together at PNG National Forest Authority

motivation to work to core legislated functions in corporate planning;

- Improved communication of the Public Sector Reform Strategic Plan.

There is a trend evident within ASF of placements within 'teams', with few exceptions (DPM, BPNG). Teams of two are common and the largest teams are placed within Forestry (five placements), NEFC (nine placements over the period) and the Department of Provincial and Local Government Affairs (three placements).

The team approach in Forestry is reported to have the following benefits: information sharing; resource pooling; integrated corporate planning (and reporting) systems to improve alignment through the organisation; and ability to lobby for change.

As recommended in the *ASFII Project Design Document*, where there are more than three Advisers, a lead Adviser is nominated to coordinate the work within the agency to ensure it achieves maximum impact within agencies. In this period there were four lead Advisers nominated.

Advisers in Departments of Finance, Treasury, Personnel Management, Prime Minister and NEC all relate to ECP officers on a regular basis.

In this period, 19 Advisers undertook the full three-day ASF induction with the other completing a modified induction only. Samson Vartovo, Facility Coordinator, now has substantial involvement in organising and providing induction sessions. The cultural awareness component now has a course outline and is provided as a discussion seminar covering topics such as: Cultural Diversity and regional differences; the Wantok system; transport issues; deaths, marriages and family obligations; 'big men'; status of women in PNG; silences and different perspectives of time.

An evaluation of the 19 Advisers who have been through the induction program was undertaken.



The ASFII Facility Management Group 2004

3. MONITORING ASFII

The *ASFII Monitoring and Evaluation Framework* details the log-frame on which the performance of Advisers is monitored and evaluated. In this six month period the performance monitoring has been focussed on the following activities:

- At induction, each Adviser is provided with detailed instructions to tailor individual work plans to reflect the stated needs of the agency in the Charter document, a capacity building emphasis, appropriate deliverables and satisfactory performance indicators;
- Monthly monitoring of individual team member reports with AMC feedback on key issues arising so that work can be modified if necessary;
- Advisers on periodic assignments, and other Advisers when requested, meet the Facility Director or Deputy at the ASF Office to brief on current issues;
- Formal counterpart feedback: a written survey of counterparts was undertaken in mid-December 2004;
- Analysis of each Adviser's six monthly report or, where applicable, their *Placement Completion Report*.

Counterpart feedback was received from ten (10) agencies. Overall respondents rated advisory performance as *Very Good – Excellent*. From the responses to the question of skills and knowledge developed as a result of working with the ASF Adviser, four key

themes were developed:

- performance management
- organisational leadership/capacity
- improved policy coordination within government stakeholders
- computer, writing and briefing skills.

4. LESSONS LEARNED

A list of lessons learned contributed by Advisers can be categorised in three themes of:

- The additional benefits of working in teams of Advisers;
- The frustrations that can accompany working in public sector reform;
- Hints for capacity building: such as patience, humour, professionalism and the need for repetition in capacity building.

In addition there are some useful comments on current issues in the public sector. For example:

- If plans are overly ambitious they have to be quickly abandoned;
- Benefits of ASF support are directly related to the time an Adviser spends sitting alongside counterparts;
- Acting appointees can impede progress since their ability to act strategically is limited;
- An agency's credibility can be enhanced if it communicates its core business to stakeholders. Acknowledgement that an agency may not have previously delivered on core business can start a more productive dialogue;
- There must be internal leadership for reform and capacity building to work. This is a critical variable.



5. PLACEMENTS CATEGORISED BY AGENCY JULY – DECEMBER 2004

During this reporting period forty eight (48) Advisers were in-country and working. In addition three of these Advisers worked on two different placements, making a total of fifty (51) active placements during this period.

Agriculture and Livestock	Foo, Francis	Corporate Planning/Scoping
Bank of PNG	Lee, Chris	Insurance and Super Adviser
Bougainville Provincial Administration	Regan, Anthony	Constitutional Administration
	Prentice, Ian	Peace Process Adviser
	Fraser, Sir James	Legislative Support Adviser
Central Supply & Tenders	Gormlie, Ian	Procurement Adviser
	Carlson, Lawrie	Procurement Adviser
Dept. Community Services	Riley, Sharon	Financial Management Adviser
	Stevens, Graeme	Change Management Adviser
Eastern Highlands Prov.	Abani, Joseph	Planning Adviser
Department of Education	Thompson, Geoff	Planning Adviser
Department of Finance	Cairns, Alan	Expenditure Control Adviser
	Martini, Daryl	Expenditure Control Adviser
Lands & Physical Planning	Kaviani, Nasser	Information Systems Adviser
	Martin, Brian	Change Management Adviser
National Disaster Centre	Mattner, Brian	NDMO Operations Adviser
	Sanday, Reg	Prepared Communities Adviser
National Economic and Fiscal Commission	Whimp, Kathy	Strategic Management Adviser
	Simonelli, Tony	Functional Study Adviser
	Rova, Uvename	Project Officer
	Kumung, Ricky	Project Officer
	Herbert, Felicity	Legal Adviser
	Heijkoop, Peter	Provincial Expenditure Adviser
	Gouy, Jonathan	Economic and Fiscal Adviser
	Cumpston, Nick	Cost of Services Adviser
	Bridgman, Paul	Legal Adviser
National Planning & RD	Saldanha, Cedric	Corporate Planning Adviser
Personnel Management	Bateson, Norm	Retrenchment Adviser
Department of PM&NEC	Thompson, Gwyn	Senior Management Adviser
	Hawkes, David	Strategic Management Adviser
	Keech, Doug	Public Sector Reform Adviser
	McCrea, Peter	Policy Adviser
	Mostyn, Graham	Public Sector Reform Adviser
National Forestry Authority	Holland, Cheryl	Corporate Management Adviser
	Bottrall, Roger	Assets Management Adviser
	Collocott, Robin	Management Information Systems
	Ogle, Alan	Monitoring & Evaluation Adviser
	Powell, Wanda	Human Resource Adviser
Department of Provincial and Local Government Affairs	Saldanha, Cedric	Planning/Policy Adviser
	Bell, Tom	Policy Adviser
	Hood, Bob	Service Delivery Scoping
	Wright, Michael	Legal Adviser
	Holland, Les	Management Adviser
	Storkey, Ian	Debt Management Adviser
Department of Treasury	Retnasaba, Saba	Budget Management Adviser
	Van der Eyk, Philip	Financial Inspections Adviser
Department of Works	Curry, Barry	Information Technology Adviser
	Holland, Les	Management Development Adviser
	Greenfield, Richard	Financial Management Adviser

ABOUT ASF 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 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. They may be assigned to PNG National and Provincial level agencies.