

Appendices

Appendix A – Strategic Context

Policy and Strategic Context ¹

1. Situated in the South Pacific, Papua New Guinea (PNG) covers a landmass of 463,000 square kilometres and comprises around 600 islands. The main island of PNG, which takes up about 85% of the total landmass, has some of the most rugged terrain in the world with rainforest covering around 75% of the land and many areas difficult to access. With a population of around 6.5 million, PNG is home to over 800 different linguistic and cultural communities, many of which live in various degrees of isolation. The median age is less than 20 years with 40% of the population under 15 and the population growing at an average annual rate of 2.7%. Around 85% of the population lives in rural areas spread across 20 provinces and 89 districts with the agriculture sector employing about 90% of the population.

2. The PNG economy relies heavily on natural resources as the country has abundant reserves of gold, oil, copper, natural gas, timber and fisheries. Since 2002 the Government of PNG (GoPNG) has restored and maintained macro-economic stability and presided over the longest period of uninterrupted economic growth since the country's independence from Australia in 1975. The Constitutional Crisis in 2012 created political instability but no clear evidence has yet emerged of serious long-term effects on the economy. In 2007 economic growth reached 7% and the public debt burden was reduced to 35% of the Gross Domestic Product (GDP). This has been achieved through economic stability and policy consistency, steadily increasing revenue thanks to rising world prices in commodities which are PNG's main export, as well as through prudent expenditure management. However, PNG was affected by the global financial crisis and since 2007 its revenue and expenditure have been declining in real terms.

3. Nevertheless, with the commencement of the recently approved multi- billion USD PNG Liquefied Natural Gas (LNG) project, there is hope that the economic growth will accelerate significantly in the near future with projections of PNG's GDP doubling over the next few years and much employment created. A more prudent assessment of direct benefits would indicate that it is likely to be many years before significant profits from the PNG Government's stake in the project are realised, given the high level of initial investment required from GoPNG.

4. Notwithstanding the strong macroeconomic performance in recent years and the relatively high GDP per capita compared to other developing countries, PNG has performed weakly on most social indicators. Around 40% of the population lives on less than US\$1 a day and the country is ranked 148th on the UNDP Human Development Index (UNDP 2009). There is widespread unemployment with the formal sector employing only about 6% of the workforce and the natural resource sectors creating relatively few employment opportunities to date. In 2006 adult and youth literacy rates were estimated at only 52% and 64% respectively.

5. Recent studies and assessments show that GoPNG has taken important steps to improve fiscal discipline and establish sound policies, laws, and oversight institutions in financial management and procurement. But these improvements have been slow to achieve in practice. This is due to a lack of enforcement, weak human and financial capacities, particularly in oversight institutions, and flaws in the decentralization framework that impede service delivery and accountability.

6. A 2005 Public Expenditure and Financial Accountability (PEFA) assessment found that public financial management is based on sound legislative and procedural frameworks, systems and processes, but weaknesses in implementation undermine accountability and budget credibility. Procedures are not always followed and breaches are not effectively penalised. There is a lack of transparency in budget execution which makes it difficult to track expenditures. A considerable diversion of budgeted resources and reliance on non-transparent extra-budgetary trust funds often translate into insufficient resources and staff for priority services.

7. The difficult PNG terrain and limited infrastructure isolate many communities and drive up the cost of transport and service delivery. A low skill base and the small number of formal jobs created by the PNG economy lead to lack of opportunity and poverty in urban settlements. This has led to serious law and order issues in the cities, leading to further deterioration of service delivery and access. There

¹ Adapted from an extract from the 'Australian Support for Basic and Secondary Education in Papua New Guinea 2010 - 2015 – Delivery Strategy', September 2010. Refer to Section 1.2 - pages 10-11 inclusive.

is also a growing alienation of PNG children and youths from their immediate communities and customary values, which further contributes to rising crime and substance abuse. Some parts of PNG (such as Southern Highlands) still experience frequent bouts of tribal fighting, which also affects service delivery.

8. Women are especially vulnerable in PNG given their lowly status in most PNG communities and their low representation in decision-making positions with only two female Members of Parliament. Studies indicate that about 70% of women have been exposed to domestic violence with fear of rape severely limiting women's mobility in most parts of the country. Given their exposure to rape and violence, women are particularly vulnerable to the rising HIV/AIDS epidemic which is estimated to affect 2% of the population with over 80,000 infected. Hence, women suffer even more from lack of access to basic services including all forms of education opportunities.

9. In addition to the above issues, political and administrative factors play a significant role in the weak delivery of services such as law and justice, health and basic education. GoPNG lacks capacity at all levels. Transparency and accountability are weak with widespread nepotism and corruption – PNG is ranked 150th on the Transparency International Corruption Perception Index. The GoPNG Public Accounts Committee estimated in 2007 that between 25% and 50% of all public money had been misappropriated or misapplied in the previous five years. Moreover, the decentralised nature of service delivery, with significant financial shortfalls at sub-national levels, presents another challenge to effective service delivery in social services such as Law and Justice.

10. As a result, PNG is unlikely to achieve its Millennium Development Goals (MDGs) by 2015. Poverty and inequality, and the law and order issues these generate, continue to be major concerns for the country. The Government recognises this and has developed strategies to address the various problems identified above. In 2009 GoPNG launched its National Strategic Plan 2010-2050, known as GoPNG's Vision 2050. The Plan seeks to address PNG's low social & economic indicators and puts a high priority on law and order. In 2010 the Vision was given effect through the PNG Development Strategic Plan 2010-2020.

11. Law and Justice in PNG is guided by the Medium Term Development Plan (2010-2015), the Law and Justice Policy and the Sector Strategic Framework (SSF). The SSF outlines five priority areas with the aim of providing a "Just, Safe and Secure Society for All." The five priority areas include:

- a. Improved Policing, Security, Safety and Crime Prevention
- b. Improved Access to Justice and Just Results
- c. Improved Reconciliation, Reintegration and Deterrence
- d. Improved Accountability and Reduced Corruption
- e. Improved Ability to Deliver Law and Justice Services

12. The Partnership for Development (P4D) between the Government of Australia and the Government of Papua New Guinea targets its support for these five priority areas. Three major programs constitute Australia's support for GoPNG in meeting these priority targets:

- a. PNG-Australia Law and Justice Program
- b. PNG – Australia Policing Partnership
- c. Strongim Gavman Program.

Appendix B – Evaluation Study Design (Extracted from TOR as issued in the Request for Tender)



1. Introduction

- a. The Government of Australia (GoA) is providing support to the Papua New Guinea law and justice sector through the PNG-Australia Law and Justice Partnership (PALJP). The Partnership provides flexible and responsive support that will assist the Government of PNG (GoPNG) to achieve measurable progress against its policies and strategies for law and justice reform and access to justice. The Partnership commenced in April 2009 and is due to operate until April 2014 and has a budget of AUD150M. The design process for GoA assistance to the sector post-April 2014 has commenced.
- b. PALJP provides Development Budget support to Law and Justice Sector (LJS) agencies for building new and refurbishing existing infrastructure such as courthouses, prison facilities, police stations and officer accommodation.
- c. Development Budget (DB) expenditure on infrastructure since 2004 (under the previous Law and Justice Sector Program - LJSP) totalled PGK 61 million with a budget for 2012 of PGK 20 million. GoPNG has also contributed substantial¹ Recurrent Budget expenditure for LJS infrastructure during the same period. (Refer **Annexure 1** for DB expenditure by year, LJS agency and province)
- d. Monitoring and evaluation is an important component of PALJP. For stakeholders at the highest level (LJS National Coordinating Mechanism and AusAID) it is vital to understand the development and service delivery impacts and effectiveness of law and justice infrastructure investment as it is experienced at the community user level. A review of the efficiency of LJSP Facilities program was conducted for the Justice Advisory Group in 2006. There has been no impact evaluation of the LJS infrastructure investment program to date.
- e. This Terms of Reference describes a study for investigation of the impacts and effectiveness of investment in LJS infrastructure, which will be undertaken by a consultancy team applying a mixed methods design for data collection and data analysis.
- f. The Terms of Reference are intended to be consistent with the '*Principles of Evaluation of Development Assistance*', Paris 1991, Development Assistance Committee, OECD, particularly Section IX. Design and Implementation of Evaluations and Section X. Reporting, Dissemination and Feedback.²

2. Purpose of the Study

a. Evaluation Questions - The study will be framed by the following overall key evaluation question and sub evaluation questions:

'To what extent is investment in infrastructure contributing to improved service delivery and access to law and justice for women, men, girls and boys of PNG?'

EFFICIENCY

- *To what extent are the procurement processes used for infrastructure maintenance and construction projects providing value for money? How could the procurement processes be*

¹ Total GoPNG Recurrent Budget expenditure for this period is not available.

² <http://www.oecd.org/dac/evaluationofdevelopmentprogrammes/dacprinciplesforevaluationofdevelopmentassistance.htm> Accessed 22 October 2012

*refined to improve a. Timeliness of construction **and** b. Quality of construction **and** c. Value for money?*

EFFECTIVENESS/ APPROPRIATENESS

- *How appropriate is the infrastructure design in meeting the needs of the intended users (women, men, girls and boys, people with disabilities)?*
 - *Is the infrastructure located conveniently in relation to other buildings where justice and related government & NGO services are being provided?*
 - *To what extent was land properly acquired prior to construction?*
- *To what extent is the infrastructure being used for its intended purpose?*
- *For what else is the infrastructure being used?*
- *How flexible has the facility proven to be over time in meeting emerging justice sector, government and community needs? Could the initial design have been more flexible to allow for emerging needs?*

IMPACT

- *What differences have the services provided, as a result of the infrastructure being in place, made to the lives of women, men, girls and boys? (To what extent was the service being provided prior to the construction/ refurbishment of the infrastructure?)*

SUSTAINABILITY/ LEGACY

- *In what overall current condition is the infrastructure (individual buildings)? (Considering time elapsed since construction/ refurbishment? Is there an appropriate maintenance program in place?)*

b. Locations - The study will be conducted in the National Capital District, Autonomous Region of Bougainville and three (3) other sample provinces (likely Eastern Highlands, Morobe and Western Highlands). The subsample of infrastructure projects selected against the criteria described in Table 1, which will be examined in detail through this study, are listed in **Annexure 2**.

Table 1 ‘Provinces’ - Selection Criteria and Rationale for the Criteria

Selection Criteria	Rationale for Criteria
Amount of DB (total) expenditure in the province during the study period	The study will provide some measure of benefit related to the scale of investment
Expenditure across a breadth of LJS agencies , prioritised in the following order of interest to AusAID: <ul style="list-style-type: none"> - RPNGC - Courts - Bougainville - Correctional Services - Office of Public Solicitor 	Evaluating impacts from a range of infrastructure investments will potentially provide understanding of integrated and different benefits provided to provincial communities
Completed (generally prior to 2011) Project Type: Refurbishment > K100,000 New Build >K500,000	Completion time prior to 2011 allows for assessment and understanding of impact. New builds can be potentially more appropriate in design than refurbishments; Refurbishments can potentially provide better value for money in a shorter construction period.

- b. Information Use** - The information collected through this study will be used by:
- AusAID in designing post PALJP investment policy and program for LJS infrastructure.
 - GoPNG Law and Justice National Coordination Mechanism (NCM) and AusAID in:
 - understanding the impacts and improvements or changes in the lives of infrastructure users;
 - value for money derived from infrastructure investment;
 - visibility for the GoA funding perspective; and
 - improving LJS infrastructure investment policy and planning.
 - LJS infrastructure designers in improving the appropriateness of infrastructure design for intended users and beneficiaries.
 - LJS infrastructure asset managers in developing and improving approaches to infrastructure asset maintenance.
- c. The program logic** and intended outcomes of infrastructure investment are described in Annexure 3. The program logic will provide the broad framework for conducting this impact and effectiveness study. Data will not be collected to report against all outcomes described in the logic.
- d. PNG Research Capability** It is essential that the implementation of this study engages PNG research capability in data collection and data analysis, encourages innovation and utilises processes and methods that enhance local skills and knowledge in both implementing research techniques and understanding the impacts of investment in LJS infrastructure.
- e. Lessons learned from recent impact studies in PNG:**
- A mixed methods research design is most flexible and will enable appropriate collection of data to answer evaluation questions.
 - Development of an engagement strategy and pre study engagement with provincial level stakeholders is valuable in gaining support for the conduct of the study.
 - It is vital to incorporate participatory evaluation principles to achieve engagement of all stakeholders and effective use of evaluation findings for informing policy.
 - It is vital to closely manage quality of collection of data in the field and to plan for managing and properly referencing data collected.
 - Translation of interviews will ideally be completed in the field by local translators to ensure capturing of true meaning.
 - Participatory analysis of data through a ‘summit workshop’ process gains valuable stakeholder buy in.
 - Carefully planned and participatory development of data collection tools is highly valuable.
 - Data collection tool design, data collection and data analysis **must** involve PNG nationals.

3. Proposed Study Design and Methodology

The study will be conducted using a convergent parallel design³, integrating the use of quantitative and qualitative data collection methods and integrating data analysis to answer the overall diverse set of evaluation questions. For efficiency, both types of data will be collected during one phase of fieldwork. Data collection will also potentially involve the collection of secondary data - existing facility use records - where they are available and considered reliable.

Proposed data collection methods to answer specific evaluation questions are described in Table 2:

Table 2 Proposed Research Methods

Evaluation Question	Possible Data Collection Method / Data Source
EFFICIENCY - Procurement Processes – Procurement Specialist	
<i>To what extent are the procurement processes for infrastructure maintenance and construction projects providing value for money? How could the procurement processes be refined to improve a. Timeliness of construction and b. Quality of construction and c. Value for money?</i>	Procurement process project management records: <ul style="list-style-type: none"> - # of weeks for each step in the procurement process - Performance of contractor c.f contracted milestones - Actual cost of project vs pre procurement estimated cost vs cost in contractor tender response. (% variance) - Project implementation and Completion Quality Assurance process records
EFFECTIVENESS AND APPROPRIATENESS - Infrastructure Use – Infrastructure Specialist and Social Research Team	
<i>How appropriate is the infrastructure design in meeting the needs of the intended users (women, men, girls and boys)?</i>	Design and operational analysis by infrastructure specialist through a gender lens and user perspective, considering equity of access.
<i>Is the infrastructure located conveniently in relation to other government & NGO justice and related services?</i>	Mapping using GPS and sketch map
<i>To what extent was land properly acquired prior to construction?</i>	Project management records Land title records
<i>To what extent is the infrastructure being used for its intended purpose?</i>	Semi structured Interviews with key informants – LJS service providers at provincial level, Provincial admin, Local leaders & NGOs If possible, access and collate facility case management records – e.g. court records, police station activity reports, Legal Aid Desk records
<i>For what else is the infrastructure being used?</i>	Semi structured Interviews with key informants – LJS service providers at provincial level, Provincial admin, Local leaders & NGOs

³ Creswell, J and Plano-Clark, V. (2011) 'Designing and Conducting Mixed Methods Research 2nd Edition' Sage, California pp 77-81






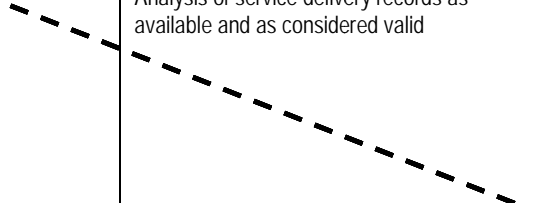
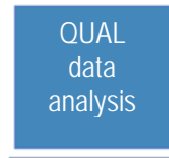


Evaluation Question	Possible Data Collection Method / Data Source
	Semi structured Interviews with facility users (could be group interviews)– clients & beneficiaries
<i>How flexible has the facility design proven to be over time in meeting emerging justice sector, government and community needs? (Could the initial design have been more flexible to allow for emerging needs?)</i>	Semi structured Interviews with key informants – LJS service providers at provincial level, Provincial admin, Local leaders & NGOs
IMPACT - Social Research Team	
<i>What differences have the services provided as a result of the infrastructure being in place made to the lives of women, men, girls and boys? (To what extent was the service being provided prior to the construction/ refurbishment of the infrastructure?)</i>	Semi structured Interviews with facility users – clients & beneficiaries – <i>What did you do before? What has changed? What difference has that made for your lives?</i>
SUSTAINABILITY – LEGACY - Infrastructure location and condition - Infrastructure Specialist	
<i>In what overall current condition is the infrastructure? (Considering time elapsed since construction/ refurbishment? Is there an appropriate maintenance program in place and being implemented?)</i>	<p>'Rapid' infrastructure condition assessment – Good, Fair, Poor;</p> <p>Photo Record linked to database</p> <p>LJS agency records – Key informant interview</p> <p>Assess:</p> <ul style="list-style-type: none"> • Asset maintenance plan in place and being implemented; • Asset maintenance plan in place and not being implemented; • No asset maintenance plan.

Project design will be embedded as far as possible in a participatory management and learning framework where the ultimate information users will be involved in overseeing the project design and implementation through the following pathways:

- Involvement in the Project Reference Group, comprised of LJS Working Group members and other specialists;
- Participation in a data analysis workshop where quantitative and qualitative data is brought together for consideration by ultimate potential users of the data;
- Participation in a summit workshop, where the study findings are used to inform a policy dialogue by LJS senior managers and other stakeholders; and
- Collaborative review of project deliverables.

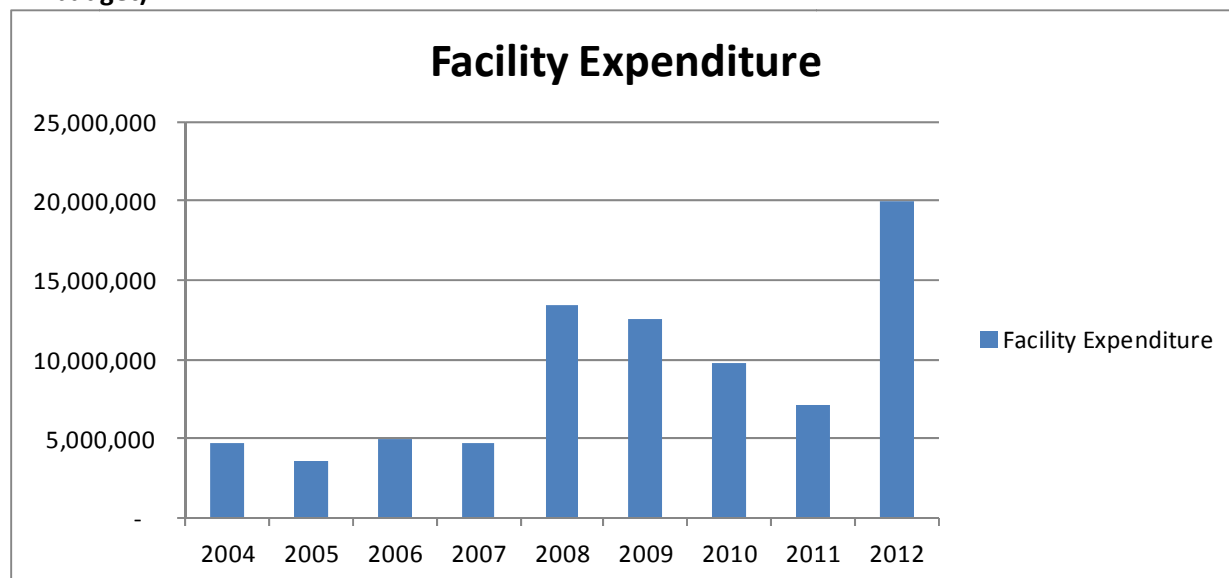
The overall proposed study design is fully described in Table 3, where the quantitative and qualitative research strands are illustrated in relation to each other and the potential information products.

Table 3 Overall Study Design (QUANT = Quantitative; QUAL = Qualitative)

Phase	Procedure	Product	Phase	Procedure	Product
 	<p>Collation of Procurement and contract management records</p> <p>'Rapid' infrastructure condition assessment – Good, Fair, Poor;</p> <p>Photo Record linked to database</p> <p>LJS agency asset management records and plan</p> <p>Assess:</p> <ul style="list-style-type: none"> Asset maintenance plan in place and being implemented; Asset maintenance plan in place and not being implemented; No asset maintenance plan. <p>Mapping using GPS and sketch map</p> <p>Design and operational analysis by infrastructure specialist through a gender lens and user perspective</p> <p>Access and collate facility case management records – e.g. court records, police station activity reports, Legal Aid Desk records</p>	<p>Simple Database established with:</p> <ul style="list-style-type: none"> Infrastructure type Time details for procurement and project management steps including date of completion and commissioning Project cost (& other project details), Location, Asset condition, Photo record, Asset management implementation status Description of infrastructure functionality and suitability for intended purpose <p>Database georeferenced and ready for integration with Geographic Information System (GIS) and overlay with satellite image</p> <p>Report for each facility on level of usage</p>	 	<p>Semi structured Interviews with key informants – LJS service providers at provincial level, Provincial admin, Local leaders & NGOs</p> <p>(Snowball sampling –whoever can be found – aim for 3 interviews per facility)</p> <p>Semi structured Interviews with facility users (could be group interviews)– clients & beneficiaries</p> <p>(Purposeful opportunistic sampling – based on availability of respondents. Aim for 3 F, 3 M per facility)</p>	<p>Transcripts of interviews</p> <p>10 per sample area</p> <p>10 per sample area or community group meetings</p>
 	<p>Analysis of quantitative criterion:</p> <p>Averages and frequencies against criteria</p> <p>Analysis of service delivery records as available and as considered valid</p>	<p>Statistics on procurement and project management for sample sites</p> <p>Description of infrastructure by sample site against relevant criteria</p> <p>Map of LJS infrastructure in the context of other relevant services, overlaid with satellite image.</p> <p>Quantitative description of services being provided by type of service and category of beneficiary</p>	 	<p>Participatory analysis in workshop with Project Reference Group</p> <p>NVivo analysis of all transcriptions to develop themes and recurrence of themes with regard to service delivery</p>	<p>Participatory analysis and workshop process written up – early results</p> <p>NVivo Analysis Report– themes and frequencies by respondents</p>
Cross check service delivery records with qualitative themes to answer research questions				<p>Cross check qualitative findings with quantitative physical realities findings to answer research questions</p> <p>Description of how infrastructure is being used and the apparent impacts the improved ability to deliver LJS services has had on the lives of men and women. Evaluation questions answered validly and reliably.</p>	

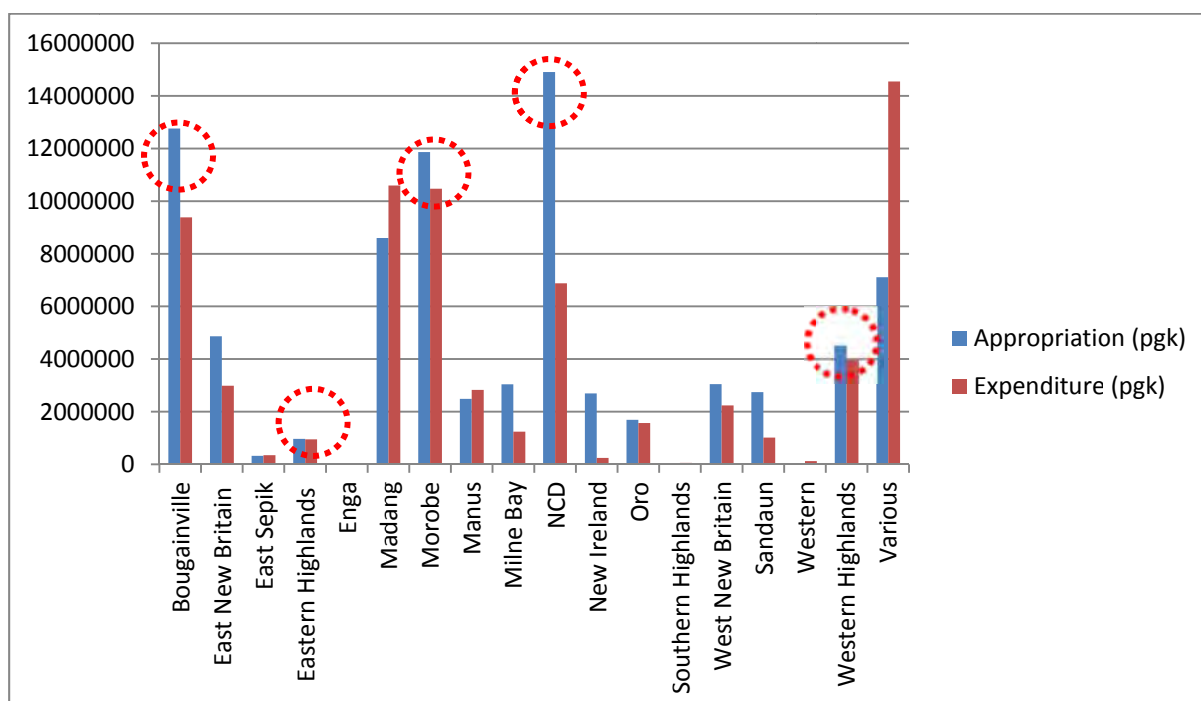
Annexure 1 LJSP – PALIP Expenditure on Infrastructure 2004 – 2012

Graph 1 Annual DB Infrastructure Expenditure (pgk) (Note: The 2012 figure is appropriate budget)



2004	2005	2006	2007	2008	2009	2010	2011	2012
4,749,382	3,659,721	4,933,390	4,695,017	13,470,000	12,586,970	9,816,701	7,103,322	20,031,000

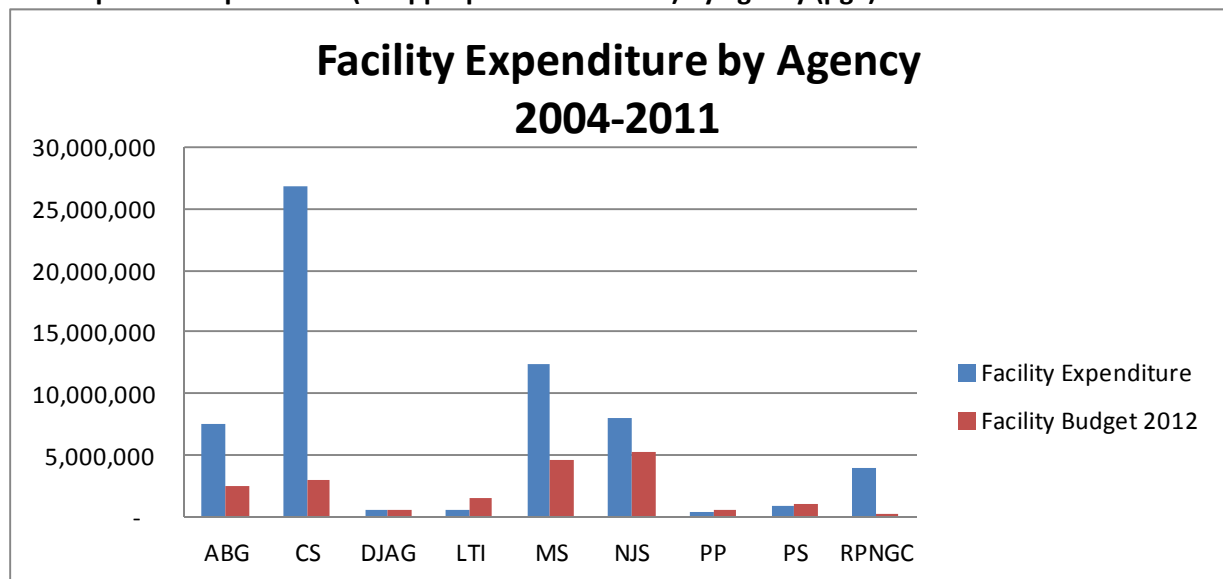
Graph 2 Appropriation and Expenditure by Province 2004 – 2012 (pgk)



Possible study provinces for sample projects



Graph 3 DB Expenditure (or appropriation for 2012) by agency (pgk)



	ABG	CS	DJAG	LTI	MS	NJS	PP	PS	RPNGC
Facility Expenditure	7,555,919	26,882,451	628,647	523,078	12,415,316	7,975,733	358,141	939,883	4,061,516
Facility Budget 2012	2,530,000	3,046,000	550,000	1,500,000	4,650,000	5,275,000	650,000	1,000,000	330,000

Appendix B - Evaluation Study Design (Terms of Reference as provided in the RFT for the Consultants)

Annexure 2 List of DB funded infrastructure projects proposed for in depth analysis

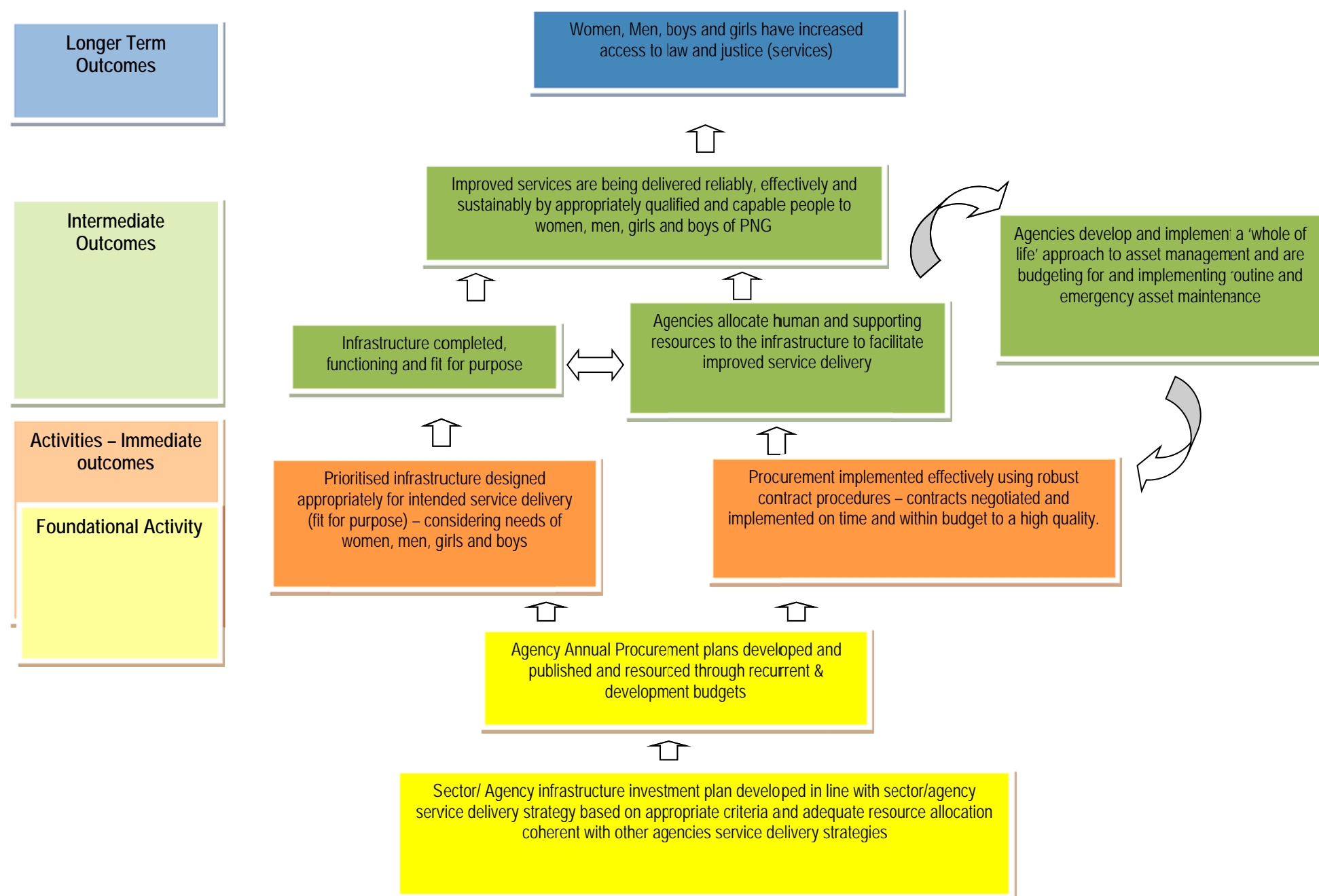
(Note: Each project is comprised of a number of sub projects)

Province	Agency	Project Summary	Years	Cost/Budget (PGK)	Expenditure (PGK)	Source	Purpose
Bougainville	ABG	Court House in Buin	2012	400,000	-	PALJP	New Facility
Bougainville	ABG	ARoB CJs x 2 (Not inc Torokina)	2007-09	821,241	532,854	PALJP/LJSP	New facility
Bougainville	ABG	BPS Training Centre	2009-2011	396,611	396,611	PALJP	New Facility
Bougainville	ABG	Public Solicitors- 2 x Houses	2010	115,072	115,072	PALJP	Houses & Refurbishment
Bougainville	ABG	Buka Police Station	2006-12	666,194	507,601	PALJP	Refurbishment & New Q'master store
Bougainville	ABG	Buka Court House	2007-08	1,800,000	1,599,207	LJSP	New Facility
Bougainville	CS	Beikut Prison	2006-12	4,371,177	4,408,717	PALJP	New Facility
Bougainville	ABG	Arawa Single staff quarters & housing	2006	530,000	73,872	LJSP	New facility
Bougainville	ABG	Accomm ABG L&J office	2010-12	750,000	-	PALJP	Refurbishment
		Sub total Bougainville		9,850,294	7,633,933		
Morobe	CS	Morobe - Buimo Gaol	2007-12	11,550,482	10,212,257	PALJP/LJSP	New and refurb
Morobe	OPS	Public Solicitor & Prosecutor Office, Lae	2005	150,000	-	LJSP	Refurbishment
		Sub total Morobe		11,700,482	10,212,257		
NCD	NJSS	NCD ADR Rooms - NJSS	2006-09	1,050,109	2,864,672	LJSP & PALJP	New Facility
NCD	NJSS	Bomana Gaol Court House	2010	329,897	329,897	PALJP	Refurbishment
NCD	OPS	NCD - OPS Office refurb	2006-09	800,321	747,947	LJSP/PALJP	Refurbishment
NCD	CS	NCD CS Bomana Gaol	2004	3,135,782	-	LJSP	Refurbishment
NCD	NJSS	NCD NJSS National Court	2004-12	5,133,724	539,224	PALJP/ LJSP	Refurb and new facility
NCD	RPNGC	NCD RPNGC Police Stations	2004-09	598,074	299,074	LJSP / PALJP	Refurbishment
		Sub total NCD		2,180,327	3,942,516		

Appendix B - Evaluation Study Design (Terms of Reference as provided in the RFT for the Consultants)

Province	Agency	Project Summary	Years	Cost/Budget (PGK)	Expenditure (PGK)	Source	Purpose
Eastern Highlands	CS	CS - Bihute	2006-2012	653,433	382,133	PALJP	New facility & water supply
Eastern Highlands	DJAG	DJAG - EHP	2006	-	201,462	LJSP	Refurbishment
Eastern Highlands	MS	MS - Kainantu Courthouse	2009-10	251,082	251,082	PALJP	New Facility
Eastern Highlands	NJSS	NJSS Goroka Court House	2006	-	100,410	LJSP	Refurbishment
Eastern Highlands	RPNGC	RPNGC Yonki Barracks	2005	65,000	14,279	LJSP	Refurbishment
		Sub total EHP		969,515	848,956		
Western Highlands	NJSS	WHP - NJSS Mt Hagen Courthouse	2005-06	110,000	115,628	LJSP	Refurbishment
Western Highlands	OPS	WHP - OPS - Housing	2011-12	923,819	173,819	PALJP	Housing
		Sub total WHP		1,033,819	289,447		

Annexure 3 The logic of investment in LJS infrastructure



Appendix C – Sampling Strategies, Data Assessment and Analysis Framework

1.1 Introduction

This Appendix outlines the sampling strategy, analytical approach and methodology applied in undertaking the data analysis phase of this Infrastructure Impact Evaluation (IIE).

It was necessary to develop a framework that could be reported clearly and logically. The interrelationships between planning and procurement processes, infrastructure development and construction, the operations and functioning of an asset and how the users interact with the infrastructure and other aspects of service delivery in the law and justice sector is complex. It was important to establish a simple framework to guide the different components of the analysis while recognising all the complexities that need to be addressed in evaluating how *‘investment in infrastructure has contributed to improved service delivery and access to law and justice for women, men, girls, and boys of PNG.’*

The three key elements of the research work are represented by the following diagram (**Figure C-1**).

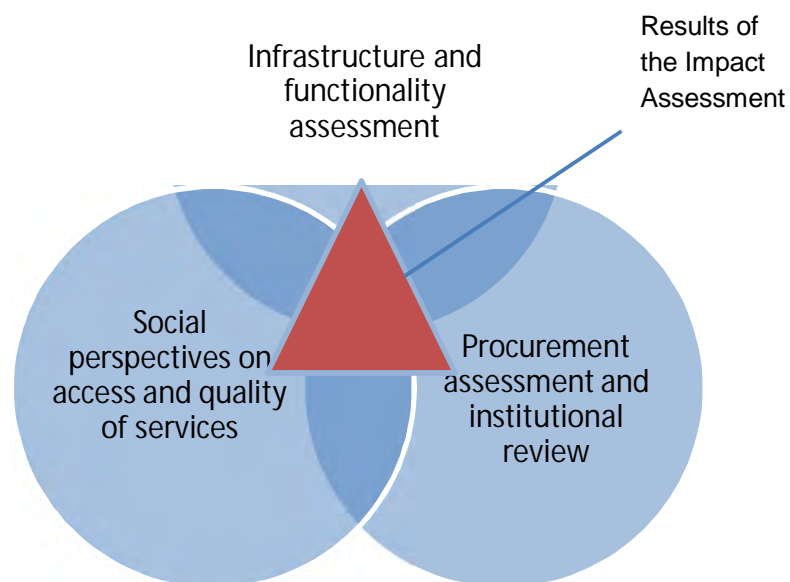


Figure C-1: Elements of the Impact Assessment

While this framework provided a useful illustration of how data would be collected for the evaluation, data analysis needed a modified approach as well as an analytical framework to include the complexities of evaluating whether or not infrastructure contributes to improved access and service delivery.

1.2 Sampling Strategy

In undertaking the fieldwork, it is noted that the Evaluation is not a comprehensive analysis of all Law and Justice Sector Program (LJSP) and the PNG-Australia Law and Justice Sector Partnership (PALJP) infrastructure funded by the GoA. It was not practical or necessary to evaluate every site, nor is it possible to interview all stakeholders. Accordingly, the Evaluation involved a purposeful sampling regime of selected infrastructure including:

- An appropriate range of infrastructure types (National and District Court Houses, Prisons, Police Stations, Law and Justice Offices, Training Centres and Housing);
- Representative examples illustrating potential geographic differences in infrastructure and its use;
- Relevant, opportunistic representation of people that provide or use the services; and,
- A selection of planning and procurement processes for GoA funded L&J infrastructure applied by the agencies.

A list of approximately 35 infrastructure Facilities was developed by PALJP for the field survey – refer to Table C-1 below. These nominated sites presented a selection of infrastructure types covering six key law and justice agencies located across six provinces/regions – NCD, Morobe, Eastern Highlands, Western Highlands, East New Britain and Autonomous Region of Bougainville ¹ and represented approximately 27% ² (in terms of level of GoA investment) of the total value of infrastructure investment through both the LJSP (2004 – 2009) and PALJP (2009 - 2012).³ The infrastructure investment assessed during this evaluation was from refurbishments and new construction that was conducted during the period 2002 through to 2012.

Table C-1: List of Infrastructure Sites

Province	Agency	Project Summary
Bougainville	ABG	Buin Court House
Bougainville	ABG	2 x Community Justice Centres (CJC)
Bougainville	ABG	BPS Training Centre
Bougainville	ABG	2 x Public Solicitors Houses
Bougainville	ABG	Buka Police Station
Bougainville	ABG	Buka Court House
Bougainville	CS	Beikut Prison
Bougainville	ABG	Arawa Single staff quarters & housing
Bougainville	ABG	L&J office
Morobe	CS	Buimo Gaol
Morobe	OPS	Public Solicitor & Prosecutor Office, Lae
East New Britain Province	MS	Kokopo Court
East New Britain Province	MS	Kerevat Court
East New Britain Province	RPNGC	Kerevat Police Station
East New Britain Province	CS	Kerevat Prison
East New Britain Province	DJAG	Kokopo Housing
NCD	NJSS	ADR Rooms at National Court
NCD	NJSS	Bomana Gaol Court House
NCD	OPS	OPS Office refurb
NCD	CS	Bomana Gaol
NCD	NJSS	National Court
NCD	RPNGC	3 x Police Stations
Eastern Highlands	CS	Bihute Prison
Eastern Highlands	DJAG	DJAG Offices
Eastern Highlands	MS	Kainantu Courthouse
Eastern Highlands	NJSS	Goroka Court House
Eastern Highlands	RPNGC	Yonki Barracks
Eastern Highlands	RPNGC	Goroka Police Station
Eastern Highlands	DJAG	CJC Kainantu
Western Highlands	NJSS	Mt Hagen Courthouse
Western Highlands	OPS	OPS Housing

Using this list of selected infrastructure (which formed part of the TORs), a series of field surveys, site assessments and interviews were conducted to collect a range of information and opinions. The social team followed a purposeful selection strategy at each site to interview front-line service providers and users. As well as physical assessments of the infrastructure itself, and where possible, the infrastructure specialist interviewed infrastructure/facility managers in each site to glean historical data on infrastructure performance, maintenance and operational aspects. The procurement specialist

¹ PNG is divided into 22 provinces. The sampling list included over 25 per cent of the provinces in the country. PALJP did not invest infrastructure in all of the provinces, but worked in at least 17 provinces/regions.

² There was some uncertainty in the actual investment figures so there was uncertainty in the actual level of infrastructure reviewed. Expenditure values reviewed as part of the evaluation ranged from \$25-28M which equates to approximately 27% of the total program expenditure which consisted of \$19 million from LJSP and \$77 million from PALJP.

³ It is recognised that L&J Sector infrastructure investment by GoPNG far outweighs L&J Sector infrastructure investment by GoA.

interviewed individuals involved in planning and procurement process both within L&J Sector as well as individuals working in PALJP and GoPNG agencies.

The key to undertaking an evaluation study, especially those that involve social research is to establish a sampling strategy which provides sufficient information to establish a “saturation point” of data. In other words, confidence that the sampling that has been adequately conducted, has identified the key issues and that further sampling will only contribute additional examples of an issue rather than new data. The art of social research is to translate the concept of “saturation of data” into a practical number of samples. A research paper entitled ‘How Many Interviews Are Enough? An Experiment with Data Saturation and Variability’⁴ indicated that saturation occurred within the first 12 interviews with the basic themes able to be identified through the first six interviews. This research provides a useful guide for the sampling strategy that was developed for undertaking this IIE.

Table C-2 below summarises the interview regime that was undertaken by the Social Research Team and illustrates the breakdown of interviews with 352 people through the course of their research at the individual sites identified in Table C-1 above. Additionally, the IIE Team interviewed senior GoPNG Sector staff working in the sector headquarters within NCD directly involved in the planning, management or operations of infrastructure involved in the delivery of law and justice services.

Table C-2: Statistics of Interviews undertaken by Social Team

Location	Sites	M	F	Total	Type							Total number of Interviews
					Providers	Users	Advisers	NGO	Churches	Prov/DA Admin	MP	
NCD	6	29	49	78	18	23	1	0	0	0	0	42
Morobe	3	15	50	65	10	4	0	2	2	0	0	18
EHP	5	21	12	33	5	9	2	1	0	2	1	20
WHP	2	9	6	15	4	9	0	0	0	0	0	13
ENBP	5	23	24	47	12	19	0	0	0	2	0	33
ARoB	5	67	47	114	40	30	1	1	0	3	0	75
Total	26	164	188	352	89	94	4	4	2	7	1	201

On average, the Social Research team conducted seven group and individual interviews at each infrastructure site. In addition to one-on-one interviews, the Team found that undertaking observations of a broad group of people at each site provided further depth to the understanding of how a facility was operated and used. The number of people included in these observations was not included in the number of interviews seen in Table C-2. Interviews conducted at each site with an Agency facility manager added further depth. The Infrastructure Consultant interviewed an average of 2 -3 people per site who were providing support or a different perspective from those interviewed by the social team. The Procurement Consultant reviewed a range of procurement and project files covering the different types of infrastructure, as well as interviewed agency personnel and individuals who had experience with the planning and procurement processes. Selection and analysis of documentation was limited to those files that were actually accessible and available.

This sampling regime enabled the Team to identify key themes that were pertinent to a particular facility and how other members of the law justice sector interacted with the particular facility. Using an opportunistic, purposeful sampling strategy at each facility enabled a “story” to be constructed for each site of its history, how it has been managed, operated and is used, and how the infrastructure has

⁴ Guest, Bunce, Johnson, 2006, Field Methods, How Many Interviews Are Enough? An Experiment with Data Saturation and Variability, SAGE Publications.

contributed to improved access or service delivery. As the Team visited each site it compiled key themes and issues that were emerging. Regular discussions between all team members at different stages of the evaluation also enabled common themes that were emerging from the different study perspectives (procurement, infrastructure, social) to be consolidated as well as refinement of questionnaires for consistency of approach and rigour. Some of the identified themes were common across all infrastructure; most being related to the 'type' of infrastructure i.e. the service being provided. The recurrence of these themes during the fieldwork provided the team with confidence that the key issues were being identified as the evaluation progressed.

1.3 Mixed Method Research

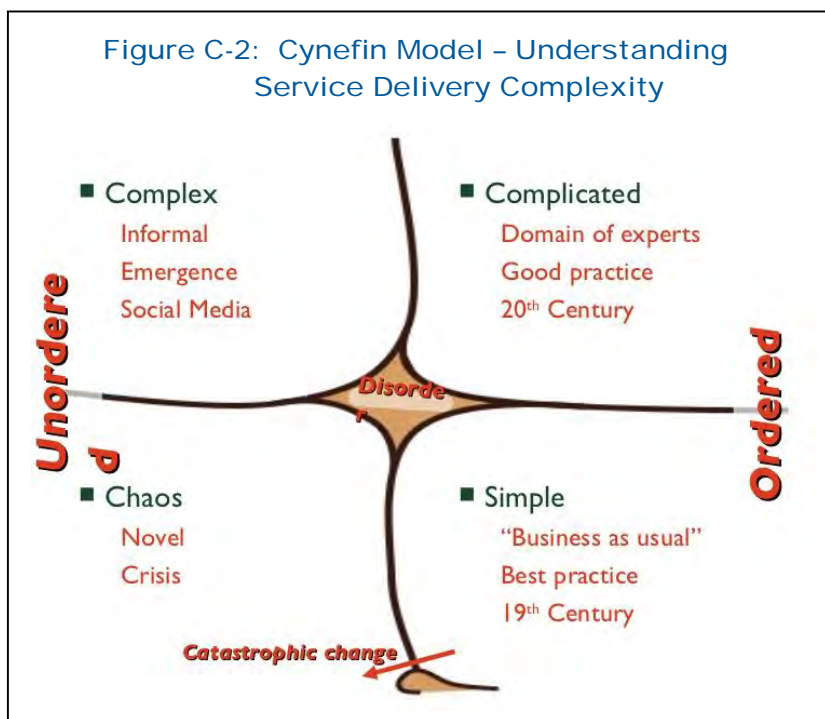
This evaluation required qualitative and quantitative data in order to address the relationship between infrastructure and its contribution to service delivery.

Initially, there was an assumption that the three components of the evaluation would collect quite distinctive type of data. It was expected that the infrastructure and procurement specialists would focus on quantitative data by using visual assessment and closed questionnaires from which answers could then be easily quantified. The aim was to establish a relationship between cause and effect. The social team collected semi-structured interviews that were to be coded at the end of the fieldwork to identify themes across the sector. The sets of data would then be analysed for commonality relating to service provision.

In practice what happened was that all elements of the evaluation contained more qualitative than quantitative data. Perhaps this is related to the fact that the evaluation was assessing social infrastructure and not economic infrastructure.⁵ As a result, it became necessary for the infrastructure consultant to focus on why things were done the way they were, as well as providing an overarching judgement of the quality of the construction of each site after the investment. While the procurement consultant reviewed the costs of the infrastructure procurement, it was also necessary to make a judgement on the lost time and money due to inefficiencies in the process. He also needed to understand from practitioners why procurement occurred in the manner that it did. The cost of a piece

of infrastructure had to be compared related to other factors such as contracting, procurement and building processes. With majority of the information collected being qualitative in nature, the importance of the interviews undertaken with service providers and users, infrastructure managers, and representatives of law and justice agency management was emphasised. The richness of the information collected from these sources forms the basis of the IIE.

The overall aim of the evaluation was to assess the quantitative data about the infrastructure itself (physical parameters), its usage rates (where available), its



⁵ The Law and Justice Sector is different to other economic infrastructure service delivery sectors - such as water, sanitation, electricity, etc. – that do have quantifiable benefits – such as cost of delivering a litre of water. In contrast, the Law and Justice Sector can only quantify usage rates of a piece of infrastructure and the quality of the service received. These outcomes are more qualitative in nature as it is not possible to quantify the quality of the service. [We are talking about social benefits rather than a cost or something that can be represented by a number].

procurement outcomes, and integrate it with the qualitative data which provided great insight into the functionality of the infrastructure. This remains unchanged, but the emphasis shifted to more qualitative analysis techniques. It is functionality that has enabled the Team to create a link between the infrastructure as a physical asset and how it contributes to providing a service within the law and justice sector.

The three components of the evaluation found that the infrastructure development process was highly variable both across agencies and across provinces. Almost each site had particularities that needed to be understood on its own terms, forcing the procurement, social and infrastructure specialists to document the informal conversations on how these particularities had taken place. The data collected defied a simple categorisation in quantitative terms, although some clear quantitative measures form a part of the evaluation.

As a result of the complexities of the relationship between infrastructure development and service delivery it was necessary to utilise data analysis techniques that reflected these non-linear, causal relationships. The Cynefin Model ⁶ (Figure C-2) provides a useful framework to explain the relationships and complexity of the data collected as part of the evaluation.

The Cynefin approach provides a useful way of analysing how different aspects of the law and justice sector operate and in particular, how infrastructure development contributes to service delivery. While the very fact that the infrastructure exists provides a “simple causal” link to the provision of a service that is where the simplicity ends. This is the traditional approach to infrastructure being an ‘enabler’ for service delivery i.e. a building is constructed to enable – to be used - for the provision of a service. However, what has been explored through this Evaluation is how infrastructure can contribute to **improved service delivery** and access to law and justice - and this is not straightforward.

From the above discussion, it is clear that it was necessary to explore a range of relationships throughout this Evaluation in order to identify different aspects of the contribution that infrastructure makes to improved service delivery and access to justice.

The causal link between service delivery and infrastructure quality/functionality is not at all clear and requires a much deeper understanding of how complex systems operate and interact to identify how an aspect of infrastructure can improve service delivery. In these instances, there may be causal links between infrastructure and services which require other seemingly unrelated factors to be in place to be evident. The functionality of a law and justice building may be influenced by the design of a building, but an understanding of the service being provided is necessary to identify these linkages – for example, privacy screens to prevent young/female victims from seeing the perpetrators in a court room may impact service outcome; similarly, accommodation is essential for officers to work in provincial localities – no accommodation may mean no service irrespective of the quality of associated L&J infrastructure.

Finally, there are elements of infrastructure and service delivery that operate in the “complex” quadrant of the Cynefin model (see Figure C-2 – top left hand corner). This is where aspects of a system contribute to a scenario, but the linkages are much more tenuous. A number of these have been identified through this IIE for the L&J sector. For example, for an effective building to be procured and constructed it is necessary to have certain processes in place, but the nature of these linkages is very complex.

1.3.1 Data Integration

A key challenge was to collate and integrate data assessed from the survey of the physical infrastructure, infrastructure procurement processes and the social interviews. It was crucial that data could be compared and analysed so that meaningful conclusions could be drawn in response to assessing the impact that ‘infrastructure’ has upon ‘service delivery’. To enable this, data – irrespective of origin – needed to be quantified.

Following the initial analysis of all the data collected, the evaluation team developed a strategy for consolidating and comparing all the data. For each type of data (infrastructure, social research, planning and procurement) collected, ‘rating’ criteria was identified as important for describing the characteristics of the data. Rating or ‘scores’ of 1 to 5 were adopted (‘1’ being the lowest/poorest score – ‘5’ being the highest/best score). Refer to Table C-3 below.

⁶ Cynefin Framework or Model developed by David Snowden; <http://www.cognitive-edge.com/>

Table C-3: Rating of Data

Numerical Ratings = Descriptive Ranges				
1	2	3	4	5
'Poor'	'Tolerable'	'Good'	'Very Good'	'Excellent'
'Below Average'		'Average'	'Above Average'	
'Unacceptable'		'Acceptable'	'Exceeds Expectation'	

A constant set of rating scales were developed for each sub-set criteria. For the tangible physical infrastructure, procurement files, records, plans, documents and the like this is relatively straightforward and relies upon the proven, professional assessment of the Teams' infrastructure and procurement specialists. Rating scales (1 to 5 scale) were applied to criteria determined to influence the condition, quality and functionality ('Fit for Purpose') of the infrastructure itself. For each piece of infrastructure included in this assessment all of the criteria were assessed and combined to create an average overall rating of that site or facility. These ratings were then aggregated by type of infrastructure, agency or region to get an overall rating of different groupings of infrastructure.

Refer also to **Appendix F – Infrastructure Data and Analysis**.

However, to obtain subjective 'scores' from service providers and service users within a consistent set of parameters is very challenging.

While the rating scales (1 to 5) in Table C-3 continued to apply to the social research data, further development was required. Consolidation of the social research data, therefore involved the development of consistent criteria for application of the rating scales (1 to 5) representing the range of potential responses for a particular characteristic/variable based on provider/user perspectives of the level of service delivery, quality of infrastructure and its effectiveness. Refer to Table C-4 below. The themes identified in the early phases of the data analysis provided a basis for establishing the set of criteria and the rating scales to rate all the characteristics of the infrastructure sites of importance to, and impact upon, service delivery.

Refer to **Appendix G – Social Research Data and Analysis**.

Similarly, the procurement data was also analysed using a ratings scale to facilitate data comparisons. Applying this analytical process to all the data sets collected enabled the different data sets to be analysed separately and integrated to develop an overall picture.

Appendices F and G contains the evaluation criteria that were developed, the basis of the rating scale using raw data, and summarises the cleansed data and overall infrastructure and service delivery analysis at each site.

The results of this rating process provided a basis for the findings of the evaluation. In addition, all of the social research was entered into the commercial software package NVivo to enable comprehensive interrogation of the data. As a simple example, NVivo enabled a simple word count to be completed on all of the social interviews conducted to highlight words which were mentioned most regularly. While care needed to be taken in evaluating the importance of the various word counts, it enabled the evaluation team to conduct a very preliminary test of the important factors which providers and users consider important when assessing access and quality of service delivery in the law and justice sector. The results of this word count are illustrated on the front cover of this report.

Table C-4: Rating Criteria for Social Survey Data

Rating	1	2	3	4	5
	Poor [requires major improvements]	Tolerable [serves basic purpose]	Adequate [meets minimum specifications]	Very Good [Few improvements required]	Excellent [Nothing required]
Safety of staff	High risk to personnel	Some staff could be hurt	Staff feels safe despite building conditions not being adequate	Building conditions are adequate	Building conditions are excellent
User Comfort	Very uncomfortable; Does not meet standards; Not being used	Uncomfortable; Overcrowded	Comfortable; Overcrowded can easily be fixed	Staff feel at ease in place of work	Comfortable enough to adapt to place of work
Flexibility	Flexible but original intent lost.	Flexible for survival	Not flexible as infrastructure is used for intended purpose	Flexible building but original purpose kept.	Flexible and adaptable
Customer Satisfaction	Customers being ignored or not knowing where services are	Customers have to wait a long time	Customers served in reasonable time (1-2 hrs.)	Customers served quickly	Customer leave building with a smile in their faces after being served
Security Safety (Infra)	Unsafe/lack of security	Sense of insecurity	Users feel safe	Safety as part of workplace	Measures implemented to guarantee safety of service providers and users
Health and Sanitation (water, sanitation)	Unsanitary unhealthy	Dirty	Relatively clean	Cleaned regularly	Measures implemented to keep cleanliness standards high
Housing	No housing	Housing is provided but not adequate	Adequate housing for service provider	Adequate housing for staff and her/his family	Excellent housing for service provider and family
Accessibility for disabled people	No consideration for disabled people	Some measures in place but not sufficient	Disabled people are considered	Disabled people have full access to site	Provisions for disabled people are prioritised
Capacity (size)	Too small	Not big enough	Size adequate	Bigger than required	Big enough to meet all demands of service providers and service users
Gender Issues	Not safe for women; violent incidents	Women have concerns about safety; Women feel threatened	Relative sense of security	Measures in place to increase safety and security at work place	Women and men feel safe

1.3.2 Quality of Qualitative Research

As noted above, a significant amount of the information collected throughout this evaluation was qualitative in nature. While quantitative data has its own limitations and will be discussed below, there are many issues to consider when collecting and analysing qualitative data. Key issues are as follows:

Sensitivity –

- Interviewers cognisant of time – timely interviews and awareness of interviewee ongoing work commitments;
- Interviewers cognisant of context - significant events, such as death of family/village official, resulted in interviews cancelled or postponed;
- Interviewers cognisant of culture - Interviews conducted in respectful manner in both English and Tok Pisin, men and women interviewed separately;
- Interviews were undertaken in an unobtrusive, non-confrontational manner; and,
- Ethical approach – Confidentiality was affirmed and explanations given of the purpose of the evaluation, interviewees best interests at the fore, leading questions avoided, adequate opportunity to express opinion.

Commitment and Rigour –

- Sufficient number of interviews were undertaken to achieve “saturation”;
- Different perspectives across all user demographics where possible were obtained;
- Multiple perspectives from a sector point of view – understanding of a service user was extended to include all L&J sectors, other L&J officers and stakeholders e.g. NGOs, or private lawyers, prisoners/inmates;
- Commonality of approach – trials and testing undertaken to develop common approach, understanding and assurance – questionnaires assisted with consistency;
- Ensuring a complete a picture as is possible by talking to multiple L&J agencies;
- Discussing multiple aspects of the L&J Agencies with users;
- Multiple interviews and triangulation is necessary in discerning responses - Interviewees may provide answers/comment they believe the interviewer wants to hear or simply pushing a personal agenda which may include cultural aspects, political agendas etc;
- Interviews repeated on different days – follow up interviews were conducted by different specialists on the evaluation and to advisers within PALJP and L&J sites; and,
- Building trust leads to more depth, higher reliability and quality of responses.

Interpretivism –

This refers to understanding the perspective from which an individual is speaking – and includes the following considerations:

- Individuals interviewed are considered rational;
- Interviewees are not judged by Interviewers;
- Empathy and understanding of interviewees status/role in society or the law and justice sector and creating an environment where they were free to speak; and,
- Interpretation of the Data is realistic – caution with interpretation is necessary.

Reliability (of analysis) –

Refers to the categorisation of the interviews and is related to the analysis process of the interviews to the categorisation of the process – and includes the following considerations:

- Initially, the data is obtained using the guidelines identified under sensitivity, commitment and rigour and interpretivism above;
- Triangulation of data to assure reliable conclusions;
- Verifying data outcomes and testing of hypothesis; and,
- Using multiple data analysis techniques, including workshops to test the data with PNG L&J stakeholders.

Limitations of Data Collected –

Because of the terms of reference, and the nominated sample, the IIE survey did not include communities – the survey focussed only on people actually using the system. Therefore this approach only partially addressed ‘access’ - a complete measurement of access implies undertaking a broad sample survey and designing a proper collection process, which was beyond the scope of the ToRs. Limitations to note include:

- The sampling list was purposeful and did not cover all provinces in PNG;
- The sample population was opportunistic but not comprehensive. Key people at each agency were interviewed in a random approach (i.e. opportunistic), and therefore similar ‘types’ of people were not necessarily interviewed at all locations;
- Data – in particular infrastructure data – collection was ‘rapid’ and is therefore limited to what could be identified in the time constraints of the evaluation; and,
- Institutional knowledge of agency staff may have been lost over time – e.g. obtaining operational information on infrastructure built in 2003.

1.3.3 Quality of Quantitative Research

In this Evaluation there was a mix of quantitative data available. Some of the data on usage of particular pieces of infrastructure was very limited while other sources were reasonably extensive.

For example, both National Judicial Sector Services (NJSS) and Magisterial Services (MS) have comprehensive data collection systems on the court cases they are managing and are regularly improving and upgrading their systems. PALJP worked very closely with MS to develop their case management system which is available on line, and has data for court cases being heard and completed at each District Court around PNG from 2011. This data provides an indication of the success rates of Court Cases and enables MS to identify problems and investigate what is contributing to the slow rate of case completion. NJSS has statistics available from 1990 all available electronically. All the National Court sites around the country submit their statistics and they are compiled centrally. They are actually upgrading their system so that cases can be updated on-line. The Corrections Service also has data on the number of prisoners/remandees in their various facilities as this is critical for their operations.

Other data was much more difficult to identify or obtain (for example, police station records were recorded in books at reception), and because it was not always used for day to day operations, it was often not a priority. Lack of resources also meant that management records did not get completed.

The Team found that identifying data at local level was difficult and there was sometimes a reluctance to share it with the team. While usage data is obviously collected in local locations, it was forwarded to a central point for collation. It was difficult to ascertain the accuracy of the data without sitting with an individual and tracking how data was collated and forwarded. Time did not permit this level of analysis. The Team focussed on collating what was available as an indication of how infrastructure was used.

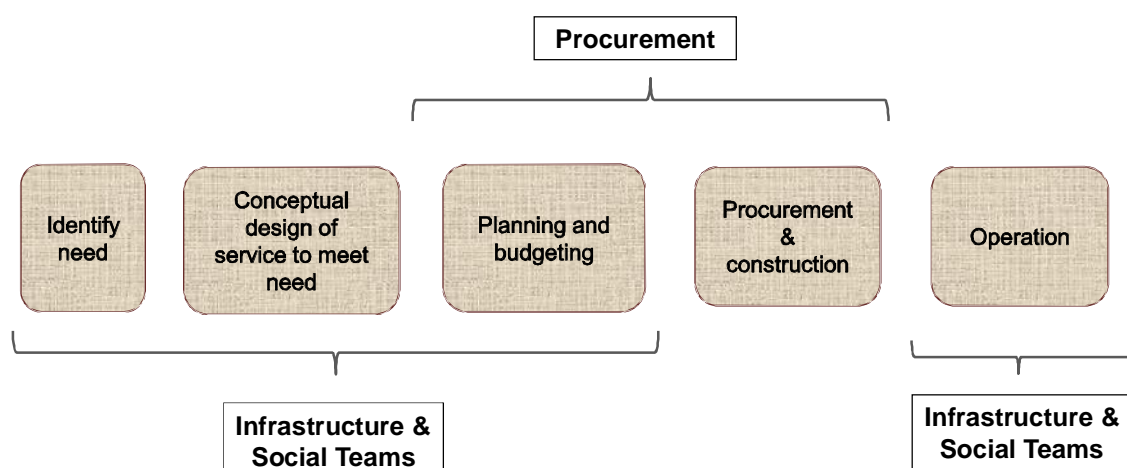
A number of other factors influence the quality of quantitative data collected including:

- Facility asset records typically non-existent – data relied upon cognitive recollection of the stakeholders;
- Incomplete and inaccurate list of detailed infrastructure expenditure; and,
- Incomplete information in project/procurement files and lack of understanding at each location of what work was conducted.

1.4 Analytical Framework

The approach to undertaking the analysis of the data and linking the data collection to answering evaluation questions commenced with establishing a simple, clear framework of the process being evaluated. Figure C-3 illustrates this relationship.

Figure C-3: Data Collection across the infrastructure development process



The infrastructure development and operations process can be represented by three key stages:

- 1 A decision to build (needs identification, service requirements, planning and procurement),
- 2 Construction of the actual building (design, construction, materials), and,

- 3 Use of the infrastructure for service delivery - its functionality and whether that leads to providing improved service delivery (user perspective).

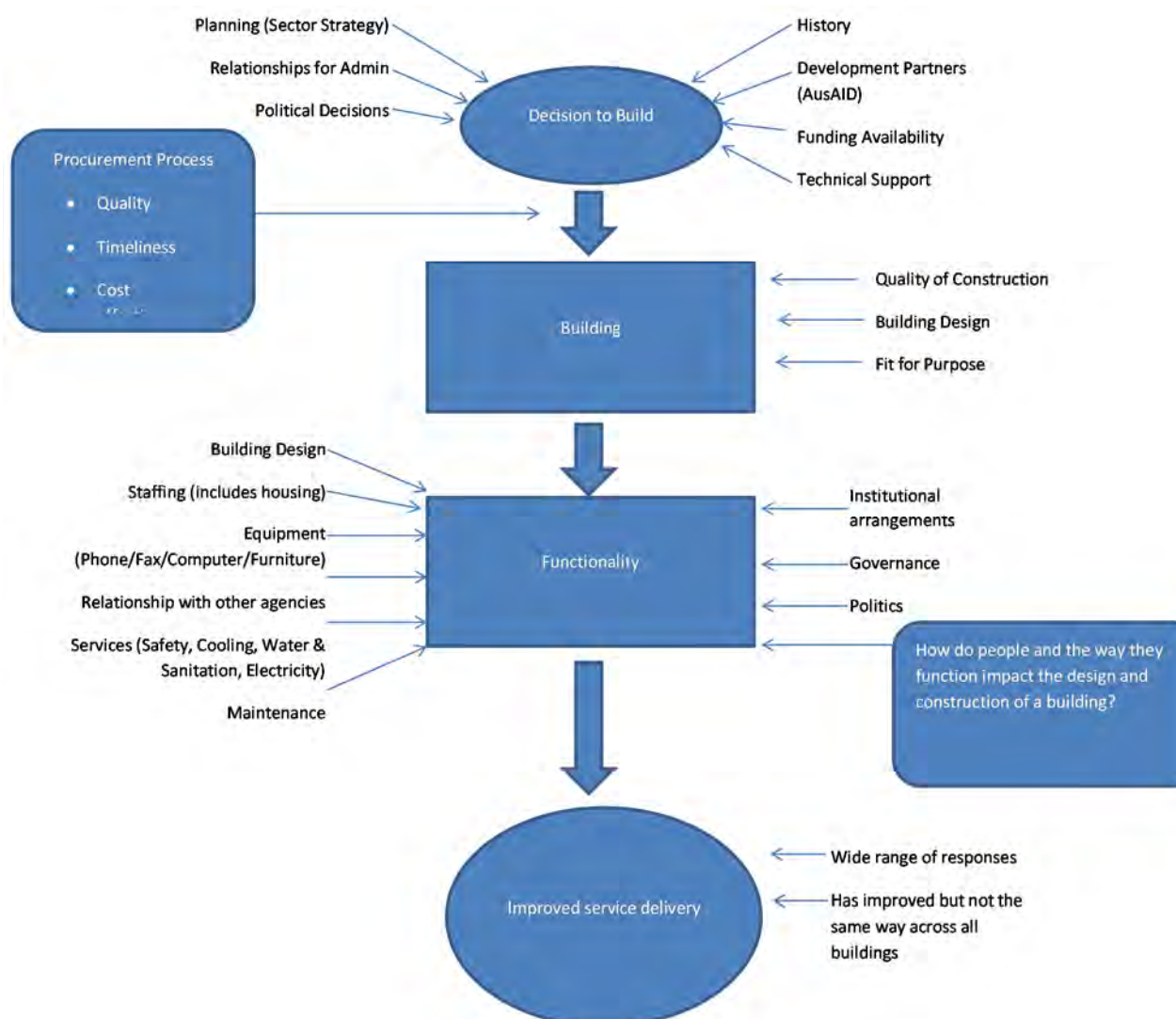
In other words, once some planning has been undertaken and a decision is made to build a piece of infrastructure (Step 1), the facility/building is then built according to design specifications (Step 2), and then people are trained, placed and supported to deliver a function or functions (Step 3). Depending on the success of this process, the aim is to increase access to law and justice services and improve service delivery for the people of PNG.

The Evaluation Team used this simplistic model of infrastructure development and management to start building an analytical framework that captured the different components of the evaluation and enabled the evaluation process to be presented in a structured manner. It was also important that the framework could be adapted to enable the complexities of the sector itself to be explored.

The next step was to consider the hypothesis tested in this Evaluation. The initial hypothesis was that LJSP/PALJP investment in infrastructure had **increased access to law and justice service and improved service delivery**. It was also important to differentiate between access and sustained quality of service delivery, and explore how infrastructure contributed to these two different objectives. For example, increased access to law and justice services may not necessarily be linked to the quality of the infrastructure initially, as the construction of the facility/building itself and provision of staff may have been sufficient to have created increased access.

However, it was envisaged that the quality of the facility/building was likely related to the quality of the service. In other words, in order to achieve an improvement in the quality of the law and justice services and sustain that quality, it was important to have a facility/building of sufficient quality and functionality. It is these issues that were explored throughout the data analysis to confirm if the hypothesis and these assumptions were correct in linking this hypothesis, to the activities of the IIE team. The three components of the work could be represented simply in Figure C-3 to illustrate the relationship between the original decision to build, the building itself and its functionality and whether that leads to improved service delivery.

Figure C-4: External influences on the process of establishing a building to provide a law and justice service



1.4.1 Linear/vertical analysis of the service delivery process

Using this oversimplified linear process as a departure point for undertaking the analysis, the Team identified the many influences that influenced or impacted each of these steps based on the information that had been collected in meetings with agencies, interviews and observations made throughout the field work. This was the very first step in the analysis process.

Figure C-4 above - illustrates many of the issues which were identified throughout the field work and initial data analysis phases. In deciding to build a piece of infrastructure there are many political and strategic planning matters that influence that decision. There are also the needs and demands of the particular law and justice agency as well as the sector more broadly. In addition, issues such as the capacity of agencies to plan, design and develop initial costings of the asset in a particular time frame are an issue.

Once a decision has been made to build the asset then there are many issues which need to be considered such as the materials of construction, design of the building and what service it is delivering, the type of contractor required to build it, the actual cost, and when it is to be built. Once the procurement of the construction has occurred many issues arise during construction such as the capacity of the contractor, materials available, quality of construction and the timely construction of the building.

With the completion of the new or refurbished infrastructure, adequate staff, equipment, and support services must be provided so that the infrastructure can fulfil its function and provide a service. The building itself does not provide the service. The manner in which all of these factors interact to enable a service to be delivered influence access to a law and justice service and the improved quality of service delivery. As illustrated by this brief discussion, at each step along the way there were complexities that needed to be considered. Very quickly a very simple representation becomes much less linear. This is to be expected in such a complex sector such as law and justice. It is this complexity which needed to be analysed in detail through the data analysis process.

1.4.2 Dissecting the service delivery process

As illustrated in the section above, the problem with the initial linear model was that it hid the complexities within each phase. For example, in reviewing the planning and procurement processes it was evident that consideration of a piece of infrastructure did not always lead to the decision to build/refurbished. Therefore, building on the initial analysis which considered the various influences that contributed to the infrastructure development process - decision to build; the building; the functionality of the building and the ability to improve access and quality of service delivery, a more complex model was constructed. This updated model included a set of 'horizontal slices' incorporating the various factors that impacted that each step in the infrastructure development process and that had to be understood in their own right. In addition, it incorporated each component of the Evaluation (Procurement, Infrastructure Quality and Functionality). Within each horizontal slice of the data analysis were the linkages which identified where outcomes of data analysis contributed to answering the evaluation parameters (i.e. efficiency, effectiveness and appropriateness, impact, sustainability/legacy). This conceptualisation allowed the Team to review the data and choose indicators to begin answering the evaluation parameters.

In summary, the key themes that were identified during the initial data analysis phase were developed into this framework to demonstrate how these various issues interacted to contribute to the infrastructure development process – refer to Figure C-5.⁷ This framework builds on the initial simple model but integrates the complexities associated with each slice of the evaluation and links them to the evaluation questions. For example, the model illustrates the link between the procurement process and the building design to the completed facility/building. In undertaking a "rapid assessment" of the quality of the building, the evaluation could explore the relationship between procurement and design and how that influenced the quality of the building and addressed the effectiveness and sustainability questions in the Evaluation. As the second phase of the analysis progressed the different "slices" of this model were analysed separately, followed by integration during the later stages of data analysis.

The analytical framework developed during the data analysis phase linked:

- (1) the process of developing infrastructure from the planning and procurement phases through to the use of the building to provide a service;
- (2) to the information collected throughout the evaluation; and finally;
- (3) how this data would support the answers to the different evaluation questions.

⁷ Figure C-5 was developed using NVivo – a software tool used during the evaluation to assist in the analysis of the qualitative research data

1.4.3 Aggregation of analysis

Having identified the model for analysing the individual data sets, and having an approach for answering questions such as whether the piece of infrastructure fitted its intended purpose, was soundly and appropriately built, whether the staff operated effectively and whether users were satisfied with the quality of services they receive, there was another consideration that needed to be made. To date all the analysis was based on individual sites of infrastructure. The next phase of the process was to aggregate individual sites into more collective perspectives in order to draw out the broader lessons. The options for aggregating the data collected throughout this Evaluation were by province or by type of infrastructure, while was also closely linked to agency infrastructure. As each agency provides a particular LJS service the type of infrastructure required to support that agency tends to be unique ie. courts, prisons, police stations. The exception to this categorisation are the houses and office spaces which are required by all agencies.

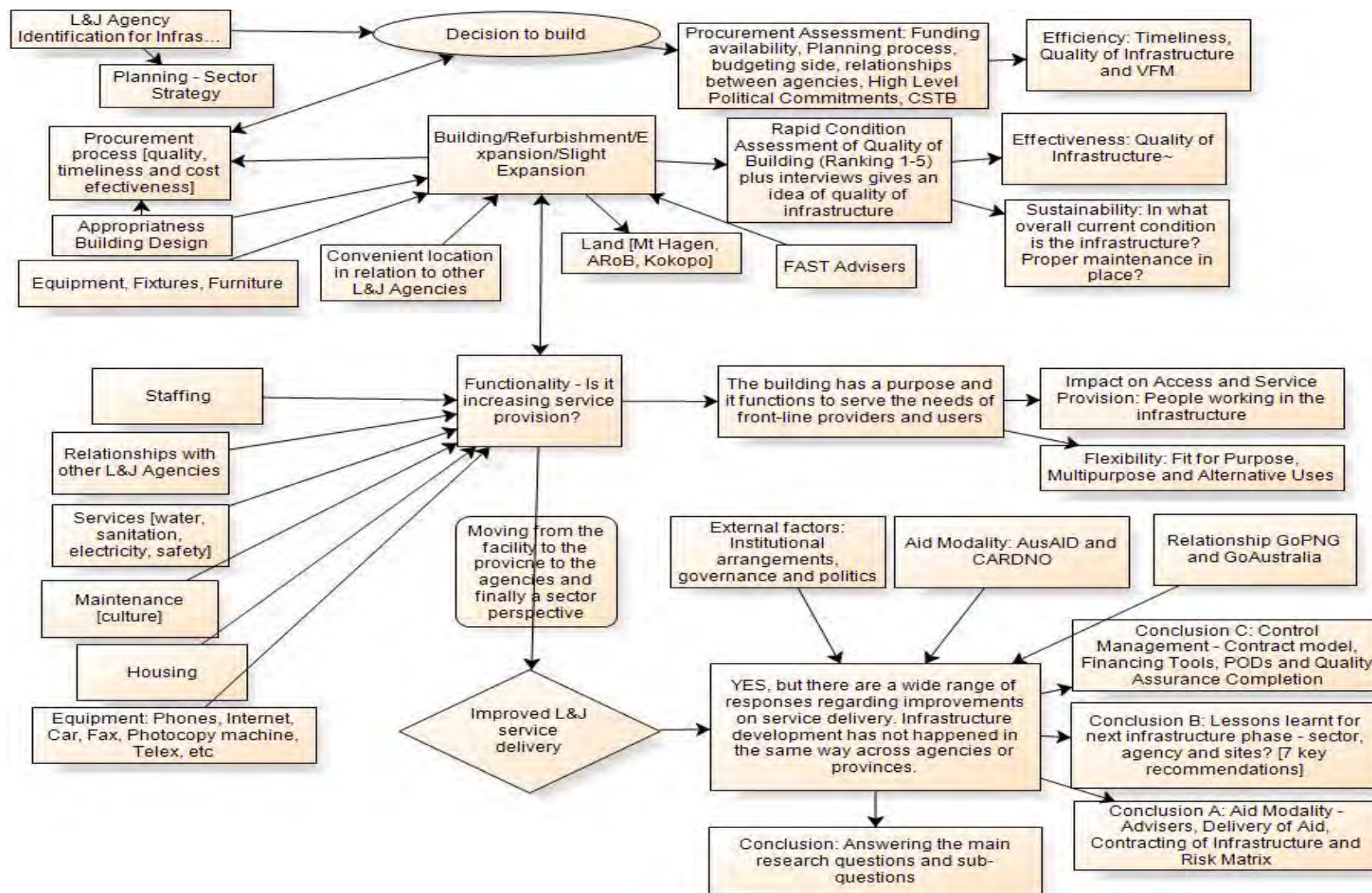
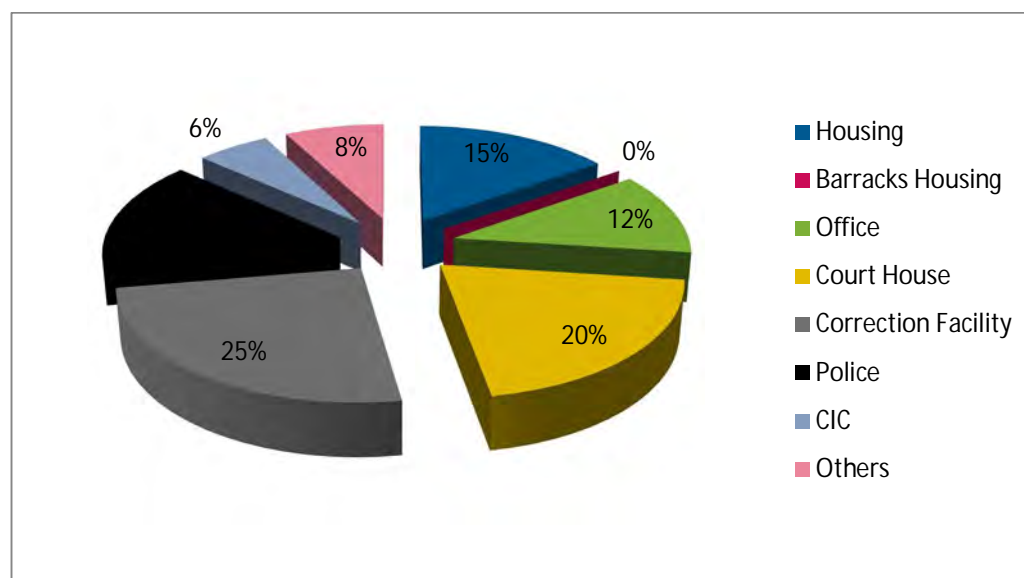


Figure C-5: NVivo Representation of the Analytical Framework

The form of aggregation has implications for the lessons found. If aggregated by province, we can provide certain contextual characteristics about how provincial settings and institutional approaches influence service delivery. For example, there were some interesting differences between how systems functioned in NCD and around Port Moresby compared to regionally in the provinces and the procurement systems in provinces such as Eastern Highlands and Bougainville were slightly different due to localised influences. However, if the aggregation was completed by type of infrastructure, the evaluation would draw out lessons with respect to assessing specific types of infrastructure and the types of services they deliver. i.e. courts, prisons, etc. While both approaches will be addressed to some degree it was determined that with a focus on access and improved service delivery it would be more useful practically for the dominant driver for data aggregation to be the type of infrastructure rather than a regional basis. Data aggregation by agency was also undertaken to provide guidance to agencies regarding their infrastructure stock.

Figure C-6 illustrates how the infrastructure investment across both LJSP and PALJP was allocated to different types of infrastructure. The lack of an overall sectoral planning strategy for the Law and Justice Sector or within the programs themselves meant that there were no set targets for expenditure across the agencies. Therefore, it was not possible to compare the intended infrastructure outcomes to actual expenditure. However, for purposes of understanding where investment was made and the level of improved access and increased service delivery, this allocation of funds provides useful context.

Figure C-6: LJSP/PALJP Investment by Infrastructure Type in PNG LJS



Source: Law & Justice Sector Infrastructure Expenditure Review Paper, July 2013.

The final phase of establishing the analytical framework was to understand the concept of service delivery and how the sub-questions contributed to answering the overall evaluation question:

‘To what extent is investment in infrastructure contributing to improved service delivery and access to law and justice for women, men, girls, and boys of PNG?’

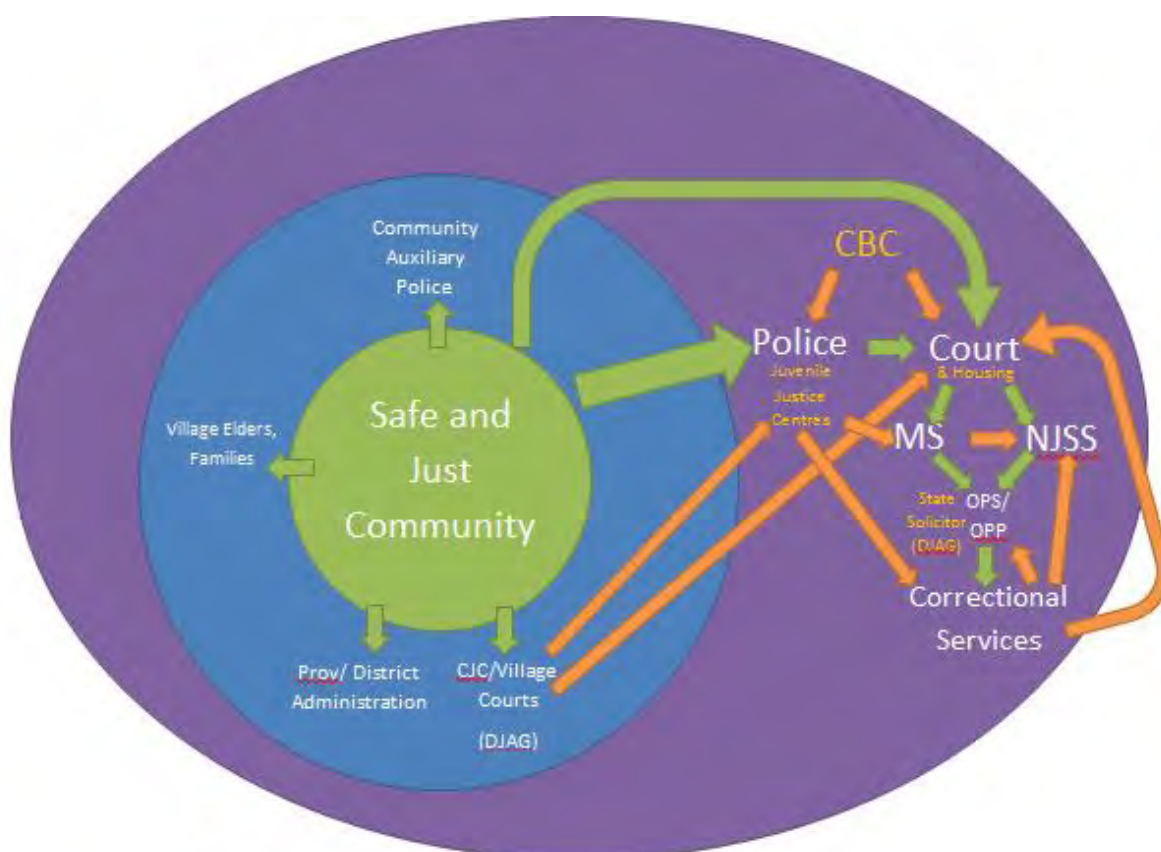
To start with it was about querying the link between infrastructure and how it contributes to service delivery and access to law and justice. Therefore, it was important to understand service delivery, which according to one definition is:

“A service delivery framework is a set of principles, standards and policies used to guide the provision of a public service delivered by a government organization with a view of offering a consistent service experience to citizens of PNG⁸.”

⁸ Adapted to the PNG context from a definition of service delivery provided in Wikipedia.

In the case of the law and justice sector it is about providing a whole range of services that create a safe and just society. While the formal justice system is based on a traditional Westminster system, the PNG system is increasingly becoming a mix of traditional PNG village based law and justice as well as a formalised system involving police, a court system consisting of a range of levels (Supreme, National, District and Village), public prosecutors, public solicitors, lawyers, correctional facilities, as well as an overall justice system that encompasses all of these elements. All of these elements must work together to provide a functioning system. As identified in the Field Work Report, the linkages between all these agencies are complex and often operate in non-linear ways as a result of constraints in the system. Figure C-7 below illustrates the many paths through which users interface with different services in the law and justice sector.

Figure C-7: Interactions between different functions within the Law and Justice Sector



During data analysis, it was important to draw out these different interactions and understand how these interactions improved or detracted from service delivery. Identifying social data analysis techniques that enabled this to occur was critical.

Finally, in identifying evidence that illustrated how infrastructure investment contributed to increased access to law and justice and improved service delivery, it was important to recognise that this Evaluation was only considering selected aspects of service delivery. Effective service delivery is not possible with a well, designed, functioning building if other factors are not in place, for example, trained staff, a clear institutional structure or effective government policies.

Figure C-8: Indicative requirements for Effective Service Delivery

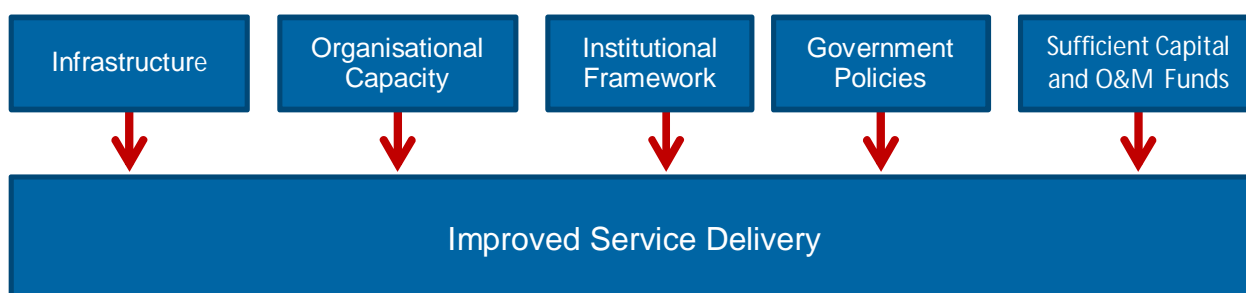


Figure C-8 illustrates a number of requirements that need to be in place to achieve effective service delivery. One could argue for additional requirements, but the point of this illustration is to highlight that effective infrastructure investment operates in a broader operational framework. This Evaluation focussed on the infrastructure contribution and while other components will be raised during the analysis, extensive research into many of these components was outside the scope of this IIE. This does not limit the value of the analysis but ensures that the results are viewed in a broader context.

The purpose of the preceding discussion was to put the concept of service delivery in the law and justice sector in context for the IIE and provide a guiding framework on the outcomes required from the integration of the various data sources.

1.5 Analysis of the Data

For purposes of analysing the data, the Evaluation Team assessed each slice of the model using various analytical techniques. This enabled the complexities of each slice to be explored separately.

In presenting the data analysis, the decision was made to use the infrastructure itself as the starting point. The discussion could have been started at any point in the process, but it was determined that without an understanding of the infrastructure itself then the other aspects of the evaluation lacked context. While logically, the planning and procurement process initiates the process, in a retrospective evaluation, it is better to understand the infrastructure, and then the planning and procurement analysis can explore how these processes impacted the final quality and functionality of the asset.

For infrastructure, an analysis was undertaken of the construction materials and operations of the building. The rapid “assessment” provided an overall indication of the quality of the building. This process of analysing this data and the qualitative data regarding the buildings functionality will be discussed initially.

As the analysis will include an initial assessment of functionality, the next aspect of the evaluation to explore was the functionality. This involved detailed analysis of all of the data collected by the Social Research Team.

Finally, as highlighted above, the analysis of the procurement process is retrospective and as a result is evaluating how that process could be improved to ensure that the quality and functionality of the infrastructure can be improved and delivered in a timely and cost effective manner.

Appendix D – Infrastructure Locations

GPS RECORDINGS:

The table below shows GPS recordings taken at each surveyed Facility:

#	ENTITY:	GPS RECORDED LOCATION:	GPS COORDINATE:			
				S	E	
1	National Court - NCD	At base of entrance steps - ADR	09°	25.829	147°	11.477
2	Arawa Police Station, ARB	At building main entrance	06°	13.608	155°	33.917
3	Beikut Correctional Institution ARB	Centre of boom gate entrance	05°	15.250	154°	39.738
4	Bihute Prison – Goroka - EHP	Adjacent to Admin Building	06°	2.566	145°	22.235
5	Bomana Main Prison - NCD	Centre of gate at front entrance	09°	22.714	147°	14.953
6	Bomana National Court - NCD	Centre of PA gate at front entrance	09°	22.723	147°	14.971
7	Bomana Prison – Female Division- NCD	Centre of gate at front entrance	09°	23.009	147°	14.690
8	Boroko Police Station - NCD	Steps at FSV Unit building	09°	27.939	147°	11.797
9	BPS - SSQ – Arawa - ARB	At stairs landing ground floor	06°	13.626	155°	34.094
10	BPS Training Centre – Buka - ARB	Centre of PA gate at front entrance	05°	23.638	154°	40.785
11	Buimo Prison – Lae - Morobe	Path b/w carpark - admin building	06°	40.991	146°	59.008
12	Buin Court House - ARB	Centre of gate at front entrance	06°	44.882	155°	41.488
13	Buka Court House - ARB	Centre of gate at front entrance	05°	25.729	154°	40.193
14	Buka Police Station - ARB	Ramp entrance at q/masters store	05°	25.830	154°	40.293
15	CJC – Tinputz - ARB	Front entrance door to court building	05°	33.343	155°	00.480
16	CJC – Wakunai - ARB	Front entrance door to court building	05°	52.011	155°	12.690
17	DJAG Housing – Kokopo - ENBP	Mid way between two duplexes	04°	21.052	152°	15.549
18	Goroka Court - EHP	Centre of PA gate at front entrance	06°	4.349	145°	23.635
19	Goroka Police - EHP	Adjacent door at FSV Building	06°	4.375	145°	23.622
20	Mt Hagen Court - WHP	Centre of gate at front entrance	05°	51.680	144°	13.662
21	Kainantu CJC - EHP	Centre of gate at entrance	06°	17.307	145°	51.778
22	Kainantu District Court - EHP	Centre of gate at entrance	06°	17.364	145°	51.769
23	Kerevat Court - ENBP	Centre of gate at front entrance	04°	21.097	152°	02.560
24	Kerevat Police Station - ENBP	Centre of PA gate at front entrance	04°	21.084	152°	02.536
25	Kerevat Prison - ENBP	Flagpole adjacent Admin. Building	04°	25.554	152°	03.203
26	Kokopo Courts - ENBP	Centre of PA gate at front entrance	04°	20.444	152°	16.035
27	L&J Office - ARB	At front entrance door	05°	25.809	154°	40.311
28	Lae Central Police Station - Morobe	At front entrance door	06°	43.754	147°	00.039
29	OPS Office – Lae - Morobe	Centre of gate at front entrance	06°	43.460	147°	00.136
30	OPS Office – National H/Q - NCD	At reception door – Corporate Wing	09°	27.838	147°	11.812
31	OPS Housing – Buka - ABG	East corner of first house	05°	24.597	154°	40.789
32	OPS Housing – Hagen - WHP	Centre of gate at front entrance	05°	51.633	144°	13.204
33	Town Police Station - NCD	Centre of gate at front entrance	09°	28.802	147°	08.974
34	Waigani Police Station- NCD	Centre of front entrance	09°	25.480	147°	10.759
35	Yonki Police Station - EHP	Centre of gate at front entrance	06°	14.653	145°	59.033

Note: GPS recordings were not necessarily taken for every discrete infrastructure surveyed. For example, four discrete (similarly classified) buildings were surveyed but only one GPS recording was taken at Buimo Prison (Buimo Correctional Institution Lae, Morobe Province), conversely, three GPS recordings were taken for three discrete infrastructure at Bomana Prison (Bomana Correctional Institution of PNG) due to differing infrastructure 'Type' and significant distances between.

Appendix E – GPS Maps

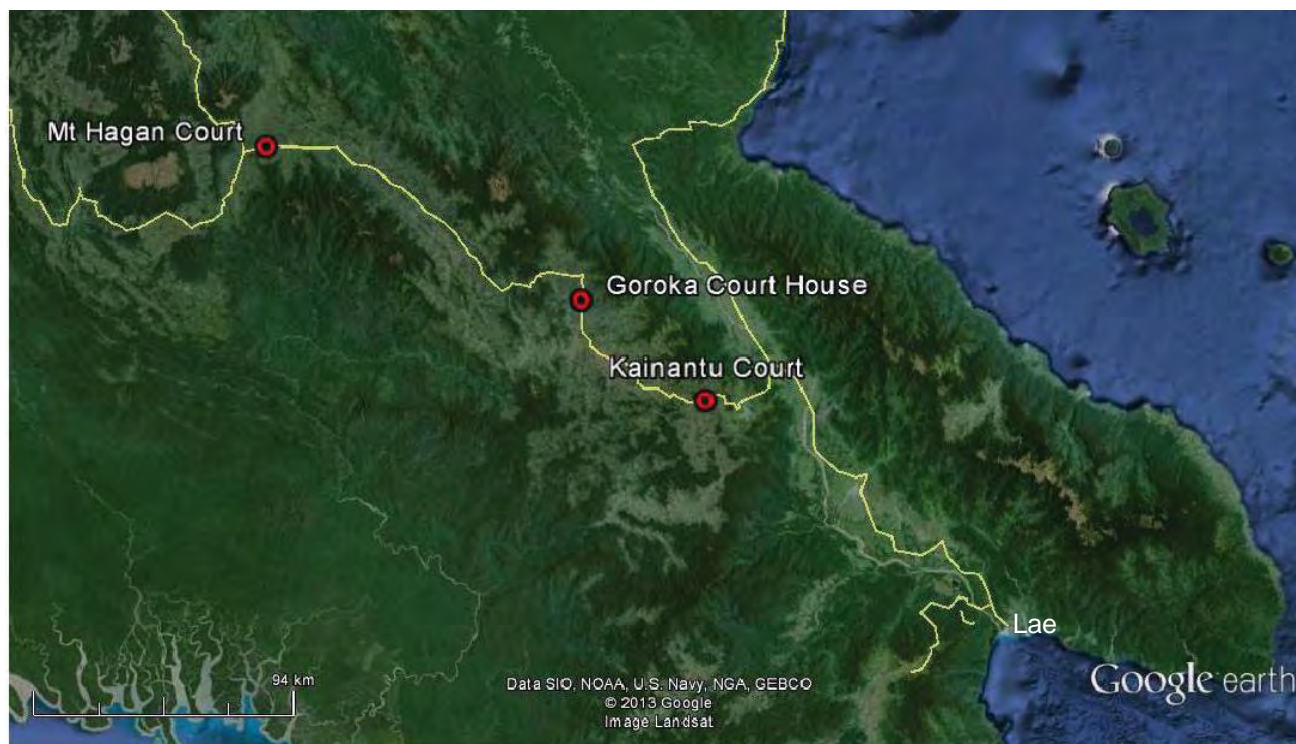
Aerial Photo – 01

PNG – Overview of Localities Visited



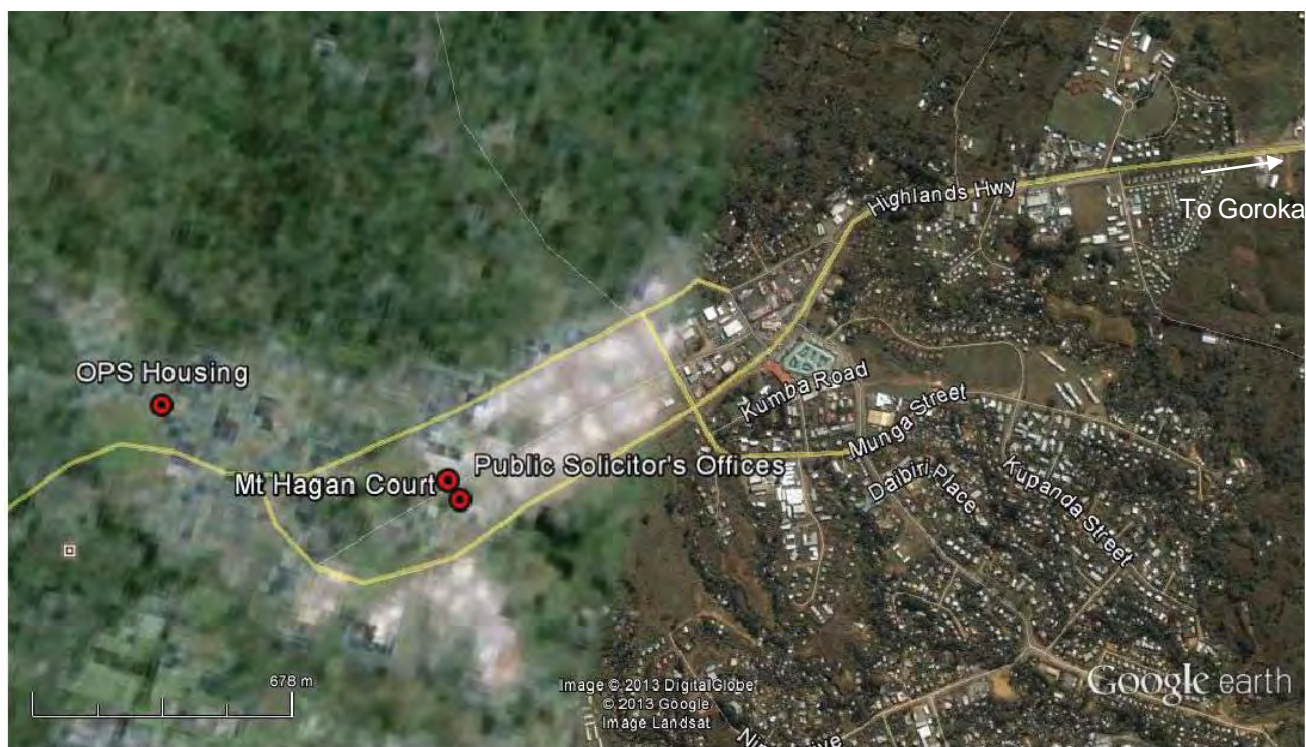
Aerial Photo – 02

Mt Hagan to Lae



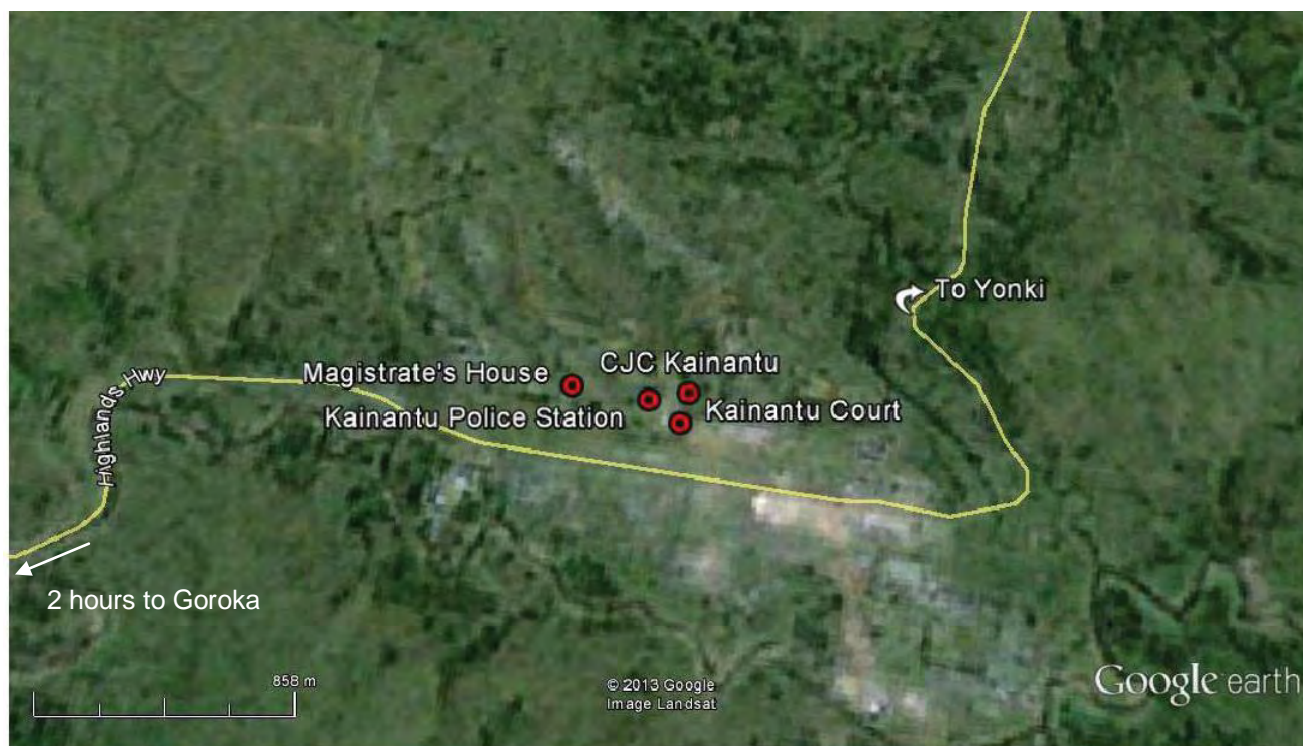
Aerial Photo – 03

Mt Hagan, Western Highlands Province



Aerial Photo – 04

Kainantu, Eastern Highlands Province (EHP)



Aerial Photo – 05 Yonki, EHP



Aerial Photo – 06 Eastern Highlands & Morobe Provinces



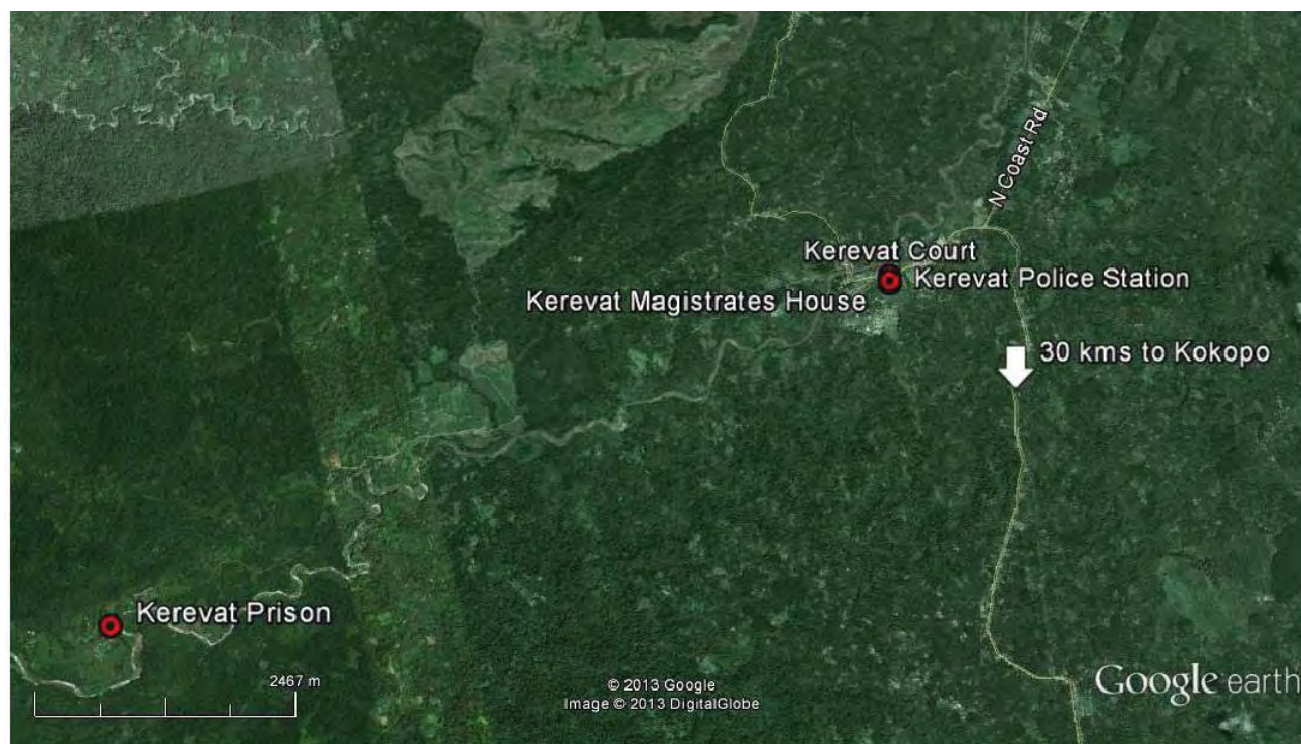
Aerial Photo – 07

Lae, Morobe Province



Aerial Photo – 08

Kerevat, East New Britain Province (ENBP)



Aerial Photo – 09

Kokopo, ENBP



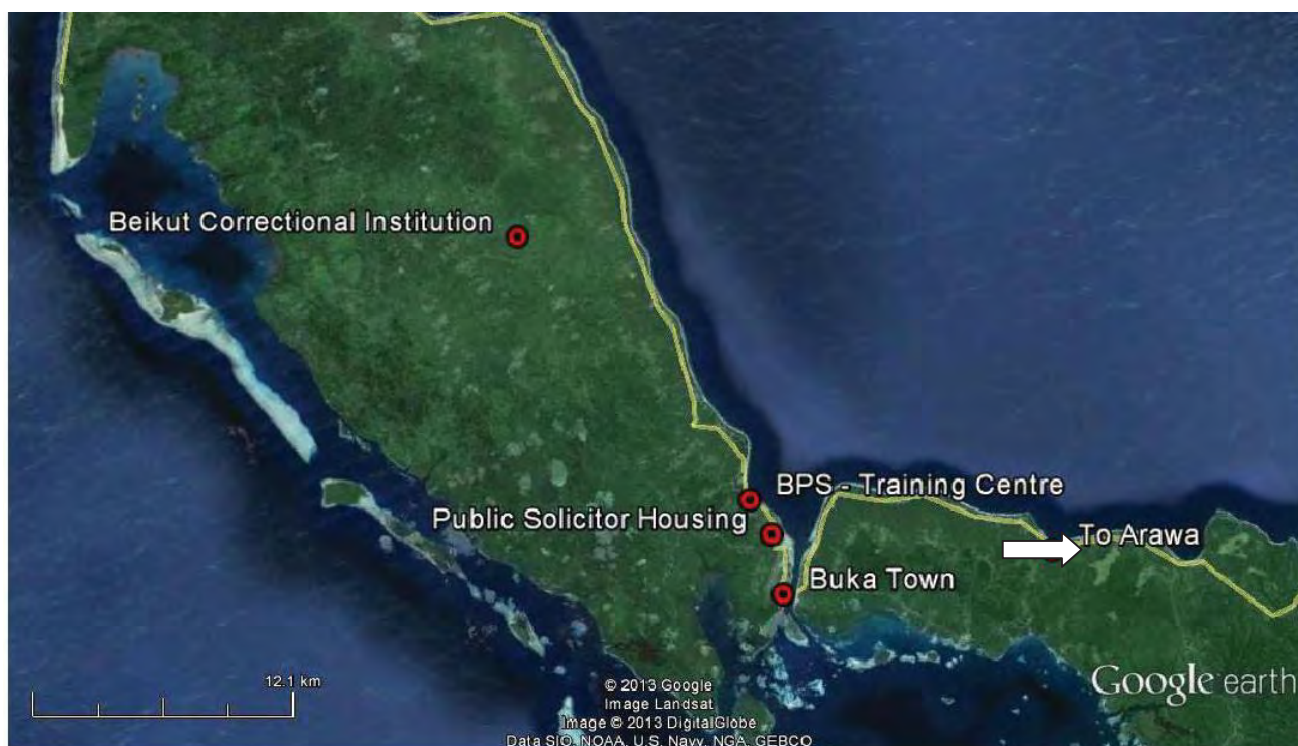
Aerial Photo – 10

Overview - Autonomous Region of Bougainville (ARB)



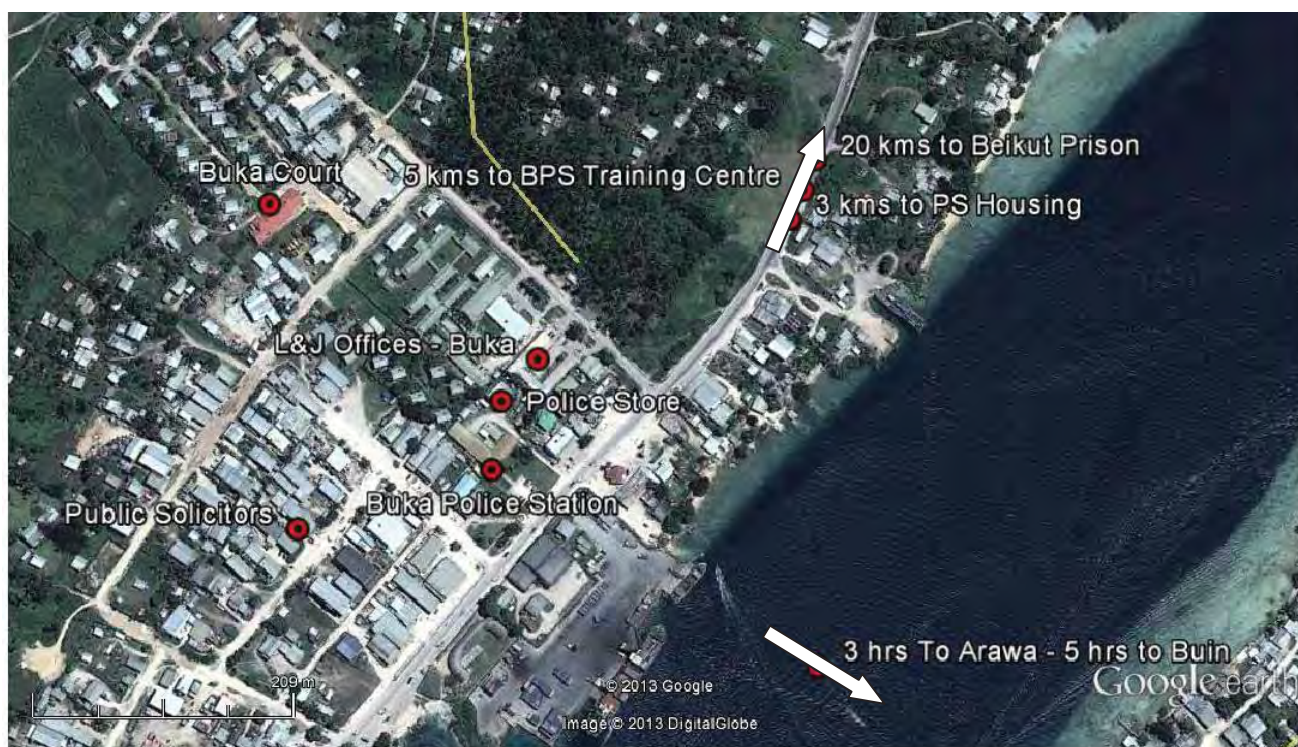
Aerial Photo – 11

Beikut & Buka, ARB

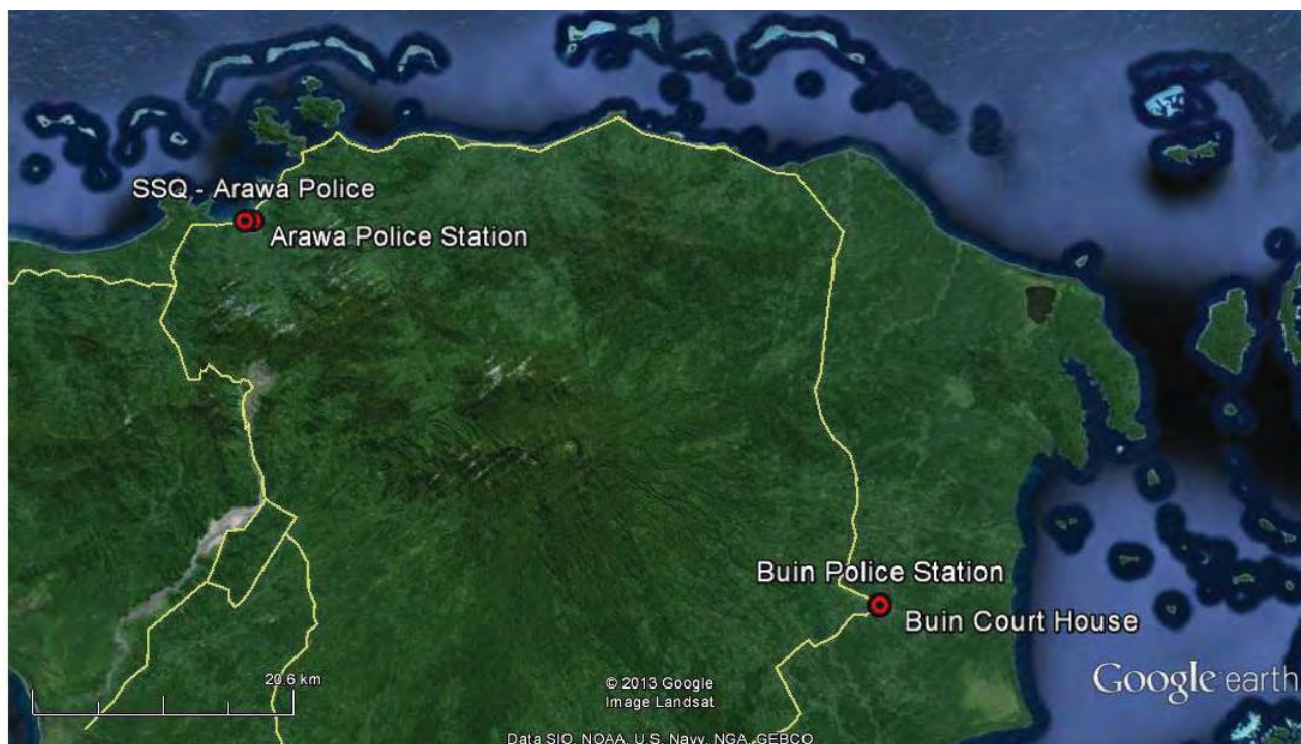


Aerial Photo – 12

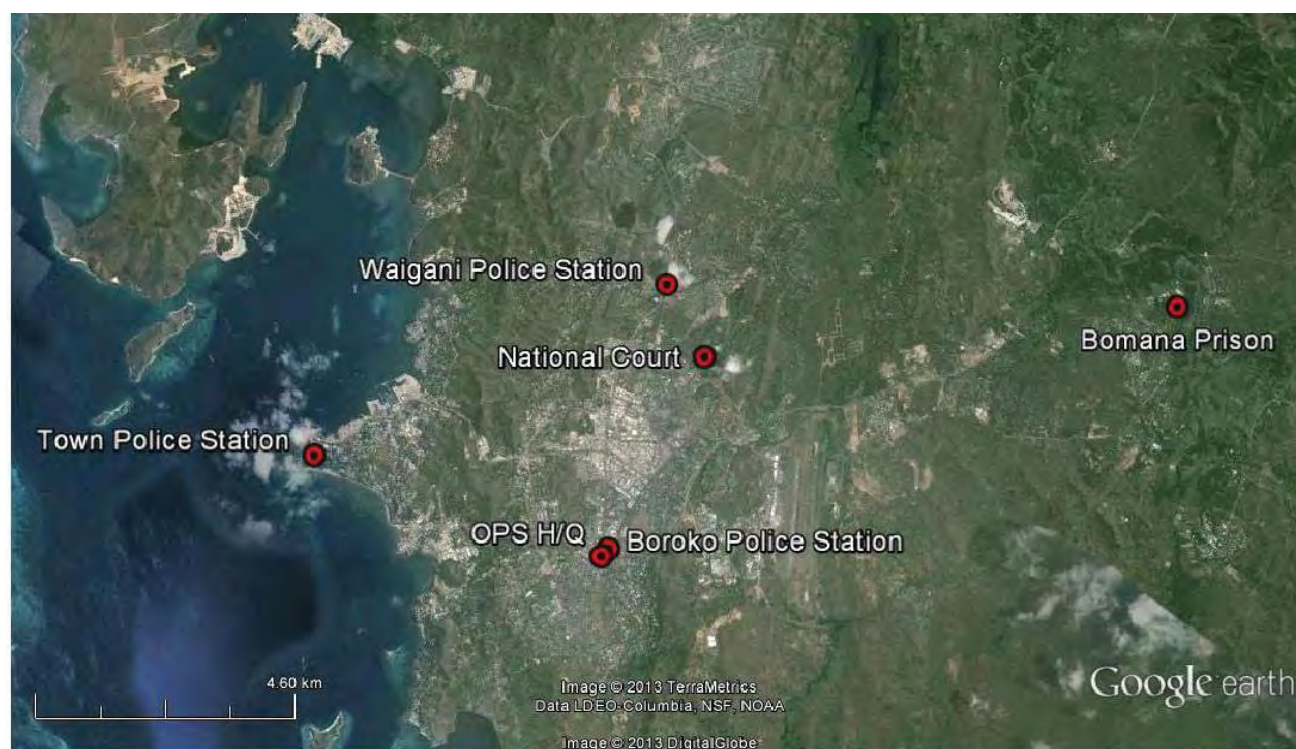
Buka Town, ARB

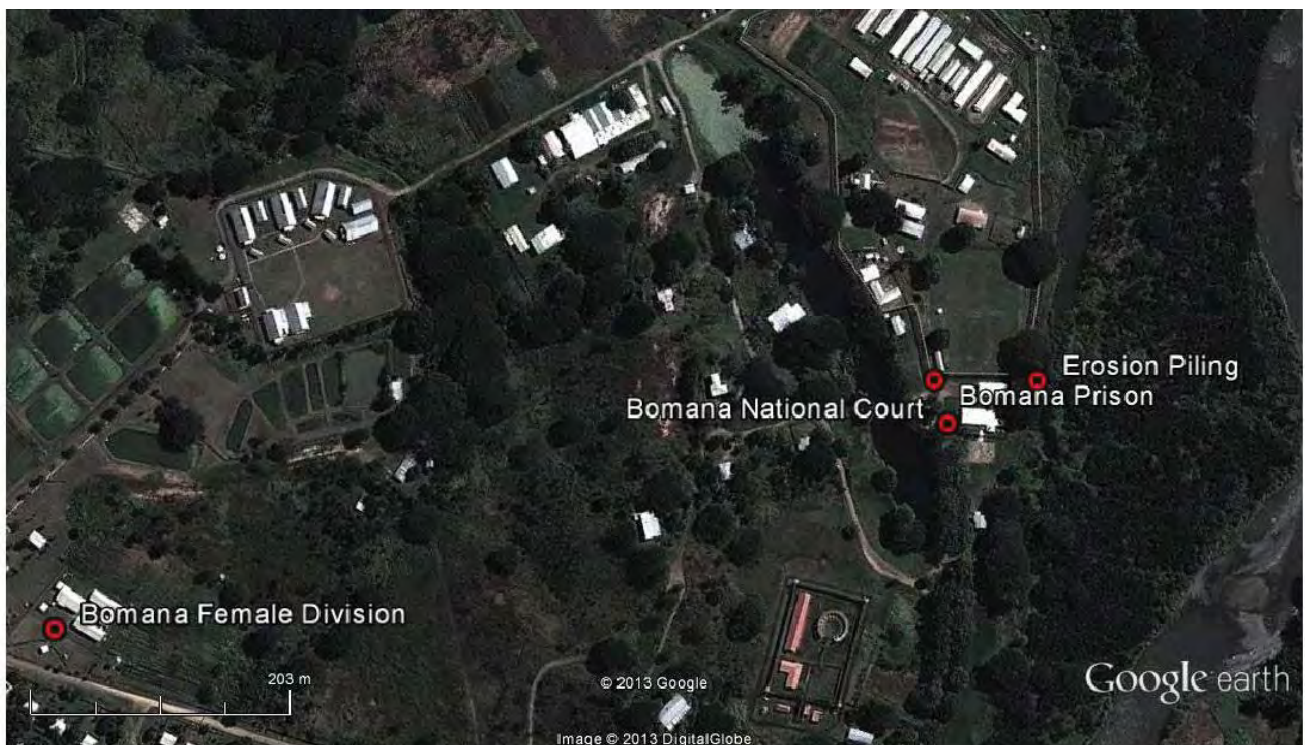


Aerial Photo – 13 Arawa & Buin, ARB



Aerial Photo – 14 National Capital District (NCD), Port Moresby



Aerial Photo – 15 Boroko - NCD**Aerial Photo – 16 Bomana Correctional Institution of PNG, NCD**

Aerial Photo – 17

National Court, NCD



Appendix F – Infrastructure Data and Analysis

Appendix F - 1 Comparing Overall Ratings of Infrastructure and Social Survey Data Across Agencies

#	Agency/Type	Facility	Rapid CONDITION Assessment	FIT for PURPOSE Infrastructure Survey	SERVICE DELIVERY	EFFECTIVENESS **	'QUALITY' of INFRASTRUCTUR E **
			Infrastructure	Social Survey Data			
1	ABG	Buka National Court	4.1	4.2	5.0	5.0	4.2
2		Buka District Court	4.1	4.2	3.5	4.5	4.6
3		Buin District Court, ARoB	3.3	3.2	3.5	3.5	3.0
4		Buka Police Station	3.3	3.1	2.9	3.2	3.7
5		Buin Police Station	-	-	2.2	-	1.5
6		Arawa Police Station - SSQ Housing	3.1	3.0	3.1	3.0	2.0
7		BPS Training Unit, ARoB	3.0	2.9	4.8	4.5	3.6
8		Buka DJAG CBC	3.3	-	3.0	5.0	2.5
9		Bougainville L&J Office, ARoB	2.7	2.6	-	3.3	3.0
10		CJC Tinputz, ARoB	2.8	3.1	3.4	2.6	2.5
11		CJC Wakunai, ARoB	2.5	3.0	2.4	3.1	1.9
12	CS	CS Bomana	3.9	4.0	2.0	3.0	2.0
13		CS Beikut	2.8	2.8	2.0	3.1	-
14		CS Kerevat, ENBP	3.5	3.0	2.5	2.5	1.5
15		CS Buimo, Morobe	3.0	3.1	2.7	3.1	2.1
16	DJAG CBC & CJC	Goroka DJAG CBC, EHP	-	3.2	2.0	3.0	2.5
17		CJC Kainantu	2.6	2.8	-	2.0	3.0
18	Housing	Western Highlands Province - Housing	-	3.2	-	3.0	3.6
19		East New Britain Province - Housing	1.8	3.2	-	1.0	1.3
20		Yonki Police Housing	-	0.7	-	-	-
21		ARoB - Public Solicitor's Housing	2.5	3.0	2.0	1.3	-
22	MS	Kainantu District Court	2.8	3.0	3.0	4.0	2.8
23		Kokopo District Court	3.0	3.2	2.9	3.6	2.3
24		Kerevat District Court	3.8	3.5	3.4	3.7	3.7
25	NJSS	Waigani ADRC	3.8	3.5	4.0	3.3	3.2
26		Waigani Court New Registry/Records	3.8	4.3	-	-	-
27		Waigani National Court Rms 8, 9 & 10	2.9	3.0	2.5	3.3	3.8
28		Mt Hagen S/Registry/Judges' Chambers	3.0	2.9	2.3	3.0	2.7
29		Goroka Sub-Registry/Judges' Chambers	2.8	3.2	2.7	3.0	2.8
30		Bomana National Court	3.8	3.5	4.5	4.8	3.3
31		Kokopo National Court	3.0	3.2	2.4	3.0	3.0
32	OPP	OPP Lae, Morobe Province	-	-	2.5	1.0	2.0
33	OPS	OPS Legal Wing, NCD	3.9	3.7	3.0	3.8	3.2
34		OPS Lae, Morobe Province	2.6	2.7	2.3	2.5	2.3
35	RPNGC	Town Police Station (NCD)	1.5	2.4	1.6	3.3	2.8
36		Yonki Police Station (EHP)	2.5	2.8	1.5	3.2	2.0
37		Boroko Police Station	3.1	2.9	-	-	-
38		Waigani Police Station	2.0	2.5	-	-	-
39		Goroka Police Station	2.8	3.3	-	-	-
40		Kerevat Police Station	2.6	3.0	3.1	3.8	2.0
Overall Average			3.0	3.1	2.9	3.2	2.7
Bougainville Average			3.2	3.3	3.4	3.8	2.9
Notes: Correlation Index - Overall			0.60	0.50	1		

** Average Social indicators relating specifically to the associated infrastructure - non-infrastructure ratings from the social data has been excluded - this data rates the stakeholders/user's subjective/qualitative opinions obtained and assessed during the field interviews

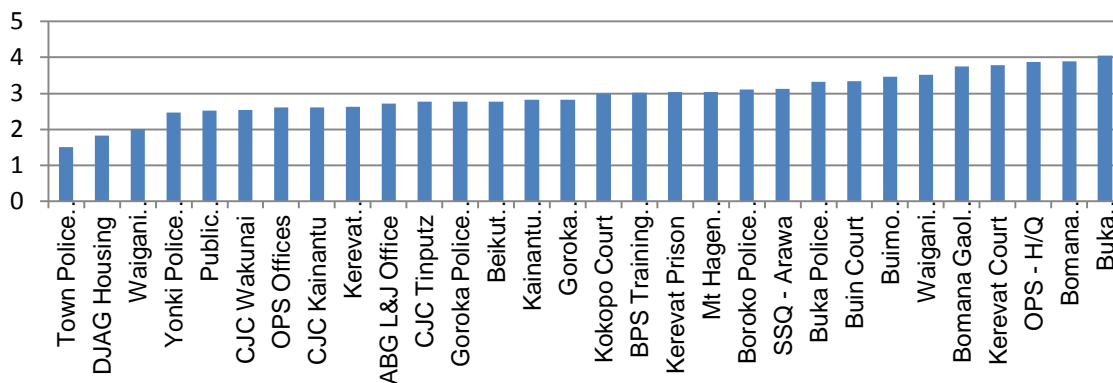
Comments:

It is noted that the averages for all data sets for Bougainville exceed the overall sample averages - in particular 'Service Delivery' and 'Effectiveness' (3.4 to 2.9; and, 3.8 to 3.2 respectively)

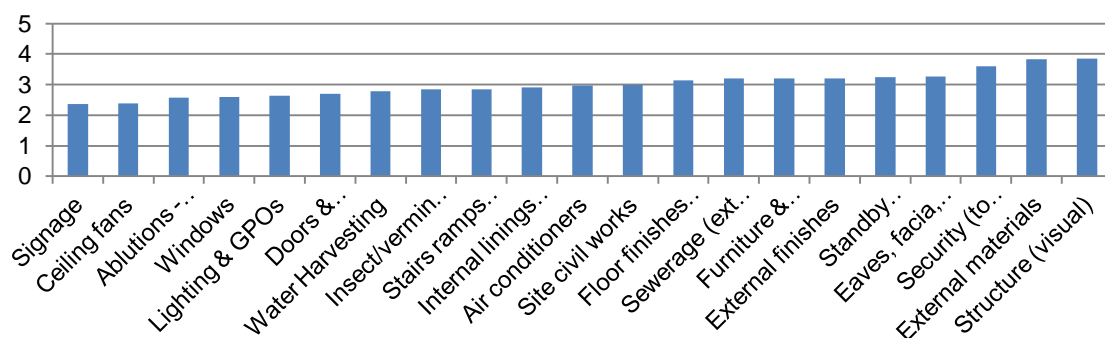
The correlations seen in the data above are positive, modest - not definitive nor conclusive

The correlation analysis of infrastructure assessments and social ratings above suggests that 'Condition' of infrastructure has a stronger relationship (0.60) in providing better 'Service Delivery' than does 'Fit for Purpose' (0.50)

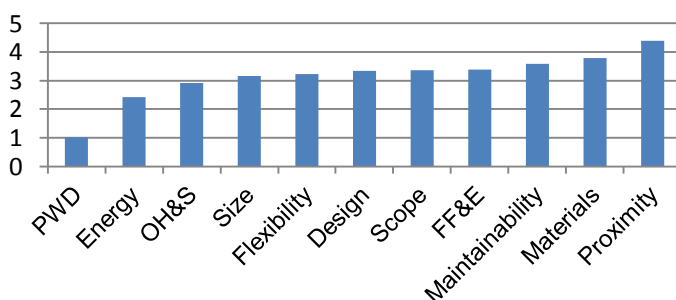
LJSP/PALJP Facilities - (current) Condition Ratings



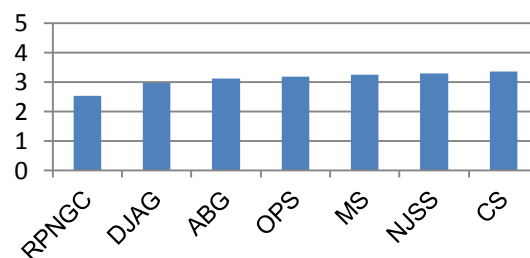
Condition Ratings - LJSP/PALJP Facility Elements



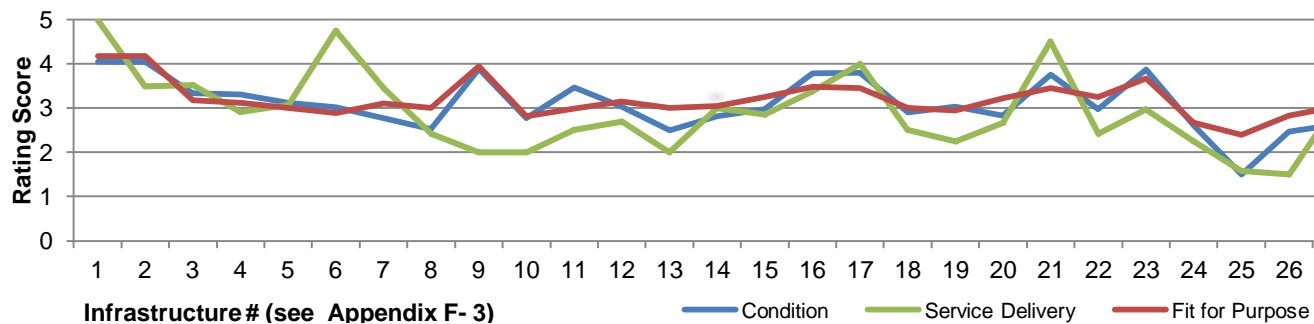
Ratings of LJSP/PALJP Components of 'Fit for Purpose'



Ratings of LJSP/PALJP Agency 'Fit for Purpose' Infrastructure



Correlation of LJSP/PALJP Infrastructure Ratings Verses Social Survey Data



# *	New or Refurbished	Facility	Rapid CONDITION Assessment	FIT for PURPOSE Infrastructure Survey	SERVICE DELIVERY
			Infrastructure	Social	
1	New	Buka National Court	4.1	4.2	5.0
2	New	Buka District Court	4.1	4.2	3.5
3	New	Buin District Court, ARoB	3.3	3.2	3.5
4	New	CJC Tinputz, ARoB	2.8	3.1	3.4
5	New	CJC Wakunai, ARoB	2.5	3.0	2.4
6	New	CS Bomana	3.9	4.0	2.0
7	New	CS Beikut	2.8	2.8	2.0
8	New	CS Buimo, Morobe	3.0	3.1	2.7
9	New	ARoB - Public Solicitor's Housing	2.5	3.0	2.0
10	New	Kainantu District Court	2.8	3.0	3.0
11	New	Kerevat District Court	3.8	3.5	3.4
12	New	Waigani ADRC	3.8	3.5	4.0
13	New	Waigani National Court Rms 8, 9 & 10	2.9	3.0	2.5
14	New	Kokopo National Court	3.0	3.2	2.4
Overall Average (New)			3.2	3.3	3.0
Correlation Index - NEW Infrastructure			0.61	0.55	1
15	Refurb	Buka Police Station	3.3	3.1	2.9
16	Refurb	Arawa Police Station - SSQ Housing	3.1	3.0	3.1
17	Refurb	BPS Training Unit, ARoB	3.0	2.9	4.8
18	Refurb	CS Kerevat, ENBP	3.5	3.0	2.5
19	Refurb	Kokopo District Court	3.0	3.2	2.9
20	Refurb	Mt Hagen S/Registry/Judges' Chambers	3.0	2.9	2.3
21	Refurb	Goroka Sub-Registry/Judges' Chambers	2.8	3.2	2.7
22	Refurb	Bomana National Court	3.8	3.5	4.5
23	Refurb	OPS Legal Wing, NCD	3.9	3.7	3.0
24	Refurb	OPS Lae, Morobe Province	2.6	2.7	2.3
25	Refurb	Town Police Station (NCD)	1.5	2.4	1.6
26	Refurb	Yonki Police Station (EHP)	2.5	2.8	1.5
27	Refurb	Kerevat Police Station	2.6	3.0	3.1
Overall Average (Refurbished)			3.0	3.0	2.8
Correlation Index - REFURBISHED Infrastructure			0.58	0.49	1

Notes:

- * The limited sample size is highlighted - only Facilities wherein both Infrastructure survey 'Fit for Purpose' ratings and social survey indicator 'Service Delivery' ratings are recorded can be included above comparison

Comments:

The correlations seen in the data are positive, modest and not definitive

The data above supports the assumption that 'New' infrastructure is overall in better 'Condition' (3.2 to 3.0), is more 'Fit for Purpose' (3.3 to 3.0) and provides better 'Service Delivery' (3.0 to 2.8) than 'Refurbished' infrastructure.

The correlation analysis of infrastructure assessments and social ratings above suggests that the better 'Condition' of 'New' infrastructure provided under LJSP/PALJP provides better 'Service Delivery' as compared to current 'Condition' of the Programs "Refurbished" infrastructure (0.61 and 0.58 respectively), however, the very small variance and limited sample size also implies that no meaningful conclusion may be drawn, in fact, the correlation analysis shows that Service Delivery may be independent of rating of both infrastructure FfP or condition. Refer to the graph, 'Correlation of LJSP/PALJP Infrastructure Ratings Verses Social Survey Data'. The social data and this infrastructure survey supports the understanding (as evidenced in the isolated peaks and troughs within the graph) that quality HR resources could/can provide quality service delivery irrespective of the rated quality or condition of associated infrastructure - or visa versa. This is anecdotally known however the correlation of proportional relationship between quality infrastructure and quality service delivery is not - the above data demonstrates moderate positive relationship.

The correlation analysis of infrastructure assessments and social ratings above suggests that "Fit for Purpose" 'New' infrastructure provides improved 'Service Delivery' as compared to 'FfP Refurbished' infrastructure (0.55 and 0.49 respectively). This somewhat larger differentiation supports anecdotal and social survey data which concludes that 'New' infrastructure has more opportunity to address critical scope, design and flexibility issues thereby impacting service delivery outcomes more positively.

Number	Facility Regional Location	Sector Agency	Facility Name/Type	Infrastructure Survey Date (2013)	LJSP or PALJP Infrastructure Input (approx. year)	Facility Building Name or ID	Ablutions - WC/HB/SH	Air conditioners	Ceiling fans	Doors & hardware	Eaves, fascia, barges	External finishes	External materials	Floor finishes &/or linings	Furniture & Fixtures	Insect/vermin proofing	Internal linings & finishes	Lighting & GPOs	Security	Sewerage	Signage	Site civil works	Stairs ramps decks balustrades	Standby Generator	Structure (visual)	Water Harvesting	Windows	AVERAGE CONDITION RATING *	Average FACILITY Condition Rating *	Average REGIONAL Condition Rating *
1	ARB	ABG	ABG L&J Office	22-Apr	2010-12	ABG L&J Office	3	3	3	3	2	3	3	3	3	3	3	2	3	3	2	NIS	NIS	NIS	3	2	2	2.7	2.7	3.0
2	ARB	ABG	Buka Courthouse	23-Apr	2007-8	Buka National Court	4	3	3	3	5	4	5	5	5	4	4	4	4	4	4	3	NIS	4	5	4	4	4.1	4.1	
3	ARB	ABG	Buka Police Station	23-Apr	2006-9	Quarter Masters Store	3	3	3	3	4	4	4	3	3	2	3	3	5	NIS	NIS	NIS	3	NIS	4	3	3	3.3	3.3	
4						Station Reception	NIS	NIS	2	4	NIS	NIS	NIS	NIS	4	3	4	3	NIS	NIS	NIS	NIS	NIS	NIS	NIS	NIS	NIS	NIS		
5	ARB	ABG	BPS Training Centre	24-Apr	2009-13	Dormitory	NIS	4	2	2	3	3	3	3	3	3	3	2	3	3	1	3	3	5	4	4	3	3.0	3.0	
6						Mess	NIS	NIS	2	2	3	3	3	2	3	3	3	2	3	3	1	3	3	5	3	4	3	2.8		
7						Office Complex	NIS	4	3	3	3	3	3	3	4	3	3	3	3	3	3	1	3	3	5	4	4	3		
8	ARB	ABG	Public Solicitors Housing - Buka	24-Apr	2010	Dwelling # 1	2	NIS	2	2	3	3	4	3	2	2	3	2	3	2	NIS	1	1	NIS	4	3	2	2.4	2.5	
9						Dwelling # 2	3	NIS	2	2	3	3	4	3	3	2	3	2	3	3	NIS	1	1	NIS	4	3	2	2.6		
10	ARB	CS	Beikut Correctional Institution	24-Apr	2008-12	Admin Building	2	NIS	2	2	3	3	4	3	NIS	3	2	2	4	4	3	TBC	3	NIS	4	2	2	2.8	2.8	
11						Miscel Site Bldgs	NIS	NIS	NIS	3	3	3	4	NIS	NIS	NIS	NIS	3	4	2	tbc	TBC	NIS	2	4	2	NIS	3.0		
12						Minimum Security	1	NIS	NIS	2	3	3	4	2	NIS	2	2	2	3	NIS	tbc	TBC	3	NIS	4	2	2	2.5		
13						Staff Housing	NIS	NIS	NIS	3	3	3	4	2	NIS	3	2	2	3	NIS	NA	TBC	3	NIS	4	2	2	2.8		
14	ARB	ABG	CJC Tinputz	25-Apr	2007	CJC Tinputz	3	NIS	2	2	3	3	3	NIS	3	3	3	2	3	3	3	2	NIS	NIS	4	3	2	2.8	2.8	
15	ARB	ABG	CJC Wakunai	25-Apr		CJC Wakunai	3	NIS	2	2	3	3	3	NIS	2	1	2	2	3	3	3	2	NIS	NIS	4	3	2	2.5	2.5	
16	ARB	ABG	SSQ - Arawa	25-Apr	2013	Single Staff Quarters	4	3	2	3	NIS	3	4	4	2	3	3	2	3	3	NA	NIS	4	NIS	5	NIS	2	3.1	3.1	
17	ARB	ABG	Buin Court	26-Apr	2012-13	Buin Court House	4	3	3	3	3	4	4	4	4	3	4	2	3	3	TBC	TBC	3	NIS	4	4	2	3.3	3.3	
18	ENBP	MS	Kokopo Court	29-May	2007	Family Court	NIS	2	2	3	3	3	3	3	3	3	3	3	3	NIS	3	3	3	NIS	4	3	2	2.9	3.0	
19						Registry Building	3	2	2	3	4	4	4	3	3	3	3	2	3	3	3	3	4	NIS	4	3	2	3.1		
20						Court 2	3	3	NIS	NIS	NIS	NIS	3	3	NIS	3	NIS	NIS	NIS	NIS	NIS	NIS	NIS	NIS	NIS	NIS	NIS	NIS		NIS
21	ENBP	RPNGC	Kerevat Police Station	29-May	2007	Office	2	2	2	2	4	2	3	NIS	2	3	2	2	3	3	2	3	NIS	1	4	2	3	2.5	2.6	
22						Holding Cells	2	NIS	NIS	3	4	3	4	NIS	2	3	1	2	5	3	NIS	NIS	NIS	1	4	2	NIS	2.8		
23	ENBP	CS	Kerevat Prison	29-May	2006-07	Female Hauskuk	3	NIS	NIS	NIS	2	3	4	3	4	NIS	NIS	4	NIS	NIS	NIS	4	NIS	NIS	4	NIS	NIS	3.4	3.0	
24						Yard Paving	NA	NA	NA	NA	NA	3	4	NA	NA	NA	NA	NA	NA	NA	NA	3	NA	NA	4	NA	NA	3.5		
25						H/M Risk Mess & Hauskuk	1	NIS	NIS	NIS	3	3	4	NIS	NIS	NIS	NIS	NIS	NIS	NIS	NIS	3	NIS	NIS	NIS	2	NIS	2.7		
26						Charge/Reception	2	3	NIS	NIS	3	3	4	NIS	NIS	2	3	NIS	4	NIS	1	3	NIS	NIS	NIS	2	NIS	2.7		
27						Main Guard House	2	NIS	NIS	NIS	3	3	4	NIS	NIS	2	3	NIS	4	NIS	1	4	NIS	NIS	NIS	2	NIS	2.8		
28	ENBP	MS	Kerevat Court	30-May	2008-10	Court/offices/registry	5	5	3	4	4	4	5	5	5	4	4	4	5	4	2	4	NIS	4	5	4	4	4.2	3.8	
29						House Wind	NIS	NIS	NIS	NIS	4	4	4	3	NIS	NIS	NIS	3	NIS	NIS	NIS	4	NIS	NIS	4	NIS	NIS	3.7		
30						Public Toilet	3	NIS	NIS	3	4	4	4	3	NIS	NIS	3	3	4	4	1	4	NIS	NIS	4	NIS	4	3.4		
31	ENBP	DJAG	DJAG Housing	30-May	2005-6	2 Duplex - 4 Dwellings	0	NIS	1	1	3	2	3	2	1	2	2	1	3	3	NIS	2	1	NIS	3	2	1	1.8	1.8	
32	EHP	NJSS	Goroka National Court	20-May	2007	Judges' Chambers	NIS	3	2	3	3	3	3	3	3	3	3	2	4	NIS	2	NIS	3	NIS	3	3	2	2.8	2.8	2.7
33	EHP	RPNGC	Goroka Police Station	20-May	2010	Family Sexual Unit	2	2	2	2	4	2	4	tbc	tbc	3	tbc	tbc	5	tbc	2	NIS	NIS	3	3	NIS	2	2.8		
34	EHP	MS	Kainantu Court House	21-May	2009-10	Court Registry	NIS	2	NIS	NIS	NIS	NIS	NIS	3	3	2	2	NIS	3	NIS	2	NIS	NIS	NIS	NIS	NIS	NIS	2.4	2.8	
35						District Court	3	NIS	3	3	4	4	4	4	4	3	4	3	2	3	3	4	3	2	3	3	4	3		
36	EHP	DJAG	CJC Kainantu	21-May	2009-10	Community Justice Centre	3	NIS	2	2	3	3	3	NIS	tbc	3	tbc	tbc	3	3	1	NIS	NIS	NIS	3	3	2	2.6	2.6	
37	EHP	RPNGC	Yonki Police Station	21-May	2006	Police Station	2	NIS	2	3	3	2	3	3	NIS	3	2	2	3	3	2	NIS	NIS	2	3	2	2	2.5	2.5	
38	EHP	RPNGC	Yonki Police Housing	21-May	2006	Yonki Barracks	NIS	NIS	NIS	NIS	NIS	NIS	NIS	NIS	NIS	NIS	NIS	NIS	NIS	NIS	NIS	NIS	NIS	NIS	NIS	NIS				

Number	Facility Regional Location	Sector Agency	Facility Name/Type	Infrastructure Survey Date (2013)	LJSP or PALJP Infrastructure Input (approx. year)	Facility Building Name or ID	Ablutions - WC/HB/SH	Air conditioners	Ceiling fans	Doors & hardware	Eaves, facia, barges	External finishes	External materials	Floor finishes &/or linings	Furniture & Fixtures	Insect/vermin proofing	Internal linings & finishes	Lighting & GPOs	Security	Sewerage	Signage	Site civil works	Stairs ramps decks balustrades	Standby Generator	Structure (visual)	Water Harvesting	Windows	AVERAGE CONDITION RATING *	Average FACILITY Condition Rating *	Average REGIONAL Condition Rating *	
39	Morobe	OPS	OPS Offices	24-May	2005	Public Solicitors Office	1	2	3	2	NIS	3	4	2	3	3	2	NIS	4	NIS	NIS	NIS	NIS	NIS	3	NIS	2	2.6	2.6	3.3	
40	Morobe	CS	Buimo Correctional Institution	24-May	2007-09	Female Unit	2	NIS	2	2	3	3	4	3	3	3	3	2	5	4	3	3	NIS	NIS	3	3	3	3.0	3.5		
41						Industry workshop	NIS	NIS	NIS	3	3	4	4	NIS	NIS	NIS	NIS	3	4	NIS	tbc	tbc	NIS	NIS	5	3	NIS	3.6			
42						Industry classroom	NIS	NIS	NIS	3	3	4	4	NIS	3	NIS	NIS	3	4	NIS	tbc	tbc	NIS	NIS	5	3	NIS	3.6			
43						Medium Security	NIS	NIS	NIS	NIS	4	4	4	3	3	3	3	NIS	5	3	NIS	4	NIS	NIS	5	3	NIS	3.7			
44	NCD	RPNGC	Boroko Police Station	11-Apr	2012-13	Support Unit & Family Sexual Violence	3	3	3	3	4	4	4	3	4	4	4	4	4	NIS	1	2	4	NIS	4	NIS	4	3.4	3.1	3.2	
45						Administration Block (Partially	2	3	3	2	NIS	3	NIS	3	3	3	3	3	3	3	3	TBC	NIS	3	NIS	NIS	NIS	2			2.8
46	NCD	OPS	OPS - H/Q	12-Apr	2009-13	Legal Wing	NIS	NIS	NIS	4	NIS	NIS	NIS	NIS	4	NIS	4	4	NIS	NIS	3	NIS	NIS	NIS	NIS	NIS	NIS	3.8	3.9		
47						Corporate Wing	NIS	NIS	NIS	4	NIS	NIS	NIS	NIS	4	NIS	4	4	NIS	NIS	3	NIS	NIS	NIS	NIS	NIS	NIS	NIS			3.8
48						Executive Wing	NIS	NIS	NIS	4	NIS	NIS	NIS	NIS	5	NIS	4	4	NIS	NIS	3	NIS	NIS	NIS	NIS	NIS	NIS	NIS			NIS
49	NCD	RPNGC	Town Police Station	13-Apr	2009	Police Station	1	NIS	2	2	NIS	3	NIS	2	2	2	2	NIS	NIS	NIS	NIS	NIS	NIS	NIS	NIS	NIS	NIS	2.0	1.5		
50						Holding Cells	0	NIS	NIS	NIS	NIS	2	NIS	1	1	1	1	NIS	NIS	NIS	NIS	NIS	NIS	NIS	NIS	NIS	NIS	NIS			NIS
51	NCD	CS	Bomana Correctional Institution of PNG	15-Apr	2004-5	Female Division	3	NIS	NIS	3	2	4	4	3	2	3	3	2	5	4	3	3	NIS	NIS	3	3	3	3.1	3.9		
52						Erosion Piling	NIS	NA	NA	NA	NA	NA	5	NA	NA	NA	NA	NA	NA	NA	NA	4	NA	NA	5	NA	NA	4.7			
53	NCD	NJSS	Bomana Gaol Courthouse	15-Apr	2010	Bomana National Court	4	3	3	3	4	4	4	5	5	4	4	3	4	4	4	4	NIS	4	4	1	4	3.8	3.8		
54	NCD	NJSS	Waigani National Courts	18-Apr	2008	Alternative Dispute Resolution	4	4	3	3	4	4	5	4	4	4	4	2	4	4	3	4	3	NIS	5	4	4	3.8	3.5		
55					2012-13	New Registry & Records	NIS	4	NIS	4	4	4	TBC	4	4	4	3	NIS	3	NIS	NIS	NIS	NIS	NIS	4	3.8					
56					2008	Rooms 8, 9 & 10	3	3	3	2	2	2	4	3	4	4	3	2	4	3	4	NIS	3	NIS	1	3	3	2.9			
57	NCD	RPNGC	Waigani Police Station	3-May	2010	Police Station	NIS	NIS	2	NIS	NIS	2	NIS	NIS	NIS	2	1	NIS	NIS	NIS	NIS	NIS	NIS	NIS	NIS	2	3	2.0	2.0		
58	WHP	NJSS	Mt Hagen National Court	23-May	2011	Nat Court Registry	3	1	NIS	2	NIS	3	4	3	3	3	3	NIS	3	3	NIS	NIS	NIS	NIS	NIS	NIS	NIS	2.8	3.0	3.0	
59						Judges Offices	4	4	3	2	3	4	4	5	4	3	3	2	3	3	NIS	NIS	NIS	NIS	3	NIS	2	3.3			
60	WHP	OPS	Mt Hagen OPS	23-May	2013	OPS Duplexes	Incomplete - currently under construction																								
Average Rating per Infrastructure Element *							2.6	3.0	2.4	2.7	3.3	3.2	3.8	3.1	3.2	2.8	2.9	2.6	3.6	3.2	2.4	3.0	2.9	3.3	3.9	2.8	2.6	3.05			

Notes:

- * The subjective rapid current CONDITION rating of LJSP/PALJP infrastructure inputs ONLY
- NIS NIS - Not in Scope (infrastructure scope of LJSP/PALJP infrastructure inputs
- NA Not applicable to the LJSP/PALJP scope of works
- TBC Information not available/evident at time of survey visit
- Below 'acceptable' or 'average' - i.e. 'poor', 'unacceptable' - indicator/rating of 2.5 or lower
- Above 'average', 'exceeds expectations', 'excellent' - indicator/rating of 3.5 or higher

Entities	<3	3	>3	
	32	4	24	60
	53%	7%	40%	100%

Facilities	<3	3	>3	
	20	1	11	32
	63%	3%	34%	100%

This data suggests :

Overall average is 3.05 - i.e. very close to the mean (3) - which suggests that, overall, the 'CONDITION' of LJSP/PALJP L&J infrastructure assessed is similar to the associated regional infrastructure or local industry (construction) standard - i.e the standard of the built environment per/within the region - this is what would be generally anticipated. Regionally the results are surprisingly consistent, however there are notable Facility exceptions, in particular, note that approximately two thirds (63%) of all inspected Facilities rate under '3' - one third (37%) are rated '3' or above

Ablutions. ceiling fans, PWD and signage are typically less than acceptable - door and window hardware and insect/vermin proofing are generally close to unacceptable

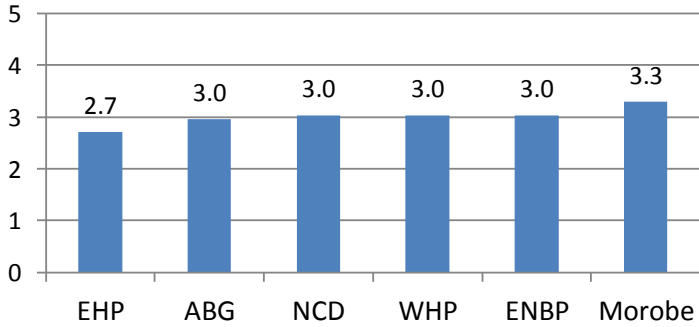
Sites examined in EHP indicate that the condition of L&J infrastructure is 'worst' in EHP - borderline acceptable

Sites examined in NCD indicates 'best' condition followed by Lae (Morobe) - i.e note the major centres - which is expected for these most mature construction markets

Condition diminishes proportionally to distance from major centres - except ARB

Proximity or ease of monitoring and also maturity of the market, HR quality etc appears to be a factor

LJSP/PALJP Facility Condition - Region



Number	Facility	Regional Location	Sector Agency	Facility Name/Type	Infrastructure Survey Date (2013)	LJSP or PALJP Infrastructure Input (approx. year)	Facility Building Name or ID	Ablutions - WC/HB/SH	Air conditioners	Ceiling fans	Doors & hardware	Eaves, facia, barges	External finishes	External materials	Floor finishes &/or linings	Furniture & Fixtures	Insect/vermin proofing	Internal linings & finishes	Lighting & GPOs	Security	Sewerage	Signage	Site civil works	Stairs ramps decks balustrades	Standby Generator	Structure (visual)	Water Harvesting	Windows	AVERAGE CONDITION RATING *	Average FACILITY Condition Rating *	Average AGENCY Condition Rating *
1	ARB	ABG	L&J Office		22-Apr	2010-12	ABG L&J Office	3	3	3	3	2	3	3	3	3	3	3	2	3	3	2	NIS	NIS	NIS	3	2	2	2.7	2.7	3.0
2	ARB	ABG	Buka Courthouse		23-Apr	2007-8	Buka National Court	4	3	3	3	5	4	5	5	5	4	4	4	4	4	4	3	NIS	4	5	4	4	4.1	4.1	
3	ARB	ABG	Buka Police Station		23-Apr	2006-9	Quarter Masters Store	3	3	3	3	4	4	4	3	3	2	3	3	5	NIS	NIS	NIS	3	NIS	4	3	3	3.3	3.3	
4							Station Reception	NIS	NIS	2	4	NIS	NIS	NIS	NIS	4	3	4	3	NIS	NIS	NIS	NIS	NIS	NIS	NIS	NIS	NIS	NIS	NIS	
5	ARB	ABG	BPS Training Centre		24-Apr	2009-13	Dormitory	NIS	4	2	2	3	3	3	3	3	3	3	2	3	3	1	3	3	5	4	4	3	3.0	3.0	
6							Mess	NIS	NIS	2	2	3	3	3	2	3	3	3	2	3	3	1	3	3	5	3	4	3	2.8		
7							Office Complex	NIS	4	3	3	3	3	3	3	3	3	4	3	3	3	3	3	1	3	3	5	4	4		
8	ARB	ABG	Public Solicitors Housing - Buka		24-Apr	2010	Dwelling # 1	2	NIS	2	2	3	3	4	3	2	2	3	2	3	2	NIS	1	1	NIS	4	3	2	2.4	2.5	
9							Dwelling # 2	3	NIS	2	2	3	3	4	3	3	2	3	2	3	3	NIS	1	1	NIS	4	3	2	2.6		
10	ARB	ABG	CJC Tinputz		25-Apr	2007	CJC Tinputz	3	NIS	2	2	3	3	3	NIS	3	3	3	2	3	3	3	2	NIS	NIS	4	3	2	2.8	2.8	
11	ARB	ABG	CJC Wakunai		25-Apr		CJC Wakunai	3	NIS	2	2	3	3	3	NIS	2	1	2	2	3	3	3	2	NIS	NIS	4	3	2	2.5	2.5	
12	ARB	ABG	SSQ - Arawa		25-Apr	2013	Single Staff Quarters	4	3	2	3	NIS	3	4	4	2	3	3	2	3	3	NA	NIS	4	NIS	5	NIS	2	3.1	3.1	
13	ARB	ABG	Buin Court		26-Apr	2012-13	Buin Court House	4	3	3	3	3	4	4	4	4	3	4	2	3	3	TBC	TBC	3	NIS	4	4	2	3.3	3.3	
14	NCD	CS	Bomana Correctional Institution of PNG		15-Apr	2004-5	Female Division	3	NIS	NIS	3	2	4	4	3	2	3	3	2	5	4	3	3	NIS	NIS	3	3	3	3.1	3.9	
15							Erosion Piling	NIS	NA	NA	NA	NA	NA	5	NA	NA	NA	NA	NA	NA	NA	NA	4	NA	NA	5	NA	NA	4.7		
16	ARB	CS	Beikut Correctional Institution		24-Apr	2008-12	Admin Building	2	NIS	2	2	3	3	4	3	NIS	3	2	2	4	4	3	TBC	3	NIS	4	2	2	2.8	2.8	
17							Miscl Site Bdgs	NIS	NIS	NIS	3	3	3	4	NIS	NIS	NIS	NIS	3	4	2	tbc	TBC	NIS	2	4	2	NIS	3.0		
18							Minimum Security	1	NIS	NIS	2	3	3	4	2	NIS	2	2	2	3	NIS	tbc	TBC	3	NIS	4	2	2	2.5		
19							Staff Housing	NIS	NIS	NIS	3	3	3	4	2	NIS	3	2	2	3	NIS	NA	TBC	3	NIS	4	2	2	2.8		
20	Morobe	CS	Buimo Correctional Institution		24-May	2007-09	Female Unit	2	NIS	2	2	3	3	4	3	3	3	3	2	5	4	3	3	NIS	NIS	3	3	3	3.0	3.5	
21							Industry workshop	NIS	NIS	NIS	3	3	4	4	NIS	NIS	NIS	NIS	3	4	NIS	tbc	tbc	NIS	NIS	5	3	NIS	3.6		
22							Industry classroom	NIS	NIS	NIS	3	3	4	4	NIS	3	NIS	NIS	3	4	NIS	tbc	tbc	NIS	NIS	5	3	NIS	3.6		
23							Medium Security	NIS	NIS	NIS	NIS	4	4	4	3	3	3	3	NIS	5	3	NIS	4	NIS	NIS	5	3	NIS	3.7		
24	ENBP	CS	Kerevat Prison		29-May	2006-07	Female Hauskuk	3	NIS	NIS	NIS	2	3	4	3	4	NIS	NIS	4	NIS	NIS	NIS	4	NIS	NIS	4	NIS	NIS	3.4	3.0	
25							Yard Paving	NA	NA	NA	NA	NA	3	4	NA	NA	NA	NA	NA	NA	NA	NA	3	NA	NA	4	NA	NA	3.5		
26							H/M Risk Mess & Hauskuk	1	NIS	NIS	NIS	3	3	4	NIS	NIS	NIS	NIS	NIS	NIS	NIS	NIS	3	NIS	NIS	NIS	2	NIS	2.7		
27							Charge/Reception	2	3	NIS	NIS	3	3	4	NIS	NIS	2	3	NIS	4	NIS	1	3	NIS	NIS	NIS	2	NIS	2.7		
28							Main Guard House	2	NIS	NIS	NIS	3	3	4	NIS	NIS	2	3	NIS	4	NIS	1	4	NIS	NIS	NIS	2	NIS	2.8		
29	ENBP	DJAG	DJAG Housing		30-May	2005-6	2 Duplex - 4 Dwellings	0	NIS	1	1	3	2	3	2	1	2	2	1	3	3	NIS	2	1	NIS	3	2	1	1.8	1.8	2.2
30	EHP	DJAG	CJC Kainantu		21-May	2009-10	Community Justice Centre	3	NIS	2	2	3	3	3	NIS	tbc	3	tbc	tbc	3	3	1	NIS	NIS	NIS	3	3	2	2.6	2.6	
30	EHP	MS	Kainantu Court House		21-May	2009-10	Court Registry	NIS	2	NIS	NIS	NIS	NIS	NIS	3	3	2	2	NIS	3	NIS	2	NIS	NIS	NIS	NIS	NIS	NIS	2.4	2.8	3.2
31							District Court	3	NIS	3	3	4	4	4	4	4	3	4	3	2	3	3	2	3	3	4	3	2	3.2		
43	ENBP	MS	Kokopo Court		29-May	2007	Family Court	NIS	2	2	3	3	3	3	3	3	3	3	3	NIS	3	3	3	NIS	4	3	2	2.9			
44							Registry Building	3	2	2	3	4	4	4	3	3	3	3	2	3	3	3	4	NIS	4	3	2	3.1			
45							Court 2	3	3	NIS	NIS	NIS	NIS	NIS	3	3	NIS	3	NIS	NIS	NIS	NIS	NIS	NIS	NIS	NIS	NIS	NIS	NIS	3.0	
33	ENBP	MS	Kerevat Court		30-May	2008-10	Court/offices/registry	5	5	3	4	4	4	5	5	5	4	4	4	5	4	2	4	NIS	4	5	4	4	4.2	3.8	
34							House Wind	NIS	NIS	NIS	NIS	4	4	4	3	NIS	NIS	NIS	3	NIS	NIS	NIS	4	NIS	NIS	4	NIS	NIS	3.7		
35							Public Toilet	3	NIS	NIS	3	4	4	4	3	NIS	NIS	3	3	4	4	1	4	NIS	NIS	4	NIS	4	3.4		

Number	Facility Regional Location	Sector Agency	Facility Name/Type	Infrastructure Survey Date (2013)	LJSP or PALJP Infrastructure Input (approx. year)	Facility Building Name or ID	Ablutions - WC/HB/SH	Air conditioners	Ceiling fans	Doors & hardware	Eaves, facia, barges	External finishes	External materials	Floor finishes &/or linings	Furniture & Fixtures	Insect/vermin proofing	Internal linings & finishes	Lighting & GPOs	Security	Sewerage	Signage	Site civil works	Stairs ramps decks balustrades	Standby Generator	Structure (visual)	Water Harvesting	Windows	AVERAGE CONDITION RATING *	Average FACILITY Condition Rating *	Average AGENCY Condition Rating *
36	NCD	NJSS	Bomana Gaol Courthouse	15-Apr	2010	Bomana National Court	4	3	3	3	4	4	4	5	5	4	4	3	4	4	4	4	NIS	4	4	1	4	3.8	3.8	3.3
37					2008	Alternative Dispute Resolution	4	4	3	3	4	4	5	4	4	4	4	2	4	4	3	4	3	NIS	5	4	4	3.8		
38	NCD	NJSS	Waigani National Courts	18-Apr	2012-13	New Registry & Records	NIS	4	NIS	4	NIS	4	4	4	TBC	4	4	4	3	NIS	3	NIS	NIS	NIS	NIS	NIS	4	3.8	3.5	
39					2011-12	Rooms 8, 9 & 10	3	3	3	2	2	2	4	3	4	4	3	2	4	3	4	NIS	3	NIS	1	3	3	2.9		
40	EHP	NJSS	Goroka National Court	20-May	2007	Judges' Chambers	NIS	3	2	3	3	3	3	3	3	3	3	2	4	NIS	2	NIS	3	NIS	3	3	2	2.8	2.8	
41						Nat Court Registry	3	1	NIS	2	NIS	3	4	3	3	3	3	NIS	3	3	NIS	NIS	NIS	NIS	NIS	NIS	NIS	2.8	3.0	
42	WHP	NJSS	Mt Hagen National Court	23-May	2011	Judges Offices	4	4	3	2	3	4	4	5	4	3	3	2	3	3	NIS	NIS	NIS	NIS	3	NIS	2	3.3		
46						Legal Wing	NIS	NIS	NIS	4	NIS	NIS	NIS	NIS	4	NIS	4	4	NIS	NIS	3	NIS	NIS	NIS	NIS	NIS	NIS	3.8	3.9	3.2
47	NCD	OPS	OPS - H/Q	12-Apr	2009-13	Corporate Wing	NIS	NIS	NIS	4	NIS	NIS	NIS	NIS	4	NIS	4	4	NIS	NIS	3	NIS	NIS	NIS	NIS	NIS	NIS	3.8		
48						Executive Wing	NIS	NIS	NIS	4	NIS	NIS	NIS	NIS	5	NIS	4	4	NIS	NIS	3	NIS	NIS	NIS	NIS	NIS	NIS	4.0		
49	WHP	OPS	Mt Hagen OPS	23-May	2013	OPS Duplexes	Incomplete - currently under construction																							
50	Morobe	OPS	OPS Offices	24-May	2005	Public Solicitors Office	1	2	3	2	NIS	3	4	2	3	3	2	NIS	4	NIS	NIS	NIS	NIS	NIS	3	NIS	2	2.6	2.6	
51						Support Unit & Family Sexual	3	3	3	3	4	4	4	3	4	4	4	4	4	NIS	1	2	4	NIS	4	NIS	4	3.4	3.1	2.4
52	NCD	RPNGC	Boroko Police Station	11-Apr	2012-13	Administration Block (Partially	2	3	3	2	NIS	3	NIS	3	3	3	3	3	3	3	TBC	NIS	3	NIS	NIS	NIS	2	2.8		
53						Police Station	1	NIS	2	2	NIS	3	NIS	2	2	2	2	NIS	NIS	NIS	NIS	NIS	NIS	NIS	NIS	NIS	NIS	2.0	1.5	
54	NCD	RPNGC	Town Police Station	13-Apr	2009	Holding Cells	0	NIS	NIS	NIS	NIS	2	NIS	1	1	1	1	NIS	NIS	NIS	NIS	NIS	NIS	NIS	NIS	NIS	NIS	1.0		
55	NCD	RPNGC	Waigani Police Station	3-May	2010	Police Station	NIS	NIS	2	NIS	NIS	2	NIS	NIS	NIS	2	1	NIS	NIS	NIS	NIS	NIS	NIS	NIS	NIS	2	3	2.0	2.0	
56	EHP	RPNGC	Goroka Police Station	20-May	2010	Family Sexual Unit	2	2	2	2	4	2	4	tbc	tbc	3	tbc	tbc	5	tbc	2	NIS	NIS	3	3	NIS	2	2.8	2.8	
57	EHP	RPNGC	Yonki Police Station	21-May	2006	Police Station	2	NIS	2	3	3	2	3	3	NIS	3	2	2	3	3	2	NIS	NIS	2	3	2	2	2.5	2.5	
58	EHP	RPNGC	Yonki Police Housing	21-May	2006	Yonki Barracks	NIS	NIS	NIS	NIS	NIS	NIS	NIS	NIS	NIS	NIS	NIS	NIS	NIS	NIS	NIS	NIS	NIS	NIS	NIS	NIS	NIS			
59						Office	2	2	2	2	4	2	3	NIS	2	3	2	2	3	3	2	3	NIS	1	4	2	3	2.5	2.6	
60	ENBP	RPNGC	Kerevat Police Station	29-May	2007	Holding Cells	2	NIS	NIS	3	4	3	4	NIS	2	3	1	2	5	3	NIS	NIS	NIS	1	4	2	NIS	2.8		
Average Rating per Infrastructure Element *							2.6	3.0	2.4	2.7	3.3	3.2	3.8	3.1	3.2	2.8	2.9	2.6	3.6	3.2	2.4	3.0	2.9	3.3	3.9	2.8	2.6	3.05		

Notes:

- * The subjective rapid current CONDITION rating of LJSP/PALJP infrastructure inputs ONLY
- NIS NIS - Not in Scope (infrastructure scope of LJSP/PALJP infrastructure inputs
- NA Not applicable to the LJSP/PALJP scope of works
- TBC Information not available/evident at time of survey visit
- Below 'acceptable' or 'average' - i.e. 'poor', 'unacceptable' - indicator/rating of 2.5 or lower
- Above 'average', 'exceeds expectations', 'excellent' - indicator/rating of 3.5 or higher

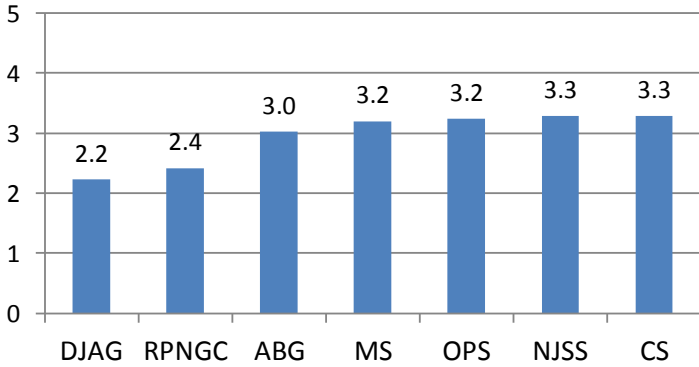
This data suggests :

Overall average is 3.05 - i.e. very close to the mean (3) - which suggests that, overall, the 'CONDITION' of LJSP/PALJP L&J infrastructure assessed is similar to the associated regional infrastructure or local industry (construction) standard - i.e the standard of the built environment per/within the region - this is what would be generally anticipated. Regionally the results are surprisingly consistent, however there are notable Facility exceptions, in particular, note that approximately two thirds (63%) of all inspected Facilities rate under '3' - one third (37%) are rated '3' or above.

Examples of LJSP/PALJP infrastructure inspected indicate that the condition of RPNGC and DJAG L&J infrastructure is generally considerably less than acceptable. Sites examined of LJSP/PALJP infrastructure provided under in CS and OPS indicates generally 'best' condition

Ablutions. ceiling fans, PWD and signage are typically less than acceptable across all Agencies - door and window hardware and insect/vermin proofing are generally close to unacceptable

LJSP/PALJP Facility Condition - Agency



Number	Facility Regional Location	Sector Agency	Facility Name/Type	Infrastructure Survey Date (2013)	LJSP or PALJP Infrastructure Input (approx. year)	Facility Building Name or ID	Ablutions - WC/HB/SH	Air conditioners	Ceiling fans	Doors & hardware	Eaves, facia, barges	External finishes	External materials	Floor finishes &/or linings	Furniture & Fixtures	Insect/vermin proofing	Internal linings & finishes	Lighting & GPOs	Security	Sewerage	Signage	Site civil works	Stairs ramps decks balustrades	Standby Generator	Structure (visual)	Water Harvesting	Windows	AVERAGE CONDITION RATING *	Average TYPE Condition Rating *
1	ARB	ABG	BPS Training Centre	24-Apr	2009-13	Dormitory	NIS	4	2	2	3	3	3	3	3	3	3	2	3	3	1	3	3	5	4	4	3	3.0	3.0
2						Mess	NIS	NIS	2	2	3	3	3	2	3	3	3	2	3	3	1	3	3	5	3	4	3	2.8	
3						Office Complex	NIS	4	3	3	3	3	3	3	4	3	3	3	3	3	1	3	3	5	4	4	3	3.2	
4	ARB	ABG	Public Solicitors Housing - Buka	24-Apr	2010	Dwelling # 1	2	NIS	2	2	3	3	4	3	2	2	3	2	3	2	NIS	1	1	NIS	4	3	2	2.4	2.5
5						Dwelling # 2	3	NIS	2	2	3	3	4	3	3	2	3	2	3	3	NIS	1	1	NIS	4	3	2	2.6	
6						Single Staff Quarters	4	3	2	3	NIS	3	4	4	2	3	3	2	3	3	NA	NIS	4	NIS	5	NIS	2	3.1	
7	EHP	RPNGC	Yonki Police Housing	21-May	2006	Yonki Barracks	NIS	NIS	NIS	NIS	NIS	NIS	NIS	NIS	NIS	NIS	NIS	NIS	NIS	NIS	NIS	NIS	NIS	NIS	NIS	NIS	NIS		
8	WHP	OPS	Mt Hagen OPS	23-May	2013	OPS Duplexes	Incomplete - currently under construction																						
9	ENBP	DJAG	DJAG Housing	30-May	2005-6	2 Duplex - 4 Dwellings	0	NIS	1	1	3	2	3	2	1	2	2	1	3	3	NIS	2	1	NIS	3	2	1	1.8	
10	ARB	ABG	CJC Tinputz	25-Apr	2007	CJC Tinputz	3	NIS	2	2	3	3	3	NIS	3	3	3	2	3	3	3	2	NIS	NIS	4	3	2	2.8	2.6
11	ARB	ABG	CJC Wakunai	25-Apr		CJC Wakunai	3	NIS	2	2	3	3	3	NIS	2	1	2	2	3	3	3	2	NIS	NIS	4	3	2	2.5	
12	EHP	DJAG	CJC Kainantu	21-May	2009-10	Community Justice Centre	3	NIS	2	2	3	3	3	NIS	tbc	3	tbc	tbc	3	3	1	NIS	NIS	NIS	3	3	2	2.6	
13	NCD	RPNGC	Boroko Police Station	11-Apr	2012-13	Support Unit & Family Sexual Violence	3	3	3	3	4	4	4	3	4	4	4	4	4	NIS	1	2	4	NIS	4	NIS	4	3.4	2.6
14						Administration Block (Partially	2	3	3	2	NIS	3	NIS	3	3	3	3	3	3	3	TBC	NIS	3	NIS	NIS	NIS	2	2.8	
15						Police Station	1	NIS	2	2	NIS	3	NIS	2	2	2	2	NIS	NIS	NIS	NIS	NIS	NIS	NIS	NIS	NIS	NIS	2.0	
16	NCD	RPNGC	Town Police Station	13-Apr	2009	Holding Cells	0	NIS	NIS	NIS	NIS	2	NIS	1	1	1	1	NIS	NIS	NIS	NIS	NIS	NIS	NIS	NIS	NIS	NIS	1.0	
17						Quarter Masters Store	3	3	3	3	4	4	4	3	3	2	3	3	5	NIS	NIS	NIS	3	NIS	4	3	3	3.3	
18						Station Reception	NIS	NIS	2	4	NIS	NIS	NIS	NIS	4	3	4	3	NIS	NIS	NIS	NIS	NIS	NIS	NIS	NIS	NIS	3.3	
19	NCD	RPNGC	Waigani Police Station	3-May	2010	Police Station	NIS	NIS	2	NIS	NIS	2	NIS	NIS	NIS	2	1	NIS	NIS	NIS	NIS	NIS	NIS	NIS	NIS	2	3	2.0	
20	EHP	RPNGC	Goroka Police Station	20-May	2010	Family Sexual Unit	2	2	2	2	4	2	4	tbc	tbc	3	tbc	tbc	5	tbc	2	NIS	NIS	3	3	NIS	2	2.8	
21	EHP	RPNGC	Yonki Police Station	21-May	2006	Police Station	2	NIS	2	3	3	2	3	3	NIS	3	2	2	3	3	2	NIS	NIS	2	3	2	2	2.5	
22	ENBP	RPNGC	Kerevat Police Station	29-May	2007	Office	2	2	2	2	4	2	3	NIS	2	3	2	2	3	3	2	3	NIS	1	4	2	3	2.5	
23						Holding Cells	2	NIS	NIS	3	4	3	4	NIS	2	3	1	2	5	3	NIS	NIS	NIS	1	4	2	NIS	2.8	
24	ARB	ABG	Buin Court	26-Apr	2012-13	Buin Court House	4	3	3	3	3	4	4	4	4	3	4	2	3	3	TBC	TBC	3	NIS	4	4	2	3.3	3.4
25	EHP	MS	Kainantu Court House	21-May	2009-10	Court Registry	NIS	2	NIS	NIS	NIS	NIS	NIS	3	3	2	2	NIS	3	NIS	2	NIS	NIS	NIS	NIS	NIS	NIS	2.4	
26						District Court	3	NIS	3	3	4	4	4	4	4	3	4	3	2	3	3	2	3	3	4	3	2	3.2	
27	ENBP	MS	Kerevat Court	30-May	2008-10	Court/offices/registry	5	5	3	4	4	4	5	5	5	4	4	4	5	4	2	4	NIS	4	5	4	4	4.2	
28						House Wind	NIS	NIS	NIS	NIS	4	4	4	3	NIS	NIS	NIS	3	NIS	NIS	NIS	4	NIS	NIS	4	NIS	NIS	3.7	
29						Public Toilet	3	NIS	NIS	3	4	4	4	3	NIS	NIS	3	3	4	4	1	4	NIS	NIS	4	NIS	4	3.4	
30	NCD	CS	Bomana Correctional Institution of PNG	15-Apr	2004-5	Female Division	3	NIS	NIS	3	2	4	4	3	2	3	3	2	5	4	3	3	NIS	NIS	3	3	3	3.1	3.2
31						Erosion Piling	NIS	NA	NA	NA	NA	NA	5	NA	NA	NA	NA	NA	NA	NA	NA	4	NA	NA	5	NA	NA	4.7	
32						Admin Building	2	NIS	2	2	3	3	4	3	NIS	3	2	2	4	4	3	TBC	3	NIS	4	2	2	2.8	
33	ARB	CS	Beikut Correctional Institution	24-Apr	2008-12	Miscl Site Bdgs	NIS	NIS	NIS	3	3	3	4	NIS	NIS	NIS	NIS	3	4	2	tbc	TBC	NIS	2	4	2	NIS	3.0	
34						Minimum Security	1	NIS	NIS	2	3	3	4	2	NIS	2	2	2	3	NIS	tbc	TBC	3	NIS	4	2	2	2.5	
35						Staff Housing	NIS	NIS	NIS	3	3	3	4	2	NIS	3	2	2	3	NIS	NA	TBC	3	NIS	4	2	2	2.8	
36	Morobe	CS	Buimo Correctional Institution	24-May	2007-09	Female Unit	2	NIS	2	2	3	3	4	3	3	3	3	2	5	4	3	3	NIS	NIS	3	3	3	3.0	
37						Industry workshop	NIS	NIS	NIS	3	3	4	4	NIS	NIS	NIS	NIS	3	4	NIS	tbc	tbc	NIS	NIS	5	3	NIS	3.6	
38						Industry classroom	NIS	NIS	NIS	3	3	4	4	NIS	3	NIS	NIS	3	4	NIS	tbc	tbc	NIS	NIS	5	3	NIS	3.6	
39						Medium Security	NIS	NIS	NIS	NIS	4	4	4	3	3	3	3	NIS	5	3	NIS	4	NIS	NIS	5	3	NIS	3.7	

Number	Facility Regional Location			Sector Agency	Facility Name/Type		Infrastructure Survey Date (2013)	LJSP or PALJP Infrastructure Input (approx. year)	Facility Building Name or ID		Ablutions - WC/HB/SH	Air conditioners	Ceiling fans	Doors & hardware	Eaves, fascia, barges	External finishes	External materials	Floor finishes &/or linings	Furniture & Fixtures	Insect/vermin proofing	Internal linings & finishes	Lighting & GPOs	Security	Sewerage	Signage	Site civil works	Stairs ramps decks balustrades	Standby Generator	Structure (visual)	Water Harvesting	Windows	AVERAGE CONDITION RATING *	Average TYPE Condition Rating *
40	ENBP	CS	Kerevat Prison	29-May	2006-07	Female Hauskuk	3	NIS	NIS	NIS	2	3	4	3	4	NIS	NIS	4	NIS	NIS	NIS	4	NIS	NIS	4	NIS	NIS	4	NIS	NIS	3.4		
41						Yard Paving	NA	NA	NA	NA	3	4	NA	NA	NA	NA	NA	NA	NA	NA	NA	3	NA	NA	4	NA	NA	3.5					
42						H/M Risk Mess & Hauskuk	1	NIS	NIS	NIS	3	3	4	NIS	NIS	NIS	NIS	NIS	NIS	NIS	NIS	3	NIS	NIS	NIS	2	NIS	2.7					
43						Charge/Reception	2	3	NIS	NIS	3	3	4	NIS	NIS	2	3	NIS	4	NIS	1	3	NIS	NIS	NIS	2	NIS	2.7					
44						Main Guard House	2	NIS	NIS	NIS	3	3	4	NIS	NIS	2	3	NIS	4	NIS	1	4	NIS	NIS	NIS	2	NIS	2.8					
45	NCD	OPS	OPS - H/Q	12-Apr	2009-13	Legal Wing	NIS	NIS	NIS	4	NIS	NIS	NIS	NIS	4	NIS	4	4	NIS	NIS	3	NIS	NIS	NIS	NIS	NIS	NIS	NIS	NIS	3.8	3.4		
46						Corporate Wing	NIS	NIS	NIS	4	NIS	NIS	NIS	NIS	4	NIS	4	4	NIS	NIS	3	NIS	NIS	NIS	NIS	NIS	NIS	NIS	3.8				
47						Executive Wing	NIS	NIS	NIS	4	NIS	NIS	NIS	NIS	5	NIS	4	4	NIS	NIS	3	NIS	NIS	NIS	NIS	NIS	NIS	NIS	4.0				
48	ARB	ABG	ABG L&J Office	22-Apr	2010-12	ABG L&J Office	3	3	3	3	2	3	3	3	3	3	2	3	3	2	NIS	NIS	NIS	3	2	2	2.7	3.3					
49	Morobe	OPS	OPS Offices	24-May	2005	Public Solicitors Office	1	2	3	2	NIS	3	4	2	3	3	2	NIS	4	NIS	NIS	NIS	NIS	3	NIS	2	2.6						
50	NCD	NJSS	Bomana Gaol Courthouse	15-Apr	2010	Bomana National Court	4	3	3	3	4	4	4	5	5	4	4	3	4	4	4	4	NIS	4	4	1	4		3.8				
51	NCD	NJSS	Waigani National Courts	18-Apr	2008	Alternative Dispute Resolution	4	4	3	3	4	4	5	4	4	4	4	2	4	4	3	4	3	NIS	5	4	4	3.8	3.3				
52					2012-13	New Registry & Records	NIS	4	NIS	4	NIS	4	4	4	TBC	4	4	4	3	NIS	3	NIS	NIS	NIS	NIS	NIS	4	3.8					
53					2011-12	Rooms 8, 9 & 10	3	3	3	2	2	2	4	3	4	4	3	2	4	3	4	NIS	3	NIS	1	3	3	2.9					
54	ARB	ABG	Buka Courthouse	23-Apr	2007-8	Buka National Court	4	3	3	3	5	4	5	5	5	4	4	4	4	4	4	3	NIS	4	5	4	4	4.1	3.3				
55	EHP	NJSS	Goroka National Court	20-May	2006	Judges' Chambers	NIS	3	2	3	3	3	3	3	3	3	2	4	NIS	2	NIS	3	NIS	3	3	2	2.8						
56	WHP	NJSS	Mt Hagen National Court	23-May	2011	Nat Court Registry	3	1	NIS	2	NIS	3	4	3	3	3	3	NIS	3	3	NIS	NIS	NIS	NIS	NIS	NIS	NIS	2.8					
57						Judges Offices	4	4	3	2	3	4	4	5	4	3	3	2	3	3	NIS	NIS	NIS	NIS	3	NIS	2	3.3					
58	ENBP	MS	Kokopo Court	29-May	2007	Family Court	NIS	2	2	3	3	3	3	3	3	3	3	3	NIS	3	3	3	NIS	4	3	2	2.9						
59						Registry Building	3	2	2	3	4	4	4	3	3	3	3	2	3	3	3	3	4	NIS	4	3	2	3.1					
60						Court 2	3	3	NIS	NIS	NIS	NIS	NIS	3	3	NIS	3	NIS	NIS	NIS	NIS	NIS	NIS	NIS	NIS	NIS	NIS	NIS	NIS	NIS	3.0		
Average Rating per Infrastructure Element *							2.6	3.0	2.4	2.7	3.3	3.2	3.8	3.1	3.2	2.8	2.9	2.6	3.6	3.2	2.4	3.0	2.9	3.3	3.9	2.8	2.6	3.05					

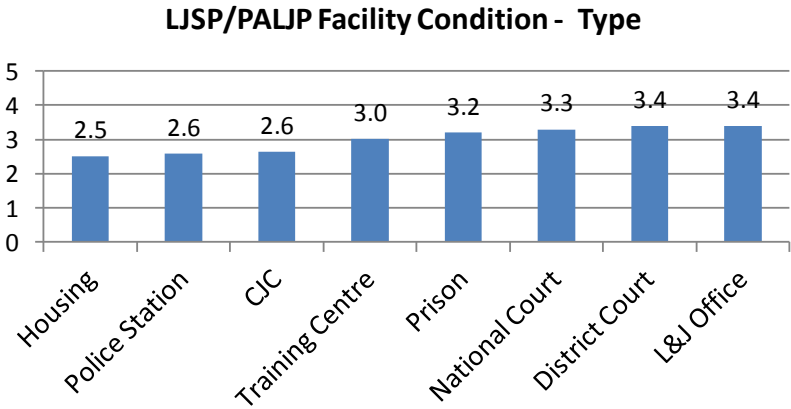
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This data suggests :

Overall average is 3.05 - i.e. very close to the mean (3) - which suggests that, overall, the 'CONDITION' of LJSP/PALJP L&J infrastructure assessed is similar to the associated regional infrastructure or local industry (construction) standard - i.e the standard of the built environment per/within the region - this is what would be generally anticipated. Regionally the results are surprisingly consistent, however there are notable Facility exceptions, in particular, note that approximately two thirds (63%) of all inspected Facilities rate under '3' - one third (37%) are rated '3' or above.

Examples of LJSP/PALJP infrastructure inspected indicate that Housing and Police Stations are in generally 'poor' condition with less than acceptable indicators of 'condition'. Examples of infrastructure inspected indicate that Courts and LJSP/PALJP components of Prison infrastructure have the best indicators of 'condition'. Ablutions. ceiling fans, PWD and signage are typically less than acceptable - door and window hardware and insect/vermin proofing are generally close to unacceptable



Number	Facility Regional Location	Sector Agency	Name/Type	Infrastructure Survey Date (2013)	Infrastructure Input (approx. start year)	Facility Building Name or ID	Scope	Design	Size	Flexibility	PWD	Proximity	Materials	FF&E	Energy	Maintainability	OH&S	FIT for PURPOSE*	Average AGENCY 'FFP' RATING	AGENCY 'FFP' RATING
1	ARB	ABG	L&J Office	22-Apr	2010	ABG L&J Office	3	3	2	3	1	5	3	3	1	2	3	2.6	2.6	3.1
2	ARB	ABG	Buka Courthouse	23-Apr	2007	Buka National Court	5	4	5	4	2	5	4	5	4	4	4	4.2	4.2	
3	ARB	ABG	Buka Police Station	23-Apr	2010	Quarter Masters Store	5	4	4	3	1	5	4	3	1	4	3	3.4	3.1	
4					2008	Station Reception	3	NA	NA	3	2	NA	4	3	2	3	3	2.9		
5	ARB	ABG	BPS Training Centre	24-Apr	2009	Dormitory	2	4	2	4	2	NA	4	4	2	4	2	3.0	2.9	
6						Mess	3	2	2	4	2	NA	2	2	2	2	3	2.4		
7						Office Complex	NA	NA	3	4	2	NA	4	4	2	4	3	3.3		
8	ARB	ABG	Public Solicitors Housing - Buka	24-Apr	2010	Dwelling # 1	NA	4	5	NA	NA	NA	4	1	1	4	1	2.9	3.0	
9						Dwelling # 2	NA	4	5	NA	NA	NA	4	3	1	4	1	3.1		
10	ARB	CS	Beikut Correctional Institution	24-Apr	2012	Admin Building	3	3	3	3	0	1	4	NA	2	4	3	2.6	3.1	
11						Miscl Site Blds	3	4	3	NA	NA	NA	4	NA	NA	4	3	3.5		
12						Minimum Security	NA	NA	NA	4	0	NA	4	NA	2	4	3	2.8		
13						Staff Housing	NA	4	3	3	NA	5	4	NA	2	4	3	3.5		
14	ARB	ABG	CJC Tinputz	25-Apr	2007	CJC Tinputz	4	4	4	4	1	NA	3	3	2	3	3	3.1	3.1	
15	ARB	ABG	CJC Wakunai	25-Apr	2007	CJC Wakunai	4	4	4	4	1	NA	3	2	2	3	3	3.0	3.0	
16	ARB	ABG	SSQ - Arawa	25-Apr	2012	Single Staff Quarters	NA	NA	1	1	NA	4	4	3	4	4	3	3.0	3.0	
17	ARB	ABG	Buin Court	26-Apr	2012	Buin Court House	2	4	4	2	1	4	4	4	2	4	4	3.2	3.2	
18	EHP	RPNGC	Goroka Police Station	20-May	2010	Family Sexual Unit	TBC	3	NIS	NIS	0	5	4	3	4	4	3	3.3	3.3	2.6
19	EHP	NJSS	Goroka National Court	20-May	2006	Judges' Chambers	3	3	3	NA	0	5	4	4	3	4	TBC	3.2	3.2	
20	EHP	DJAG	CJC Kainantu	21-May	2009	Community Justice Centre	3	2	2	4	0	4	4	TBC	2	4	TBC	2.8	2.8	
21	EHP	MS	Kainantu Court House	21-May	2009	Court Registry	2	2	2	3	2	4	4	3	4	4	4	3.1	3.0	
22						District Court	2	4	4	2	0	4	4	4	3	3	3	3.0		
23	EHP	RPNGC	Yonki Police Station	21-May	2005	Police Station	TBC	4	NIS	NIS	1	4	4	NA	NA	2	2	2.8	2.8	
24	EHP	RPNGC	Yonki Police Housing	21-May	2005	Yonki Barracks	TBC	NA	NA	NA	NIS	NA	1	NA	NA	1	0	0.7	0.7	

Number	Facility Regional Location	Sector Agency	Name/Type	Infrastructure Survey Date (2013)	Infrastructure Input (approx. start year)	Facility Building Name or ID	Scope	Design	Size	Flexibility	PWD	Proximity	Materials	FF&E	Energy	Maintainability	OH&S	FIT for PURPOSE*	Average AGENCY 'Ffp' RATING	AGENCY 'Ffp' RATING
25	ENBP	NJSS	Kokopo Court	29-May	2007	Family Court	1	2	2	1	1	5	4	3	3	4	3	2.6	3.2	3.2
26						Registry Building	2	4	2	4	1	5	4	3	3	3	3	3.1		
27						Court 2	NA	4	NA	NA	NA	NA	4	NA	4	4	4	4.0		
28	ENBP	RPNGC	Kerevat Police Station	29-May	2007	Office	4	4	3	NA	1	5	4	3	2	4	3	3.3	3.0	
29						Holding Cells	2	3	2	NA	NIS	5	4	2	2	3	2	2.8		
30	ENBP	CS	Kerevat Prison	29-May	2006	Female Hauskuk	4	2	3	3	1	NA	4	4	NA	4	3	3.1	3.0	
31						Yard Paving	4	2	2	NA	1	NA	4	NA	NA	4	NA	2.8		
32						H/M Risk Mess & Hauskuk	NA	NIS	NIS	NA	NIS	NA	4	4	1	4	2	3.0		
33						Charge/Reception	NA	NIS	NA	NA	NA	NA	4	3	1	4	3	3.0		
34						Main Guard House	NA	NIS	NA	NA	NA	NA	4	3	1	4	3	3.0		
35	ENBP	MS	Kerevat Court	30-May	2009	Court/offices/registry	2	5	5	NA	2	5	4	5	3	4	4	3.9	3.5	
36						House Wind	NA	3	3	NA	1	5	4	NA	NA	4	4	3.4		
37						Public Toilet	3	3	3	NA	0	5	4	3	NA	4	3	3.1		
38	ENBP	DJAG	DJAG Housing	30-May	2005	2 Duplex - 4 Dwellings	4	2	3	NA	NIS	NA	4	TBC	2	4	TBC	3.2	3.2	
39	Morobe	CS	Buimo Correctional Institution	24-May	2011	Female Unit	4	2	3	3	1	NA	4	4	NA	4	3	3.1	3.4	3.0
40						Industry workshop	4	4	4	4	NA	4	4	4	NA	4	2	3.8		
41						Industry classroom	4	3	3	4	1	4	3	2	NA	3	3	3.0		
42						Medium Security	5	4	4	NA	1	NA	4	4	4	4	4	3.8		
43	Morobe	OPS	OPS Offices	24-May	2005	Public Solicitors Office	3	4	NA	3	0	3	3	3	NA	3	2	2.7	2.7	

Number	Facility Regional Location	Sector Agency	Name/Type	Infrastructure Survey Date (2013)	Infrastructure Input (approx. start year)	Facility Building Name or ID		Scope	Design	Size	Flexibility	PWD	Proximity	Materials	FF&E	Energy	Maintainability	OH&S	FIT for PURPOSE*	Average AGENCY 'Ffp' RATING	AGENCY 'Ffp' RATING
44	NCD	RPNGC	Boroko Police Station	11-Apr	2012	Support Unit & Family SVU		TBC	4	3	4	0	5	4	4	2	TBC	TBC	3.3	3.1	3.2
45						Administration Block	4	4	NIS	3	0	5	3	3	2	TBC	3	3.0			
46	NCD	OPS	OPS - H/Q	12-Apr	2009	Legal Wing	4	4	2	4	NIS	3	4	4	NA	4	4	3.7	3.7		
47					2009	Corporate Wing	4	3	3	3	NIS	3	4	4	NA	4	4	3.6			
48					2013	Executive Wing	4	3	4	2	NIS	3	5	5	NA	4	4	3.8			
49	NCD	RPNGC	Town Police Station	13-Apr	2009	Police Station		NIS	NIS	NIS	NIS	NIS	NA	3	NA	NA	3	1	2.3	2.3	
50						Holding Cells	NIS	NIS	NIS	NIS	NA	3	NA	NA	3	1	2.3				
51	NCD	NJSS	Bomana Gaol	15-Apr	2010	Bomana National Court		3	4	4	3	1	5	4	4	2	4	4	3.5	3.5	
52	NCD	CS	Bomana Correctional Institution of PNG	15-Apr	2004	Female Division		4	4	4	3	1	NA	4	2	4	4	4	3.4	4.0	
53						Erosion Piling	5	5	NA	NA	NA	NA	4	NA	NA	4	NA	4.5			
54	NCD	NJSS	Waigani National Courts	18-Apr	2008	Alternative Dispute Resolution		3	2	2	4	2	5	4	4	4	4	4	3.5	3.6	
55					2012	New Registry & Records	4	4	4	4	TBC	5	5	5	4	4	TBC	4.3			
56					2008	Rooms 8, 9 & 10	3	1	3	3	3	5	3	4	2	3	3	3.0			
57	NCD	RPNGC	Waigani Police Station	3-May	2010	Police Station		TBC	NIS	NIS	NIS	NIS	NA	3	3	NA	2	2	2.5	2.5	
58	WHP	NJSS	Mt Hagen National Court	23-May	2006	Nat Court Registry		NA	NA	NA	NA	NIS	NA	4	3	TBC	3	3	3.3	3.2	3.2
59					2012	Judges Offices	3	3	3	3	1	5	4	3	3	3	3	3.1			
60	WHP	OPS	Mt Hagen OPS	23-May	2013	OPS Duplexes		4	2	4	NA	NA	NA	4	TBC	2	TBC	TBC	3.2	3.2	
Average Rating per 'Fit for Purpose' criteria *								3.4	3.3	3.2	3.2	1.0	4.4	3.8	3.4	2.4	3.6	2.9	3.13		

Notes:

* Unweighted subjective rapid assessment of 'Fit for Purpose'

NIS - Not in Scope (infrastructure scope of LJSP/PALJP infrastructure inputs)

NA - Not applicable to the LJSP/PALJP scope of works

TBC - Information not available/evident at time of survey visit

Below 'acceptable' or 'average' - i.e. 'poor', 'unacceptable' - indicator/rating of 2.5 or lower

Above 'average', 'exceeds expectations', 'excellent' - indicator/rating of 3.5 or higher

Entities	<3	3	>3	
	16	9	35	60
	27%	15%	58%	100%

Facilities	<3	3	>3	
	9	6	17	32
	28%	19%	53%	100%

Number	Facility Regional Location	Sector Agency	Name/Type	Infrastructure Survey Date (2013)	Infrastructure Input (approx. start year)	Facility Building Name or ID	Scope	Design	Size	Flexibility	PWD	Proximity	Materials	FF&E	Energy	Maintainability	OH&S	FIT for PURPOSE*	Average AGENCY 'FfP' RATING	AGENCY 'FfP' RATING
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Fit for Purpose' - this indicator is the unweighted subjective analysis of the following infrastructure characteristics:

Scope	How inclusive was the scoping? - GoPNG request may have been for a limited project scope therefore context affected - scope inclusion of IIE assumed project parameters is assessed which includes subjective assessment of functionality i.e. did scope align with the intended service delivery?
Design	Opinion on how appropriate and suitable the overall design is - not withstanding the comments on Scope above this includes opinion on architectural and/or engineering design compliance with applicable standards and codes
Size	Assessment of spatial proportions - e.g. is it crowded? - big enough for the service activity? - is it functional for the users - as commented above, historical context is typically unknown or anecdotal at best and may be excluded in the assessment (e.g. a subsequent org structure may imply facility is now not big enough etc) 'size' = 'capacity' - many users/stakeholders indicated 'too small' - why ?? - there are many potential reasons - poor scoping or design fault or budget restraints or subsequent unpredictable change of operational inputs
Materials	Opinion of the quality and appropriateness of materials used in the infrastructure (of LJSP/PALJP Infra inputs only) - high quality implies longer life, lower maintenance - greater sustainability. This rates the quality of materials (assumed to have been) specified, including, the quality of proprietary items such as hardware specified for windows, doors etc
Flexibility	Opinion of the functional flexibility of the infrastructure/facility - note contextual comment in 'Scope' above and also that most LJSP/PALJP design documentation (particularly plans) were not sighted
PWD	Rating of LJSP/PALJP built infrastructure inclusion/consideration for people with disabilities (PWD).
Proximity	Rating of locality to directly associated L&J service providers - typically the direct link before or after within the L&J service provision 'supply chain'
FF&E	Opinion on the supply, quality and appropriateness of Furniture, Fittings and Equipment - noting that furniture and/or equipment was often not included within the PALJP/PALJP Infra input scope or, if provided, only partially provided
Energy	Rapid assessment of the 'energy rating' of the structure - the use of energy efficient materials, detailing, insulation, windows etc - impacting ongoing operational costs/burden, thermal & acoustic comfort (ignoring any A/C). An assessment of 'green building' rating and subjective compliance to GoA minimum energy efficiency standards
Maintainability	Opinion of maintenance burden or demand rating - this relates to LJSP/PALJP infrastructure elements specified/installed/constructed and also considers fit for purpose selection of design, materials and construction specifically in relation to minimising maintenance demand for whole of life
OH&S	A very superficial rapid assessment of the inspected infrastructure's Occupational (or Workplace) Health & Safety rating - and compliance need

This data suggests :

Most 'Regional' LJSP/PALJP L&J infrastructure - on average overall - are observed to provide acceptable 'Fit for Purpose' (AKA 'quality') with an overall rating of 3.13 (slightly above the mean). Notably, over two thirds (72%) of Facilities rate '3' or above. Overall, Program infrastructure provided in the Eastern Highlands Province is assessed as being least 'FfP' - the National Capital District and the Western Highlands sites rated best 'FfP'

Scope, design size and flexibility overall rates reasonably well however there are notable examples of less than optimal scoping.

Design for PWD inclusion is typically poor or non existent - likewise providing 'green' buildings - i.e. buildings with high energy ratings

Examples of serious OH&S concerns were sighted (scored 2 or under above) - ALL issues relating to less than acceptable breaches or risk to service provider's or users OH&S need urgent action to rectify

GoA infrastructure investment often does not meet Australian Standards (e.g. energy rating) or AusAID policy (e.g. PWD inclusive design)

Number	Facility Regional Location	Sector Agency	Name/Type	Infrastructure Survey Date (2013)	Infrastructure Input (approx. start year)	Facility Building Name or ID	Scope	Design	Size	Flexibility	PWD	Proximity	Materials	FF&E	Energy	Maintainability	OH&S	Fit for Purpose	Average AGENCY 'Ffp' RATING	AGENCY 'Ffp' RATING
1	ARB	ABG	L&J Office	22-Apr	2010	ABG L&J Office	3	3	2	3	1	5	3	3	1	2	3	2.6	2.6	3.1
2	ARB	ABG	Buka Courthouse	23-Apr	2007	Buka National Court	5	4	5	4	2	5	4	5	4	4	4	4.2	4.2	
3	ARB	ABG	Buka Police Station	23-Apr	2010	Quarter Masters Store	5	4	4	3	1	5	4	3	1	4	3	3.4	3.1	
4					2008	Station Reception	3	NA	NA	3	2	NA	4	3	2	3	3	2.9		
5	ARB	ABG	BPS Training Centre	24-Apr	2009	Dormitory	2	4	2	4	2	NA	4	4	2	4	2	3.0	2.9	
6						Mess	3	2	2	4	2	NA	2	2	2	2	3	2.4		
7						Office Complex	NA	NA	3	4	2	NA	4	4	2	4	3	3.3		
8	ARB	ABG	Public Solicitors Housing - Buka	24-Apr	2010	Dwelling # 1	NA	4	5	NA	NA	NA	4	1	1	4	1	2.9	3.0	
9						Dwelling # 2	NA	4	5	NA	NA	NA	4	3	1	4	1	3.1		
10	ARB	ABG	CJC Tinputz	25-Apr	2007	CJC Tinputz	4	4	4	4	1	NA	3	3	2	3	3	3.1	3.1	
11	ARB	ABG	CJC Wakunai	25-Apr	2007	CJC Wakunai	4	4	4	4	1	NA	3	2	2	3	3	3.0	3.0	
12	ARB	ABG	SSQ - Arawa	25-Apr	2012	Single Staff Quarters	NA	NA	1	1	NA	4	4	3	4	4	3	3.0	3.0	
13	ARB	ABG	Buin Court	26-Apr	2012	Buin Court House	2	4	4	2	1	4	4	4	2	4	4	3.2	3.2	
14	NCD	CS	Bomana Correctional Institution of PNG	15-Apr	2004	Female Division	4	4	4	3	1	NA	4	2	4	4	4	3.4	4.0	3.4
15						Erosion Piling	5	5	NA	NA	NA	NA	4	NA	NA	4	NA	4.5		
16	ARB	CS	Beikut Correctional Institution	24-Apr	2012	Admin Building	3	3	3	3	0	NA	3	NA	2	3	3	2.6	3.1	
17						Miscl Site Blgs	3	4	3	NA	NA	NA	4	NA	NA	4	3	3.5		
18						Minimum Security	NA	NA	NA	4	0	NA	4	NA	2	4	3	2.8		
19						Staff Housing	NA	3	3	3	NA	5	4	NA	2	4	3	3.4		
20	Morobe	CS	Buimo Correctional Institution	24-May	2007	Female Unit	4	2	3	3	1	NA	4	4	NA	4	3	3.1	3.4	
21						Industry workshop	4	4	4	4	NA	4	4	4	NA	4	2	3.8		
22						Industry classroom	4	3	3	4	1	4	3	2	NA	3	3	3.0		
23						Medium Security	5	4	4	NA	1	NA	4	4	4	4	4	3.8		
24	ENBP	CS	Kerevat Prison	29-May	2006	Female Hauskuk	4	2	3	3	1	NA	4	4	NA	4	3	3.1	3.0	
25						Yard Paving	4	2	2	NA	1	NA	4	NA	NA	4	NA	2.8		
26						H/M Risk Mess & Hauskuk	NA	NIS	NIS	NA	NIS	NA	4	4	1	4	2	3.0		
27						Charge/Reception	NA	NIS	NA	NA	NA	NA	4	3	1	4	3	3.0		
28						Main Guard House	NA	NIS	NA	NA	NA	NA	4	3	1	4	3	3.0		

Number	Facility Regional Location	Sector Agency	Name/Type	Infrastructure Survey Date (2013)	Infrastructure Input (approx. start year)	Facility Building Name or ID	Scope	Design	Size	Flexibility	PWD	Proximity	Materials	FF&E	Energy	Maintainability	OH&S	Fit for Purpose	Average AGENCY 'Ffp' RATING	AGENCY 'Ffp' RATING
29	ENBP	DJAG	DJAG Housing	30-May	2005	2 Duplex - 4 Dwellings	4	2	3	NA	NIS	NA	4	TBC	2	4	TBC	3.2	3.2	3.0
32	EHP	DJAG	CJC Kainantu	21-May	2009	Community Justice Centre	3	2	2	4	0	4	4	TBC	2	4	TBC	2.8	2.8	
30	EHP	MS	Kainantu Court House	21-May	2009	Court Registry	2	2	2	3	2	4	4	3	4	4	4	3.1	3.0	3.3
31						District Court	2	4	4	2	0	4	4	4	3	3	3	3.0		
33	ENBP	MS	Kerevat Court	30-May	2009	Court/offices/registry	2	5	5	NA	2	5	4	5	3	4	4	3.9	3.5	
34						House Wind	NA	3	3	NA	1	5	4	NA	NA	4	4	3.4		
35						Public Toilet	3	3	3	NA	0	5	4	3	NA	4	3	3.1		
36	NCD	NJSS	Bomana Gaol	15-Apr	2010	Bomana National Court	3	4	4	3	1	5	4	4	2	4	4	3.5	3.5	3.3
37	NCD	NJSS	Waigani National Courts	18-Apr	2008	Alternative Dispute Resolution	3	2	2	4	2	5	4	4	4	4	4	3.5	3.6	
38					2012	New Registry & Records	4	4	4	4	TBC	5	5	5	4	4	TBC	4.3		
39					2008	Rooms 8, 9 & 10	3	1	3	3	3	5	3	4	2	3	3	3.0		
40	EHP	NJSS	Goroka National Court	20-May	2006	Judges' Chambers	3	3	3	NA	0	5	4	4	3	4	TBC	3.2	3.2	
41	WHP	NJSS	Mt Hagen National Court	23-May	2006	Nat Court Registry	2	2	3	3	2	5	3	3	3	3	3	2.9	3.0	
42					2012	Judges Offices	3	3	3	3	1	5	4	3	3	3	3	3.1		
43	ENBP	NJSS	Kokopo Court	29-May	2007	Family Court	1	2	2	1	1	5	4	3	3	4	3	2.6	3.2	
44						Registry Building	2	4	2	4	1	5	4	3	3	3	3	3.1		
45						Court 2	NA	4	NA	NA	NA	NA	4	NA	4	4	4	4		
46	NCD	OPS	OPS - H/Q	12-Apr	2009	Legal Wing	4	4	2	4	NIS	3	4	4	NA	4	4	3.7	3.7	3.2
47					2009	Corporate Wing	4	3	3	3	NIS	3	4	4	NA	4	4	3.6		
48					2013	Executive Wing	4	3	4	2	NIS	3	5	5	NA	4	4	3.8		
49	WHP	OPS	Mt Hagen OPS	23-May	2013	OPS Duplexes	4	2	4	NA	NA	NA	4	TBC	2	TBC	TBC	3.2	3.2	
50	Morobe	OPS	OPS Offices	24-May	2005	Public Solicitors Office	3	4	NA	3	0	3	3	3	NA	3	2	2.7	2.7	

Number	Facility Regional Location	Sector Agency	Name/Type	Infrastructure Survey Date (2013)	Infrastructure Input (approx. start year)	Facility Building Name or ID	Scope	Design	Size	Flexibility	PWD	Proximity	Materials	FF&E	Energy	Maintainability	OH&S	Fit for Purpose	Average AGENCY 'Ffp' RATING	AGENCY 'Ffp' RATING
51	NCD	RPNGC	Boroko Police Station	11-Apr	2012	Support Unit & Family SVU	TBC	4	3	4	0	5	4	4	2	TBC	TBC	3.3	3.1	2.5
52						Administration Block	4	4	NIS	3	0	5	3	3	2	TBC	3	3.0		
53	NCD	RPNGC	Town Police Station	13-Apr	2009	Police Station	NIS	NIS	NIS	NIS	NIS	NA	3	NA	NA	3	1	2.3	2.3	
54						Holding Cells	NIS	NIS	NIS	NIS	NA	3	NA	NA	3	1	2.3			
55	NCD	RPNGC	Waigani Police Station	3-May	2010	Police Station	TBC	NIS	NIS	NIS	NIS	NA	3	3	NA	2	2	2.5	2.5	
56	EHP	RPNGC	Goroka Police Station	20-May	2010	Family Sexual Unit	TBC	3	NIS	NIS	0	5	4	3	4	4	3	3.3	3.3	
57	EHP	RPNGC	Yonki Police Station	21-May	2005	Police Station	TBC	4	NIS	NIS	1	4	4	NA	NA	2	2	2.8	2.8	
58	EHP	RPNGC	Yonki Police Housing	21-May	2005	Yonki Barracks	TBC	NA	NA	NA	NIS	NA	1	NA	NA	1	0	0.7	0.7	
59	ENBP	RPNGC	Kerevat Police Station	29-May	2007	Office	4	4	3	NA	1	5	4	3	2	4	3	3.3	3.0	
60						Holding Cells	2	3	2	NA	NIS	5	4	2	2	3	2	2.8		
Average Rating per 'Fit for Purpose' criteria *							3.3	3.3	3.2	3.2	1.0	4.5	3.8	3.4	2.4	3.6	2.9	3.13		

Notes:

- * Unweighted subjective rapid assessment of 'Fit for Purpose'
- NIS NIS - Not in Scope (infrastructure scope of LJSP/PALJP infrastructure inputs)
- NA Not applicable to the LJSP/PALJP scope of works
- TBC Information not available/evident at time of survey visit
- Below 'acceptable' or 'average' - i.e. 'poor', 'unacceptable' - indicator/rating of 2.5 or lower
- Above 'average', 'exceeds expectations', 'excellent' - indicator/rating of 3.5 or higher

Number	Facility Regional Location	Sector Agency	Name/Type	Infrastructure Survey Date (2013)	Infrastructure Input (approx. start year)	Facility Building Name or ID	Scope	Design	Size	Flexibility	PWD	Proximity	Materials	FF&E	Energy	Maintainability	OH&S	Fit for Purpose	Average AGENCY 'FFP' RATING	AGENCY 'FFP' RATING
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Fit for Purpose' - this indicator is the unweighted subjective analysis of the following infrastructure characteristics:

Scope	How inclusive was the scoping? - GoPNG request may have been for a limited project scope therefore context affected - scope inclusion of IIE assumed project parameters is assessed which includes subjective assessment of functionality i.e. did scope align with the intended service delivery?
Design	Opinion on how appropriate and suitable the overall design is - not withstanding the comments on Scope above this includes opinion on architectural and/or engineering design compliance with applicable standards and codes
Size	Assessment of spatial proportions - e.g. is it crowded? - big enough for the service activity? - is it functional for the users - as commented above, historical context is typically unknown or anecdotal at best and may be excluded in the assessment (e.g. a subsequent org structure may imply facility is now not big enough etc) 'size' = 'capacity' - many users/stakeholders indicated 'too small' - why ?? - there are many potential reasons - poor scoping or design fault or budget restraints or subsequent unpredictable change of operational inputs
Materials	Opinion of the quality and appropriateness of materials used in the infrastructure (of LJSP/PALJP Infra inputs only) - high quality implies longer life, lower maintenance - greater sustainability. This rates the quality of materials (assumed to have been) specified, including, the quality of proprietary items such as hardware specified for windows, doors etc
Flexibility	Opinion of the functional flexibility of the infrastructure/facility - note contextual comment in 'Scope' above and also that most LJSP/PALJP design documentation (particularly plans) were not sighted
PWD	Rating of LJSP/PALJP built infrastructure inclusion/consideration for people with disabilities (PWD).
Proximity	Rating of locality to directly associated L&J service providers - typically the direct link before or after within the L&J service provision 'supply chain'
FF&E	Opinion on the supply, quality and appropriateness of Furniture, Fittings and Equipment - noting that furniture and/or equipment was often not included within the PALJP/PALJP Infra input scope or, if provided, only partially provided
Energy	Rapid assessment of the 'energy rating' of the structure - the use of energy efficient materials, detailing, insulation, windows etc - impacting ongoing operational costs/burden, thermal & acoustic comfort (ignoring any A/C). An assessment of 'green building' rating and subjective compliance to GoA minimum energy efficiency standards
Maintainability	Opinion of maintenance burden or demand rating - this relates to LJSP/PALJP infrastructure elements specified/installed/constructed and also considers fit for purpose selection of design, materials and construction specifically in relation to minimising maintenance demand for whole of life
OH&S	A very superficial rapid assessment of the inspected infrastructure's Occupational (or Workplace) Health & Safety rating - and compliance need

This data suggests :

Most 'Agency' LJSP/PALJP L&J infrastructure - on average overall - are observed to provide acceptable 'Fit for Purpose' or 'quality' with a rating of 3.13 (slightly above the mean). There are notable exceptions - as are highlighted above. Overall, the RPNG C (Police) infrastructure is assessed as having the worst 'Agency' indicator in providing acceptable 'Fit for Purpose' infrastructure.

Scope, design size and flexibility overall rates reasonably well however there are notable examples of less than optimal scoping.

Design for PWD inclusion is typically poor or non-existent - likewise providing 'green' buildings - i.e. buildings with high energy ratings

Examples of serious OH&S concerns were sighted (scored 2 or under above) - ALL issues relating to less than acceptable breaches or risk to service provider's or users OH&S need urgent action to rectify

GoA infrastructure investment often does not meet Australian Standards (e.g. energy rating) or AusAID policy (e.g. PWD inclusive design)

Number	Facility Regional Location	Sector Agency	Name/Type	Infrastructure Survey Date (2013)	Infrastructure Input (approx. start year)	Facility Building Name or ID	Scope	Design	Size	Flexibility	PWD	Proximity	Materials	FF&E	Energy	Maintainability	OH&S	Fit for Purpose	Average AGENCY 'FOP' RATING	AGENCY 'FOP' RATING
1	ARB	ABG	CJC Tinputz	25-Apr	2007	CJC Tinputz	4	4	4	4	1	NA	3	3	2	3	3	3.1	3.1	3.0
2	ARB	ABG	CJC Wakunai	25-Apr	2007	CJC Wakunai	4	4	4	4	1	NA	3	2	2	3	3	3.0	3.0	
3	EHP	DJAG	CJC Kainantu	21-May	2009	Community Justice Centre	3	2	2	4	0	4	4	TBC	2	4	TBC	2.8	2.8	
4	NCD	NJSS	Bomana Courthouse	15-Apr	2010	Bomana National Court	3	4	4	3	1	5	4	4	2	4	4	3.5	3.5	3.4
5	NCD	NJSS	Waigani National Courts	18-Apr	2008	Alternative Dispute Resolution	3	2	2	4	2	5	4	4	4	4	4	3.5	3.6	
6					2012	New Registry & Records	4	4	4	4	TBC	5	5	5	4	4	TBC	4.3		
7					2008	Rooms 8, 9 & 10	3	1	3	3	3	5	3	4	2	3	3	3.0		
8	ARB	ABG	Buka Courthouse	23-Apr	2007	Buka National Court	5	4	5	4	2	5	4	5	4	4	4	4.2	4.2	
9	ARB	ABG	Buin Court	26-Apr	2012	Buin Court House	2	4	4	2	1	4	4	4	2	4	4	3.2	3.2	
10	EHP	NJSS	Goroka National Court	20-May	2006	Judges' Chambers	3	3	3	NA	0	5	4	4	3	4	TBC	3.2	3.2	
11	EHP	MS	Kainantu Court House	21-May	2009	Court Registry	2	2	2	3	2	4	4	3	4	4	4	3.1	3.0	
12						District Court	2	4	4	2	0	4	4	4	3	3	3	3.0		
13	WHP	NJSS	Mt Hagen National Court	23-May	2006	Nat Court Registry	NA	NA	NA	NA	NIS	NA	4	3	TBC	3	3	3.3	3.2	
14					2012	Judges Offices	3	3	3	3	1	5	4	3	3	3	3	3.1		
15	ENBP	NJSS	Kokopo Court	29-May	2007	Family Court	1	2	2	1	1	5	4	3	3	4	3	2.6	3.2	
16						Registry Building	2	4	2	4	1	5	4	3	3	3	3	3.1		
17						Court 2	NA	4	NA	NA	NA	NA	4	NA	4	4	4	4.0		
18	ENBP	MS	Kerevat Court	30-May	2009	Court/offices/registry	2	5	5	NA	2	5	4	5	3	4	4	3.9	3.5	
19						House Wind	NA	3	3	NA	1	5	4	NA	NA	4	4	3.4		
20						Public Toilet	3	3	3	NA	0	5	4	3	NA	4	3	3.1		
21	ARB	ABG	Public Solicitors Housing - Buka	24-Apr	2010	Dwelling # 1	NA	4	5	NA	NA	NA	4	1	1	4	1	2.9	3.0	2.6
22						Dwelling # 2	NA	4	5	NA	NA	NA	4	3	1	4	1	3.1		
23	ARB	ABG	SSQ - Arawa	25-Apr	2012	Single Staff Quarters	NA	NA	1	1	NA	4	4	3	4	4	3	3.0	3.0	
24	EHP	RPNGC	Yonki Police Housing	21-May	2005	Yonki Barracks	TBC	NA	NA	NA	NIS	NA	1	NA	NA	1	0	0.7	0.7	
25	WHP	OPS	Mt Hagen OPS Duplex	23-May	2013	OPS Duplexes	4	2	4	NA	NA	NA	4	TBC	2	TBC	TBC	3.2	3.2	
26	ENBP	DJAG	DJAG Housing	30-May	2005	2 Duplex - 4 Dwellings	4	2	3	NA	NIS	NA	4	TBC	2	4	TBC	3.2	3.2	

Number	Facility Regional Location	Sector Agency	Name/Type	Infrastructure Survey Date (2013)	Infrastructure Input (approx. start year)	Facility Building Name or ID	Scope	Design	Size	Flexibility	PWD	Proximity	Materials	FF&E	Energy	Maintainability	OH&S	Fit for Purpose	Average AGENCY 'FOP' RATING	AGENCY 'FOP' RATING
27	NCD	OPS	OPS - H/Q	12-Apr	2009	Legal Wing	4	4	2	4	NIS	3	4	4	NA	4	4	3.7	3.7	3.0
28					2009	Corporate Wing	4	3	3	3	NIS	3	4	4	NA	4	4	3.6		
29					2013	Executive Wing	4	3	4	2	NIS	3	5	5	NA	4	4	3.8		
30	ARB	ABG	L&J Office	22-Apr	2010	ABG L&J Office	3	3	2	3	1	5	3	3	1	2	3	2.6	2.6	
31	Morobe	OPS	OPS Offices	24-May	2005	Public Solicitors Office	3	4	NA	3	0	3	3	3	NA	3	2	2.7	2.7	
32	NCD	RPNGC	Boroko Police Station	11-Apr	2012	Support Unit & Family SVU	TBC	4	3	4	0	5	4	4	2	TBC	TBC	3.3	3.1	2.9
33						Administration Block	4	4	NIS	3	0	5	3	3	2	TBC	3	3.0		
34	NCD	RPNGC	Town Police Station	13-Apr	2009	Police Station	NIS	NIS	NIS	NIS	NIS	NA	3	NA	NA	3	1	2.3	2.7	
35						Holding Cells	NIS	NIS	NIS	NIS	NIS	NA	3	NA	NA	3	1	2.3		
36	ARB	ABG	Buka Police Station	23-Apr	2010	Quarter Masters Store	5	4	4	3	1	5	4	3	1	4	3	3.4	3.1	
37					2008	Station Reception	3	NA	NA	3	2	NA	4	3	2	3	3	2.9		
38	NCD	RPNGC	Waigani Police Station	3-May	2010	Police Station	TBC	NIS	NIS	NIS	NIS	NA	3	3	NA	2	2	2.5	2.5	
39	EHP	RPNGC	Goroka Police Station	20-May	2010	Family Sexual Unit	TBC	3	NIS	NIS	0	5	4	3	4	4	3	3.3	3.3	
40	EHP	RPNGC	Yonki Police Station	21-May	2005	Police Station	TBC	4	NIS	NIS	1	4	4	NA	NA	2	2	2.8	2.8	
41	ENBP	RPNGC	Kerevat Police Station	29-May	2007	Office	4	4	3	NA	1	5	4	3	2	4	3	3.3	3.0	
42						Holding Cells	2	3	2	NA	NIS	5	4	2	2	3	2	2.8		

Number	Facility Regional Location	Sector Agency	Name/Type	Infrastructure Survey Date (2013)	Infrastructure Input (approx. start year)	Facility Building Name or ID	Scope	Design	Size	Flexibility	PWD	Proximity	Materials	FF&E	Energy	Maintainability	OH&S	Fit for Purpose	Average AGENCY 'FOP' RATING	AGENCY 'FOP' RATING
43	NCD	CS	Bomana Correctional Institution of PNG	15-Apr	2004	Female Division	4	4	4	3	1	NA	4	2	4	4	4	3.4	4.0	
44						Erosion Piling	5	5	NA	NA	NA	NA	4	NA	NA	4	NA	4.5		
45	ARB	CS	Beikut Correctional Institution	24-Apr	2012	Admin Building	3	3	3	3	0	1	4	NA	2	4	3	2.6	3.1	
46						Miscl Site Blds	3	4	3	NA	NA	NA	4	NA	NA	4	3	3.5		
47						Minimum Security	NA	NA	NA	4	0	NA	4	NA	2	4	3	2.8		
48						Staff Housing	NA	4	3	3	NA	5	4	NA	2	4	3	3.5		
49	Morobe	CS	Buimo Correctional Institution	24-May	2007	Female Unit	4	2	3	3	1	NA	4	4	NA	4	3	3.1	3.4	
50						Industry workshop	4	4	4	4	NA	4	4	4	NA	4	2	3.8		
51						Industry classroom	4	3	3	4	1	4	3	2	NA	3	3	3.0		
52						Medium Security	5	4	4	NA	1	NA	4	4	4	4	4	3.8		
53	ENBP	CS	Kerevat Prison	29-May	2006	Female Hauskuk	4	2	3	3	1	NA	4	4	NA	4	3	3.1	3.0	
54						Yard Paving	4	2	2	NA	1	NA	4	NA	NA	4	NA	2.8		
55						H/M Risk Mess & Hauskuk	NA	NIS	NIS	NA	NIS	NA	4	4	1	4	2	3.0		
56						Charge/Reception	NA	NIS	NA	NA	NA	NA	4	3	1	4	3	3.0		
57						Main Guard House	NA	NIS	NA	NA	NA	NA	4	3	1	4	3	3.0		
58	ARB	ABG	BPS Training Centre	24-Apr	2009	Dormitory	2	4	2	4	2	NA	4	4	2	4	2	3.0	2.9	2.9
59						Mess	3	2	2	4	2	NA	2	2	2	2	3	2.4		
60						Office Complex	NA	NA	3	4	2	NA	4	4	2	4	3	3.3		
Average Rating per 'Fit for Purpose' criteria *							3.4	3.3	3.2	3.2	1.0	4.4	3.8	3.4	2.4	3.6	2.9	3.13		

Notes:

- * Unweighted subjective rapid assessment of 'Fit for Purpose'
- NIS NIS - Not in Scope (infrastructure scope of LJSP/PALJP infrastructure inputs)
- NA Not applicable to the LJSP/PALJP scope of works
- TBC Information not available/evident at time of survey visit
- Below 'acceptable' or 'average' - i.e. 'poor', 'unacceptable' - indicator/rating of 2.5 or lower
- Above 'average', 'exceeds expectations', 'excellent' - indicator/rating of 3.5 or higher

Number	Facility Regional Location	Sector Agency	Name/Type	Infrastructure Survey Date (2013)	Infrastructure Input (approx. start year)	Facility Building Name or ID	Scope	Design	Size	Flexibility	PWD	Proximity	Materials	FF&E	Energy	Maintainability	OH&S	Fit for Purpose	Average AGENCY 'FOP' RATING	AGENCY 'FOP' RATING
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Fit for Purpose' - this indicator is the unweighted subjective analysis of the following infrastructure characteristics:

Scope	How inclusive was the scoping? - GoPNG request may have been for a limited project scope therefore context affected - scope inclusion of IIE assumed project parameters is assessed which includes subjective assessment of functionality i.e. did scope align with the intended service delivery?
Design	Opinion on how appropriate and suitable the overall design is - not withstanding the comments on Scope above this includes opinion on architectural and/or engineering design compliance with applicable standards and codes
Size	Assessment of spatial proportions - e.g. is it crowded? - big enough for the service activity? - is it functional for the users - as commented above, historical context is typically unknown or anecdotal at best and may be excluded in the assessment (e.g. a subsequent org structure may imply facility is now not big enough etc) 'size' = 'capacity' - many users/stakeholders indicated 'too small' - why ?? - there are many potential reasons - poor scoping or design fault or budget restraints or subsequent unpredictable change of operational inputs
Materials	Opinion of the quality and appropriateness of materials used in the infrastructure (of LJSP/PALJP Infra inputs only) - high quality implies longer life, lower maintenance - greater sustainability. This rates the quality of materials (assumed to have been) specified, including, the quality of proprietary items such as hardware specified for windows, doors etc
Flexibility	Opinion of the functional flexibility of the infrastructure/facility - note contextual comment in 'Scope' above and also that most LJSP/PALJP design documentation (particularly plans) were not sighted
PWD	Rating of LJSP/PALJP built infrastructure inclusion/consideration for people with disabilities (PWD).
Proximity	Rating of locality to directly associated L&J service providers - typically the direct link before or after within the L&J service provision 'supply chain'
FF&E	Opinion on the supply, quality and appropriateness of Furniture, Fittings and Equipment - noting that furniture and/or equipment was often not included within the PALJP/PALJP Infra input scope or, if provided, only partially provided
Energy	Rapid assessment of the 'energy rating' of the structure - the use of energy efficient materials, detailing, insulation, windows etc - impacting ongoing operational costs/burden, thermal & acoustic comfort (ignoring any A/C). An assessment of 'green building' rating and subjective compliance to GoA minimum energy efficiency standards
Maintainability	Opinion of maintenance burden or demand rating - this relates to LJSP/PALJP infrastructure elements specified/installed/constructed and also considers fit for purpose selection of design, materials and construction specifically in relation to minimising maintenance demand for whole of life
OH&S	A very superficial rapid assessment of the inspected infrastructure's Occupational (or Workplace) Health & Safety rating - and compliance need

This data suggests :

Most 'Types' of LJSP/PALJP L&J infrastructure - on average overall - are observed to provide acceptable 'Fit for Purpose' or 'quality' with a rating of 3.13 (slightly above the mean). There are notable exceptions - as are highlighted above. Overall, Housing and Police Station infrastructure 'types' are assessed as providing the worst indicators

Scope, design size and flexibility overall rates reasonably well however there are notable examples of less than optimal scoping.

Design for PWD inclusion is typically poor or non existent - likewise providing 'green' buildings - i.e. buildings with high energy ratings

Examples of serious OH&S concerns were sighted (scored 2 or under above) - ALL issues relating to less than acceptable breaches or risk to service provider's or users OH&S need urgent action to rectify

GoA infrastructure investment often does not meet Australian Standards (e.g. energy rating) or AusAID policy (e.g. PWD inclusive design)

Number	Facility Regional Location	Sector Agency	Name	Infrastructure Input (approx. start year)	Facility Building Name or ID	Scope	Design	Size	Flexibility	PWD	Proximity	Materials	FF&E	Energy	Maintainability	OH&S	Fit for Purpose*
1	NCD	CS	Bomana Prison	2004	Female Division	4	4	4	3	1	NA	4	2	4	4	4	3.4
2	EHP	RPNGC	Yonki Police Station	2005	Police Station	TBC	4	NIS	NIS	1	4	4	NA	NA	2	2	2.8
3	EHP	RPNGC	Yonki Police Housing	2005	Yonki Barracks	TBC	NA	NA	NA	NIS	NA	1	NA	NA	1	0	0.7
4	Morobe	OPS	OPS Offices	2005	PS Office	3	4	NA	3	0	3	3	3	NA	3	2	2.7
5	ENBP	CS	Kerevat Prison	2006	Female Hauskuk	4	2	3	3	1	NA	4	4	NA	4	3	3.1
6	ENBP	CS	Kerevat Prison	2006	H/M Risk Mess &	NA	NIS	NIS	NA	NIS	NA	4	4	1	4	2	3.0
7	ENBP	CS	Kerevat Prison	2006	Charge/Reception	NA	NIS	NA	NA	NA	NA	4	3	1	4	3	3.0
8	ENBP	CS	Kerevat Prison	2006	Main Guard House	NA	NIS	NA	NA	NA	NA	4	3	1	4	3	3.0
9	WHP	NJSS	Mt Hagen Court	2006	Nat Court Registry	NA	NA	NA	NA	NIS	NA	4	3	TBC	3	3	3.3
10	EHP	NJSS	Goroka Nat. Court	2007	Judges' Chambers	3	3	3	NA	0	5	4	4	3	4	TBC	3.2
11	ARB	ABG	Buka Courthouse	2007	Buka National Court	5	4	5	4	2	5	4	5	4	4	4	4.2
12	ARB	ABG	CJC Tinputz	2007	CJC Tinputz	4	4	4	4	1	NA	3	3	2	3	3	3.1
13	ARB	ABG	CJC Wakunai	2007	CJC Wakunai	4	4	4	4	1	NA	3	2	2	3	3	3.0
14	ENBP	NJSS	Kokopo Court	2007	Family Court	1	2	2	1	1	5	4	3	3	4	3	2.6
15	ENBP	NJSS	Kokopo Court	2007	Registry Building	2	4	2	4	1	5	4	3	3	3	3	3.1
16	ENBP	NJSS	Kokopo Court	2007	Court 2	NA	4	NA	NA	NA	NA	4	NA	4	4	4	4.0
17	ENBP	RPNGC	Kerevat Police Station	2007	Office	4	4	3	NA	1	5	4	3	2	4	3	3.3
18	ENBP	RPNGC	Kerevat Police Station	2007	Holding Cells	2	3	2	NA	NIS	5	4	2	2	3	2	2.8
19	NCD	NJSS	Waigani National Courts	2008	Alternative Dispute	3	2	2	4	2	5	4	4	4	4	4	3.5
20	NCD	NJSS		2008	Rooms 8, 9 & 10	NA	NA	NA	NA	NIS	4	4	4	4	4	4	4.0
21	ARB	ABG	Buka Police Station	2009	Q/Masters Store	5	4	4	3	1	5	4	3	1	4	3	3.4
22	ARB	ABG	BPS Training Centre	2009	Mess	3	2	2	4	2	NA	2	2	2	2	3	2.4
23	ENBP	DJAG	DJAG Housing	2009	2 Duplexes	4	2	3	NA	NIS	NA	4	TBC	2	4	TBC	3.2
24	ARB	CS	Beikut Correctional Institution	2009	Misc Site Blgs	3	4	3	NA	NA	NA	4	NA	NA	4	3	3.5
25	ARB	CS		2009	Minimum Security	NA	NA	NA	4	0	NA	4	NA	2	4	3	2.8
26	ARB	CS		2009	Staff Housing	NA	4	3	3	NA	5	4	NA	2	4	3	3.5
27	EHP	DJAG	CJC Kainantu	2009	Community Justice	3	2	2	4	0	4	4	TBC	2	4	TBC	2.8
28	EHP	MS	Kainantu Court House	2009	Court Registry	2	2	2	3	2	4	4	3	4	4	4	3.1
29	EHP	MS		2009	District Court	2	4	4	2	0	4	4	4	3	3	3	3.0
30	ENBP	MS	Kerevat Court	2009	Court/offices/registry	2	5	5	NA	2	5	4	5	3	4	4	3.9
31	ENBP	MS		2009	House Wind	NA	3	3	NA	1	5	4	NA	NA	4	4	3.4
32	ENBP	MS		2009	Public Toilet	3	3	3	NA	0	5	4	3	NA	4	3	3.1
33	NCD	OPS	OPS - H/Q	2009	Legal Wing	4	4	2	4	NIS	3	4	4	NA	4	4	3.7
34	NCD	OPS	OPS - H/Q	2009	Corporate Wing	4	3	3	3	NIS	3	4	4	NA	4	4	3.6
35	NCD	RPNGC	Town Police Station	2009	Police Station	NIS	NIS	NIS	NIS	NIS	NA	3	NA	NA	3	1	2.3
36	NCD	RPNGC		2009	Holding Cells	NIS	NIS	NIS	NIS	NIS	NA	3	NA	NA	3	1	2.3
37	ARB	ABG	L&J Office	2010	ABG L&J Office	3	3	2	3	1	5	3	3	1	2	3	2.6
38	ARB	ABG	Buka Police Station	2010	Station Reception	3	NA	NA	3	2	NA	4	3	2	3	3	2.9
39	ARB	ABG	BPS Training Centre	2010	Dormitory	2	4	2	4	2	NA	4	4	2	4	2	3.0
40	ARB	ABG	Public Solicitors Housing - Buka	2010	Dwelling # 1	NA	4	5	NA	NA	NA	4	1	1	4	1	2.9
41	ARB	ABG		2010	Dwelling # 2	NA	4	5	NA	NA	NA	4	3	1	4	1	3.1
42	ARB	CS	Beikut Correctional Institution	2010	Admin Building	3	3	3	3	0	1	4	NA	2	4	3	2.6
43	EHP	RPNGC	Goroka Police Station	2010	Family Sexual Unit	TBC	3	NIS	NIS	0	5	4	3	4	4	3	3.3
44	NCD	NJSS	Bomana Gaol Courthouse	2010	Bomana National Court	3	4	4	3	1	5	4	4	2	4	4	3.5
45	NCD	RPNGC	Waigani P/Station	2010	Police Station	TBC	NIS	NIS	NIS	NIS	NA	3	3	NA	2	2	2.5
46	Morobe	CS	Buimo Correctional Institution	2011	Female Unit	4	2	3	3	1	NA	4	4	NA	4	3	3.1
47	Morobe	CS		2011	Industry workshop	4	4	4	4	1	4	4	4	NA	4	2	3.5
48	Morobe	CS	Buimo Correctional Institution	2011	Industry classroom	4	3	3	4	NA	4	3	2	NA	3	3	3.2
49	Morobe	CS		2011	Medium Security	5	4	4	NA	1	NA	4	4	4	4	4	3.8
50	ARB	ABG	BPS Training Centre	2012	Office Complex	NA	NA	3	4	2	NA	4	4	2	4	3	3.3

Number	Facility Regional Location	Sector Agency	Name	Infrastructure Input (approx. start year)	Facility Building Name or ID	Scope	Design	Size	Flexibility	PWD	Proximity	Materials	FF&E	Energy	Maintainability	OH&S	Fit for Purpose*
51	ARB	ABG	SSQ - Arawa	2012	Single Staff Quarters	NA	NA	1	1	NA	4	4	3	4	4	3	3.0
52	ARB	ABG	Buin Court	2012	Buin Court House	2	4	4	2	1	4	4	4	2	4	4	3.2
53	NCD	RPNGC	Boroko Police Station	2012	Support/Family SVU	TBC	4	3	4	0	5	4	4	2	TBC	TBC	3.3
54	NCD	RPNGC		2012	Administration Block	4	4	NIS	3	0	5	3	3	2	TBC	3	3.0
55	NCD	NJSS	Waigani Nat. Courts	2012	New Registry &	4	4	4	4	TBC	5	5	5	4	4	TB	4.3
56	WHP	NJSS	Mt Hagen Nat. Court	2012	Judges Offices	3	3	3	3	1	5	4	3	3	3	3	3.1
57	NCD	OPS	OPS - H/Q	2013	Executive Wing	4	3	4	2	NIS	3	5	5	NA	4	4	3.8
58	WHP	OPS	Mt Hagen OPS	2013	OPS Duplexes	4	2	4	NA	NA	NA	4	TBC	2	TBC	TBC	3.2
Average Rating per 'Fit for Purpose' criteria *						3.3	3.4	3.2	3.2	0.9	4.4	3.8	3.4	2.5	3.6	2.9	3.13

Notes:

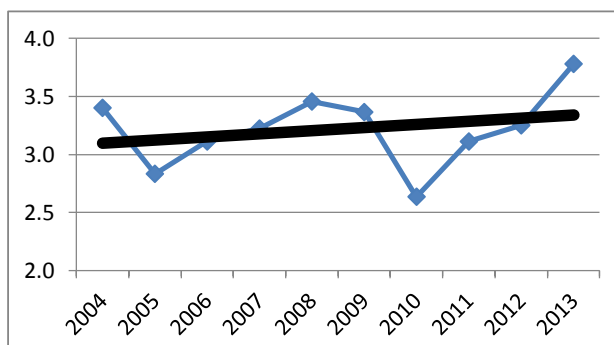
- * Unweighted subjective rapid assessment of 'Fit for Purpose'
- ** Pure 'civil' infrastructure (piling and pavement) have been removed from this 'facilities' fit for purpose over time analysis
- NIS NIS - Not in Scope (infrastructure scope of LJSP/PALJP infrastructure inputs)
- NA Not applicable to the LJSP/PALJP scope of works
- TBC Information not available/evident at time of survey visit
- Below 'acceptable' or 'average' - i.e. 'poor', 'unacceptable' - indicator/rating of 2.5 or lower
- Above 'average', 'exceeds expectations', 'excellent' - indicator/rating of 3.5 or higher

Fit for Purpose - this indicator is the unweighted subjective analysis of the following infrastructure characteristics:

Scope	How inclusive was the scoping? - GoPNG request may have been for a limited project scope therefore context affected - scope inclusion of IIE assumed project parameters is assessed which includes subjective assessment of functionality i.e. did scope align with the intended service delivery?
Design	Opinion on how appropriate and suitable the overall design is - not withstanding the comments on Scope above this includes opinion on architectural and/or engineering design compliance with applicable standards and codes
Size	Assessment of spatial proportions - e.g. is it crowded? - big enough for the service activity? - is it functional for the users - as commented above, historical context is typically unknown or anecdotal at best and may be excluded in the assessment (e.g. a subsequent org structure may imply facility is now not big enough etc) 'size' = 'capacity' - many users/stakeholders indicated 'too small' - why ?? - there are many potential reasons - poor scoping or design fault or budget restraints or subsequent unpredictable change of operational inputs
Materials	Opinion of the quality and appropriateness of materials used in the infrastructure (of LJSP/PALJP Infra inputs only) - high quality implies longer life, lower maintenance - greater sustainability. This rates the quality of materials (assumed to have been) specified, including, the quality of proprietary items such as hardware specified for windows, doors etc
Flexibility	Opinion of the functional flexibility of the infrastructure/facility - note contextual comment in 'Scope' above and also that most LJSP/PALJP design documentation (particularly plans) were not sighted
PWD	Rating of LJSP/PALJP built infrastructure inclusion/consideration for people with disabilities (PWD).
Proximity	Rating of locality to directly associated L&J service providers - typically the direct link before or after within the L&J service provision
FF&E	Opinion on the supply, quality and appropriateness of Furniture, Fittings and Equipment - noting that furniture and/or equipment was often not included within the PALJP/PALJP Infra input scope or, if provided, only partially provided
Energy	Preliminary assessment of the 'energy rating' of the structure - quick assessment of the use of energy efficient materials, insulation, windows etc - usually impacts on thermal comfort - ignores A/C - 'green building' rating - indication of insulation to roof and wall cavities
Maintainability	Opinion of maintenance burden or demand rating - this relates to LJSP/PALJP infrastructure elements specified/installed/constructed and also considers fit for purpose selection of design, materials and construction specifically in relation to minimising maintenance demand for whole of life
OH&S	A very superficial rapid assessment of the inspected infrastructure's Occupational (or Workplace) Health & Safety rating - and compliance need

This data suggests:

That there is a modest demonstrated improvement in delivery of 'Fit for Purpose' infrastructure to the L&J Sector under LJSP/PALJP between 2004 to 2013. The data supports the anecdotal belief that more recent Program infrastructure scoping is 'better'; that relatively new GoPNG Agency Policy Plans (approx >2010) are having an impact on infrastructure outcomes, and that; 'larger' infrastructure projects enable better planning and outcome capacity. Trend of average rating of FfP over the past decade (see right) indicates that over all 'rating' of 'fit for purpose' infrastructure provided under an ongoing (similar) Program should keep improving and 'exceed expectations' (i.e. exceed an average overall rating of 3.5) within the next 5 years



Number	Facility Regional Location	Name	Refurb (R) or New (N)	Facility Building Name or ID	Scope	Design	Size	Flexibility	PWD	Proximity	Materials	FF&E	Energy	Maintainability	OH&S	Fit for Purpose*	O/A Fit for Purpose*
1	NCD	Bomana Prison	N	Female Division	4	4	4	3	1	NA	4	2	4	4	4	3.4	3.30
2	NCD	Bomana Prison	N	Erosion Piling	5	5	NA	NA	NA	NA	4	NA	NA	4	NA	4.5	
3	ENBP	Kerevat Prison	N	Female Hauskuk	4	2	3	3	1	NA	4	4	NA	4	3	3.1	
4	ENBP	Kerevat Prison	N	Yard Paving	4	2	2	NA	1	NA	4	NA	NA	4	NA	2.8	
5	EHP	Goroka National Court	N	Judges' Chambers	3	3	3	NA	0	5	4	4	3	4	TBC	3.2	
6	ARB	Buka Courthouse	N	Buka National Court	5	4	5	4	2	5	4	5	4	4	4	4.2	
7	ARB	CJC Tinputz	N	CJC Tinputz	4	4	4	4	1	NA	3	3	2	3	3	3.1	
8	ARB	CJC Wakunai	N	CJC Wakunai	4	4	4	4	1	NA	3	2	2	3	3	3.0	
9	ENBP	Kokopo Court	N	Registry Building	2	4	2	4	1	5	4	3	3	3	3	3.1	
10	NCD	Waigani National Courts	N	AD Resolution	3	2	2	4	2	5	4	4	4	4	4	3.5	
11	NCD	Waigani National Courts	N	Rooms 8, 9 & 10	NA	NA	NA	NA	NIS	4	4	4	4	4	4	4.0	
12	ARB	Buka Police Station	N	Quarter Masters Store	5	4	4	3	1	5	4	3	1	4	3	3.4	
13	ARB	BPS Training Centre	N	Mess	3	2	2	4	2	NA	2	2	2	2	3	2.4	
14	ENBP	DJAG Housing	N	2 Duplex - 4 Dwellings	4	2	3	NA	NIS	NA	4	TBC	2	4	TBC	3.2	
15	ARB	Beikut Correctional	N	Misc Site Bldgs	3	4	3	NA	NA	NA	4	NA	NA	4	3	3.5	
16	ARB	Beikut Correctional	N	Minimum Security	NA	NA	NA	4	0	NA	4	NA	2	4	3	2.8	
17	ARB	Beikut Correctional	N	Staff Housing	NA	4	3	3	NA	5	4	NA	2	4	3	3.5	
18	EHP	CJC Kainantu	N	Community Justice Centre	3	2	2	4	0	4	4	TBC	2	4	TBC	2.8	
19	EHP	Kainantu Court House	N	District Court	2	4	4	2	0	4	4	4	3	3	3	3.0	
20	ENBP	Kerevat Court	N	Court/offices/registry	2	5	5	NA	2	5	4	5	3	4	4	3.9	
21	ENBP	Kerevat Court	N	House Wind	NA	3	3	NA	1	5	4	NA	NA	4	4	3.4	
22	ENBP	Kerevat Court	N	Public Toilet	3	3	3	NA	0	5	4	3	NA	4	3	3.1	
23	ARB	BPS Training Centre	N	Dormitory	2	4	2	4	2	NA	4	4	2	4	2	3.0	
24	ARB	PS Housing - Buka	N	Dwelling # 1	NA	4	5	NA	NA	NA	4	1	1	4	1	2.9	
25	ARB	PS Housing - Buka	N	Dwelling # 2	NA	4	5	NA	NA	NA	4	3	1	4	1	3.1	
26	ARB	Beikut Correctional	N	Admin Building	3	3	3	3	0	1	4	NA	2	4	3	2.6	
27	Morobe	Buimo Correctional	N	Industry workshop	4	4	4	4	1	4	4	4	NA	4	2	3.5	
28	Morobe	Buimo Correctional	N	Industry classroom	4	3	3	4	NA	4	3	2	NA	3	3	3.2	
29	Morobe	Buimo Correctional	N	Medium Security	5	4	4	NA	1	NA	4	4	4	4	4	3.8	
30	ARB	Buin Court	N	Buin Court House	2	4	4	2	1	4	4	4	2	4	4	3.2	
31	NCD	Boroko Police Station	N	Support Unit/Family SVU	TBC	4	3	4	0	5	4	4	2	TBC	TBC	3.3	
32	NCD	Waigani Nat. Courts	N	New Registry & Records	4	4	4	4	TBC	5	5	5	4	4	TB	4.3	
33	WHP	Mt Hagen OPS	N	OPS Duplexes	4	2	4	NA	NA	NA	4	TBC	2	TBC	TBC	3.2	

Average Rating per 'Fit for Purpose' criteria * - 'NEW'

3.5 3.5 3.4 3.6 0.9 4.4 3.9 3.4 2.5 3.8 3.1 3.30

Notes:

* Unweighted subjective rapid assessment of 'Fit for Purpose'

NIS NIS - Not in Scope (infrastructure scope of LJSP/PALJP infrastructure inputs)

NA Not applicable to the LJSP/PALJP scope of works

TBC Information not available/evident at time of survey visit

Below 'acceptable' or 'average' - i.e. 'poor', 'unacceptable' - indicator/rating of 2.5 or lower

Above 'average', 'exceeds expectations', 'excellent' - indicator/rating of 3.5 or higher

Number	Facility Regional Location	Name	Refurb (R) or New (N)	Facility Building Name or ID	Scope	Design	Size	Flexibility	PWD	Proximity	Materials	FF&E	Energy	Maintainability	OH&S	Fit for Purpose*	O/A Fit for Purpose*
34	EHP	Yonki Police Station	R	Police Station	TBC	4	NIS	NIS	1	4	4	NA	NA	2	2	2.8	2.97
35	EHP	Yonki Police Housing	R	Yonki Barracks	TBC	NA	NA	NA	NIS	NA	1	NA	NA	1	0	0.7	
36	Morobe	OPS Offices	R	Public Solicitors Office	3	4	NA	3	0	3	3	3	NA	3	2	2.7	
37	ENBP	Kerevat Prison	R	H/M Risk Mess & Hauskuk	NA	NIS	NIS	NA	NIS	NA	4	4	1	4	2	3.0	
38	ENBP	Kerevat Prison	R	Charge/Reception	NA	NIS	NA	NA	NA	NA	4	3	1	4	3	3.0	
39	ENBP	Kerevat Prison	R	Main Guard House	NA	NIS	NA	NA	NA	NA	4	3	1	4	3	3.0	
40	WHP	Mt Hagen Court	R	Nat Court Registry	NA	NA	NA	NA	NIS	NA	4	3	TBC	3	3	3.3	
41	ENBP	Kokopo Court	R	Family Court	1	2	2	1	1	5	4	3	3	4	3	2.6	
42	ENBP	Kokopo Court	R	Court 2	NA	4	NA	NA	NA	NA	4	NA	4	4	4	4.0	
43	ENBP	Kerevat Police Station	R	Office	4	4	3	NA	1	5	4	3	2	4	3	3.3	
44	ENBP	Kerevat Police Station	R	Holding Cells	2	3	2	NA	NIS	5	4	2	2	3	2	2.8	
45	EHP	Kainantu Court House	R	Court Registry	2	2	2	3	2	4	4	3	4	4	4	3.1	
46	NCD	OPS - H/Q	R	Legal Wing	4	4	2	4	NIS	3	4	4	NA	4	4	3.7	
47	NCD	OPS - H/Q	R	Corporate Wing	4	3	3	3	NIS	3	4	4	NA	4	4	3.6	
48	NCD	Town Police Station	R	Police Station	NIS	NIS	NIS	NIS	NIS	NA	3	NA	NA	3	1	2.3	
49	NCD	Town Police Station	R	Holding Cells	NIS	NIS	NIS	NIS	NIS	NA	3	NA	NA	3	1	2.3	
50	ARB	L&J Office	R	ABG L&J Office	3	3	2	3	1	5	3	3	1	2	3	2.6	
51	ARB	Buka Police Station	R	Station Reception	3	NA	NA	3	2	NA	4	3	2	3	3	2.9	
52	EHP	Goroka Police Station	R	Family Sexual Unit	TBC	3	NIS	NIS	0	5	4	3	4	4	3	3.3	
53	NCD	Bomana Gaol	R	Bomana National Court	3	4	4	3	1	5	4	4	2	4	4	3.5	
54	NCD	Waigani Police Station	R	Police Station	TBC	NIS	NIS	NIS	NIS	NA	3	3	NA	2	2	2.5	
55	Morobe	Buimo Correctional	R	Female Unit	4	2	3	3	1	NA	4	4	NA	4	3	3.1	
56	ARB	BPS Training Centre	R	Office Complex	NA	NA	3	4	2	NA	4	4	2	4	3	3.3	
57	ARB	SSQ - Arawa	R	Single Staff Quarters	NA	NA	1	1	NA	4	4	3	4	4	3	3.0	
58	NCD	Boroko Police Station	R	Administration Block	4	4	NIS	3	0	5	3	3	2	TBC	3	3.0	
59	WHP	Mt Hagen Nat. Court	R	Judges Offices	3	3	3	3	1	5	4	3	3	3	3	3.1	
60	NCD	OPS - H/Q	R	Executive Wing	4	3	4	2	NIS	3	5	5	NA	4	4	3.8	

Average Rating per 'Fit for Purpose' criteria * - 'Refurbished'

3.1 3.3 2.6 2.8 1.0 4.3 3.7 3.3 2.4 3.4 2.8 2.97

Notes:

* Unweighted subjective rapid assessment of 'Fit for Purpose'

NIS NIS - Not in Scope (infrastructure scope of LJSP/PALJP infrastructure inputs)

NA Not applicable to the LJSP/PALJP scope of works

TBC Information not available/evident at time of survey visit

Below 'acceptable' or 'average' - i.e. 'poor', 'unacceptable' - indicator/rating of 2.5 or lower

Above 'average', 'exceeds expectations', 'excellent' - indicator/rating of 3.5 or higher

This data suggests :

Within the limited IIE sample, the above analysis suggests that 'Fit for Purpose' outcomes overall are better for 'New' infrastructure (average rating 3.3) as compared to 'Refurbished' infrastructure (average rating 3.0). This is understandable and logical as 'New' projects have increased opportunity to address 'Scope', 'Design' and 'Flexibility' issues - or similarly as 'Refurbishments' are often restricted by the design, fabric or structure of the original infrastructure.

Supports the anecdotal belief that 'larger' infrastructure projects enable better planning and outcomes. It can also be seen as a direct consequence of increased expenditure on PALJP (new) infrastructure as compared to LJSP infrastructure which was predominately refurbishments only.

Again, interpretation needs to be treated with caution due to the small, selective sample.

Appendix G – Social Research Data and Analysis

Social Research Data and Analysis

Annex G is divided into three distinct parts. The first part describes findings with respect to five different aspects of service delivery - access to services, staffing levels, access to basic utilities in a facility, provision of equipment in a facility and the perception of customer satisfaction - for the facilities visited in each of the agencies.¹ The second part presents tables with data collected by the Social Research Team regarding quality of infrastructure, service delivery and effectiveness. The third part provides some of the analytical tools that were developed during the analysis to assist with interpreting the social research.

Part 1. Analysis of Data regarding Service Delivery

1. Correctional Services

Since the 1990s, Correctional Services (CS) has been challenged with limited budgets that are barely sufficient to cover wages, food for detainees and other basic operating costs (Dinnen 2001: 16). Lack of funding has had a considerable impact on the quality of infrastructure in correctional institutions. Due to this, PALJP funding has been provided for both construction and refurbishment of male and female dormitories, health clinics and office space for CS officers.

The Social Research Team found that detainees staying in newly built dormitories appreciated the significant improvements in their accommodation – in terms of size and ventilation – when compared with older dormitories. In contrast, inmates living in refurbished dormitories indicated that the size of the infrastructure was inadequate due to overcrowding and poor space management. PALJP infrastructure investment was considered by CS providers and users as increasing access to law and Justice services (3.0). The differences in perceptions between those held in new versus refurbished dormitories indicated that there remains a need for the construction of new dormitories within correctional institutions.

Service providers and users interviewed during the study reported that correctional institutions have poor levels of basic utilities (1.7 rating), equipment (1.1 rating) and staffing (1.8 rating). All of these factors were said to have had a negative influence on the overall ranking of customer satisfaction (rated 1.6) at these facilities.

With regards to staffing, interviewees mentioned that correctional institutions faced high levels of understaffing (rated 1.8). In some prisons, understaffing was so acute that they did not have sufficient personnel to look after dormitories at night. Furthermore, understaffing made it impossible for correctional institutions to provide any rehabilitation programmes. In the best of cases, correctional institutions allowed low and medium security inmates to work. However, inmates were not paid and instead used as forced low-cost labour. For example, inmates complained of being forced to cut grass in government land or institutions. They also said that skilled inmates were asked to provide maintenance to prison grounds or work in the various income generating activities. None of this work was paid and as a result there was little interest on the behalf of detainees to participate.

With regards to provision of basic utilities, interviewees said that correctional institutions had very limited access to fuel, electricity and internet (see Figure G-1).² Commanders of the correctional institutions mentioned the problems they faced when running the facilities as they

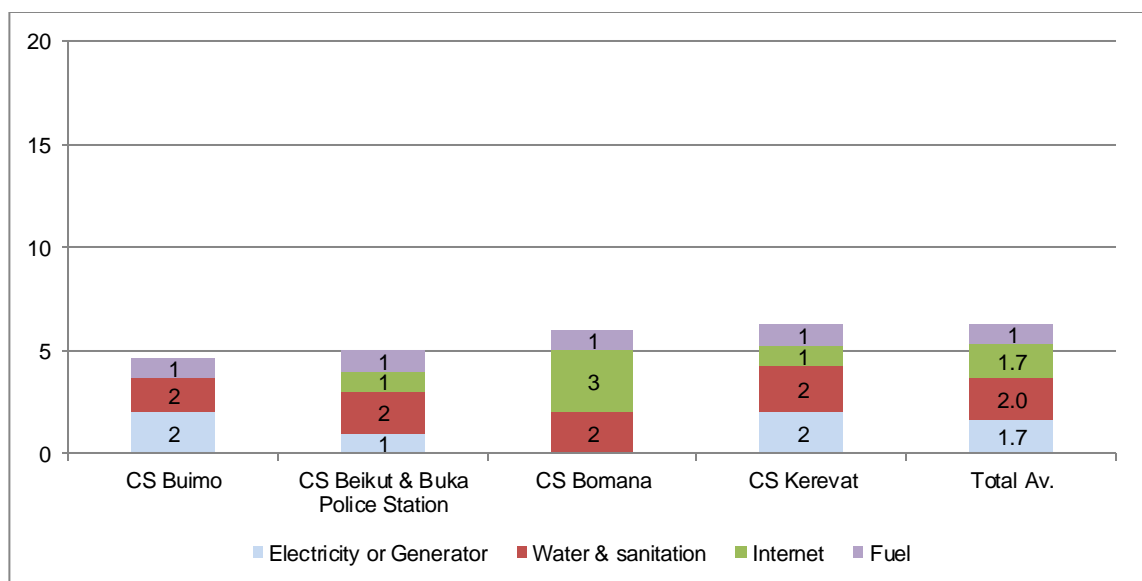
¹ The evaluation team visited facilities in the following agencies: Correctional Services (CS), the Department of Justice and Attorney General (DJAG), National Judicial Staff Services (NJSS), Magisterial Services (MS), Office of the Public Solicitor (OPS), and Police (including Royal PNG Constabulary and Bougainville Police Service). Further information on housing funded through PALJP across the different agencies is provided in Appendix H.

² Poor electricity meant that correctional institutions, with exception of Bomana, were unable to have spotlights functioning during the night.

had no maintenance or operational funds. In some places, conditions were so dire that commanders reported running out of basic items, like stationery, light bulbs for spot lights and being unable to repair security fences. These comments helped to explain why inmates were used as a source of income for correctional institutions.

Access to water and sanitation was rated as below average (2.0). All inmates complained about the terrible state of the sewerage system and the poor water provision. The sanitation conditions for inmates living in old dormitories were said to be particularly poor. Escape from prisons was said to be a way of protesting for the poor living conditions in correctional institutions.

Figure G-1: Availability of basic utilities within those correctional institutions visited



Source: Content analysis of in-depth interviews collected by Social Research Team from April to May 2013.
 Note: Agency rating is the result of the average of all ratings done for facilities visited. Absence of a value indicates that no response was given in this area.

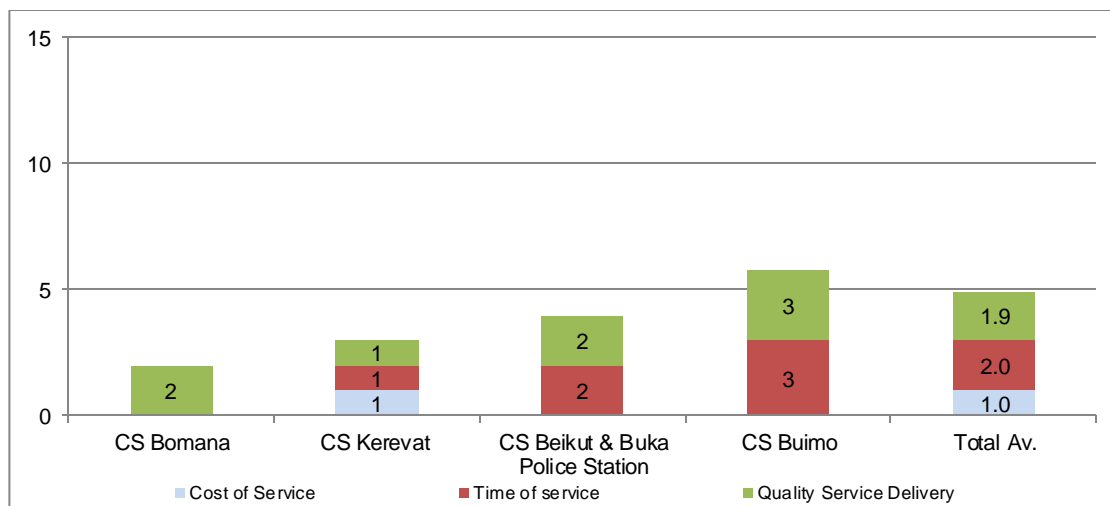
Interviewees rated customer satisfaction as very low (1.6). When disaggregated by variable, the following was identified (see Figure G-2). Firstly, with regards to the timeliness of service delivery, interviewees mentioned that the majority of remandees spent years in correctional institutions prior to their cases being heard. This was the result of delays in getting police reports, receiving visits from OPS lawyers, filing of paperwork in the sub-registries and the hearing schedule of the courts. The long waits exemplify the poor coordination among Law and Justice agencies.

Secondly, when discussing the cost of the services, interviewees mentioned that it was below average (2 rating). Further probing revealed that there is a great deal of corrupt and informal payments taking place. Inmates said that they had to pay government lawyers to follow their cases or to apply for probation. Those inmates unable to pay (mostly women) tend to stay longer than required in correctional institutions.

Thirdly, when discussing the perceived quality of services, interviewees rated it as poor as inmates said that they were subjected to poor treatment. For example, they were given rice and tinned fish every day with almost no access to fresh vegetables or fruit. They were provided with inadequate bedding which led to respiratory illnesses, and they were also subjected to the

wishes of the prison wardens, which sometimes led to abuse of power. Finally, they had limited access to health care. In the best of cases, correctional institutions reported having one nurse looking after the medical services in the institution. Dinnen (2001) argues that poor treatment of inmates was the result of a widely spread belief that imprisonment is a 'soft' punishment that does little to resolve the concerns of those parties directly affected by the wrongdoing. In this cultural context, resources directed to inmates are considered a waste. This cultural perception greatly affects the quality of services provided to inmates.

Figure G-2: Perceptions of users and providers of services provided in correctional institutions visited (customer satisfaction)



Source: Content analysis of in-depth interviews collected by Social Research Team from April to May 2013. Note: Agency rating is the result of the average of all ratings done for facilities visited. Absence of value indicates that no response was given in this area.

Lack of resources, including adequate staffing levels, has affected the availability of rehabilitation programs within correctional institutions. All inmates interviewed reported a complete absence of rehabilitation services, except for those provided by NGOs and churches, which mostly tended to focus on religious teaching and income-generating projects. During a group interview, female inmates pointed to the unfulfilled desire to receive literacy classes in order to better prepare for their future financial independence. Literacy classes, however, were rarely provided. And when available, the opportunity was given to male inmates.

Finally, it was mentioned that many of the problems faced by correctional institutions were the result of inefficiencies in the Law and Justice Sector. Correctional institutions are the end-of-the-line agency dependent on effective service delivery from other Law and Justice agencies. Delays in police reports, court proceedings and services provided by state lawyers greatly added to the pressures faced by correctional institutions.

2. Department of Justice and Attorney General (DJAG)

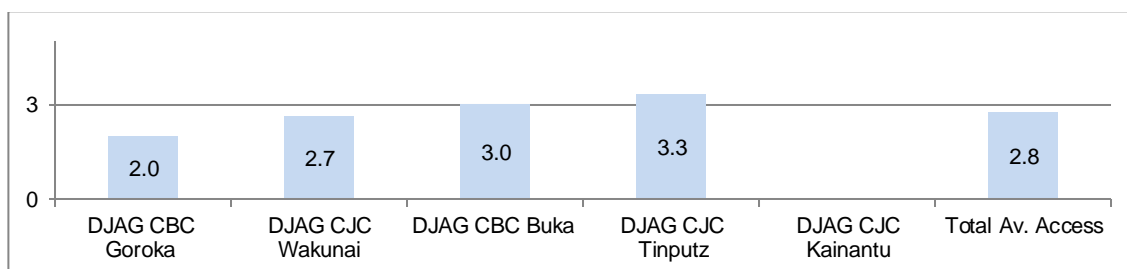
The evaluation team reviewed Community Justice Centres (CJC) and Community-based Corrections (CBC) during the study which are both part of the DJAG infrastructure assets. Both CJsCs and CBCs are very important as they act as an interface between communities and the Law and Justice Sector.³

With regards to the facilities themselves, it was found that CJsCs were one of the few examples of good design as they satisfied a wide range of purposes. With regards to access, it was said that infrastructure development was linked to an increase in access to services (2.8 rating) for CJsCs and CBCs. A village court officer said:

“[Before] they held meetings under the mango tree or any other shady tree or go to someone’s house and meet. When they gave us this [CJC] office, it also gave us a stronger sense of responsibility over the community. So now we can sit down properly and assist our people” (Tinputz 9 May 2013).

However, there were discrepancies on the degree of improved access that each facility had contributed (see Figure G-3). Among these, the Goroka CBC and the Kainantu CJsCs were the worst performing. The Kainantu CJC was no longer operational as the District Administration was using it temporarily as office space. The Goroka CBC was reported as having poor levels of service provision due to staff inefficiencies, lack of adequate size and poor leadership. In contrast all other facilities were reported to be providing adequate access to services.

Figure G-3: Providers and users’ perceptions of access to DJAG facilities visited

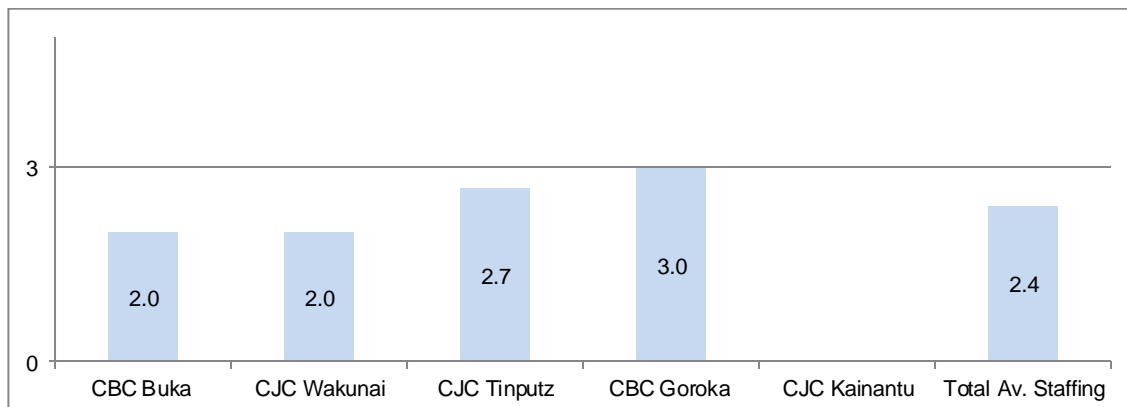


Source: Content analysis of in-depth interviews collected by Social Research Team from April to May 2013. Note: Agency rating is the result of the average of all ratings done for facilities visited. Absence of value indicates that no response was given in this area.

Figure G-4 illustrates that with respect to staffing, interviewees generally perceived the levels of staffing at DJAG operations to be close to adequate (2.4 rating).

³ There is a fundamental disjunction between state and local notions of social order, which poses a significant challenge to the Law and Justice Sector. This is especially the case as the concept of crime – as a transgression against the state by an individual law-breaker – is absent in PNG societies. Local notions of justice believe that wrongs are committed against people, property and the supernatural order. Applying this concept, justice is typically compensatory and negotiated on a case-by-case basis by kin groups.

Figure G-4: Providers and users' perceptions of staffing levels in DJAG facilities visited



Source: Content analysis of in-depth interviews collected by Social Research Team from April to May 2013. Note: Agency rating is the result of the average of all ratings done for facilities visited. Absence of value indicates that no response was given in this area.

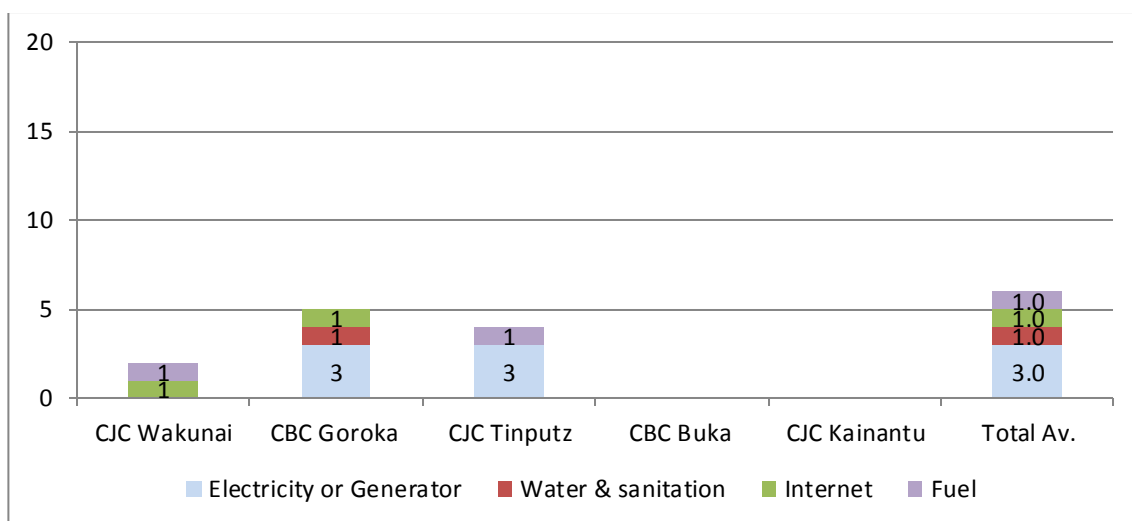
CJC officers reported to have access to adequate levels of personnel. In contrast, CBC officers said that they had to utilise volunteers to be able to complete all the office work that was required of them. When prompted, an officer mentioned that the apparent lack of staff was the result of poor accountability, which meant that CBC officers did not necessarily follow up cases. New regulations were expected to address the lack of accountability. An officer said:

“One improvement is [that] we have two new officers. Previously it used to be myself and the boss. We are four now in the office.. that cuts down on the workload side of things. The other improvement is in regards to the divisions separation, into three groups where previously one person was wearing three hats. That officer could be lying and say ‘No, I am currently doing this’; who knows [whether he was] drinking away somewhere. Now that one officer is in charge of one responsibility; then our boss down there [HQ] knows whether he is working or not” (DJAG, 29 April 2013).

With regards to utilities, it was found that all DJAG facilities had almost no access to basic utilities. Figure G-5 shows how this is particularly the case for access to fuel, internet and water and sanitation.

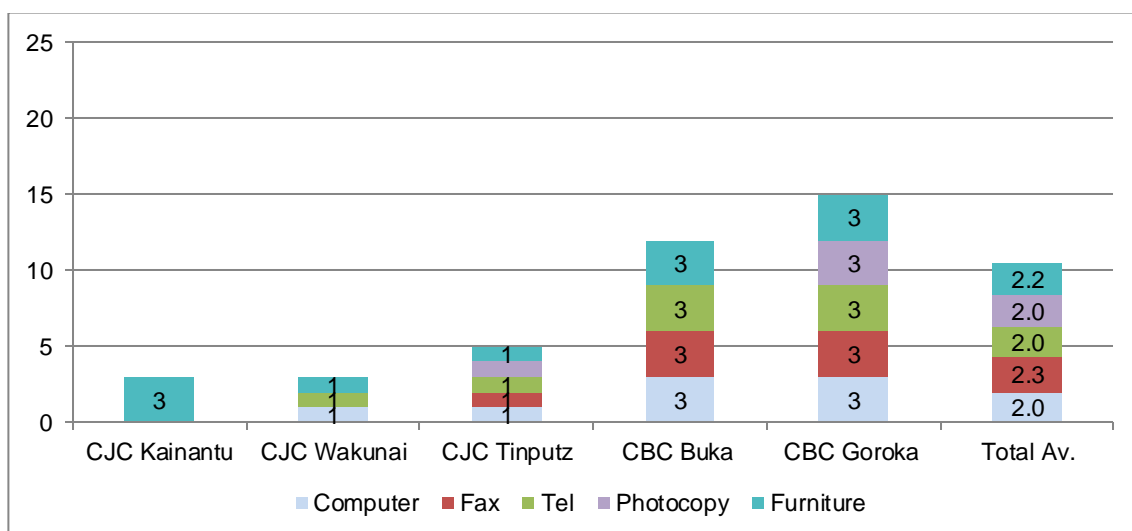
With regards to access to equipment, interviewees rated DJAG buildings as having inadequate levels of equipment (2.1 rating). Providers reporting having difficulties accessing telephones, computers and photocopy machines (see Figure G-6). It was also said that to communicate with other agencies, providers had to use their own personal mobile phones and credit. In particular, the CJs in AROB were said to have very limited access to equipment. Furthermore, it was found that there were inadequate juvenile centres throughout the provinces. In addition, CBCs did not own vehicles, but were dependent on police cars. This made it very difficult for them to undertake their responsibilities.

Figure G-5: Availability of basic utilities within DJAG facilities visited



Source: Content analysis of in-depth interviews collected by Social Research Team from April to May 2013. Note: Agency rating is the result of the average of all ratings done for facilities visited. Absence of value indicates that no response was given in this area.

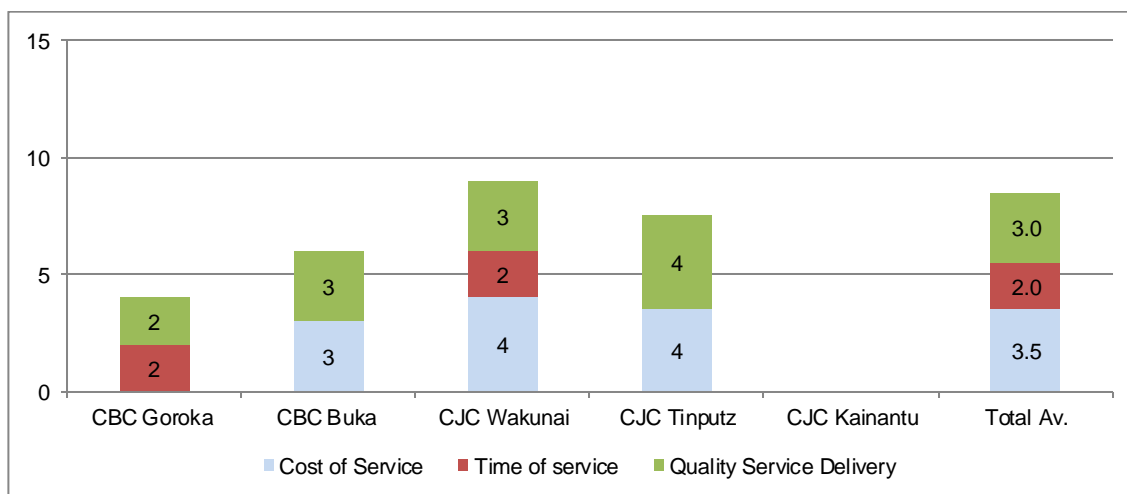
Figure G-6: Access to equipment in DJAG facilities visited



Source: Content analysis of in-depth interviews collected by Social Team from April to May 2013. Note: Agency rating is the result of the average of all ratings done for facilities visited. Absence of value indicates that no response was given in this area.

The DJAG facilities visited relied mostly on the commitment of their staff in order to provide services. It is surprising that despite the lack of adequate conditions for carrying out their work, users considered that the quality of the services delivered by the DJAG facilities was adequate (2.8 rating). Figure G-7 shows that time of service delivery was considered as the most problematic of all factors that influenced customer satisfaction.

Figure G-7: Reports of customer satisfaction on services delivered in DJAG facilities visited

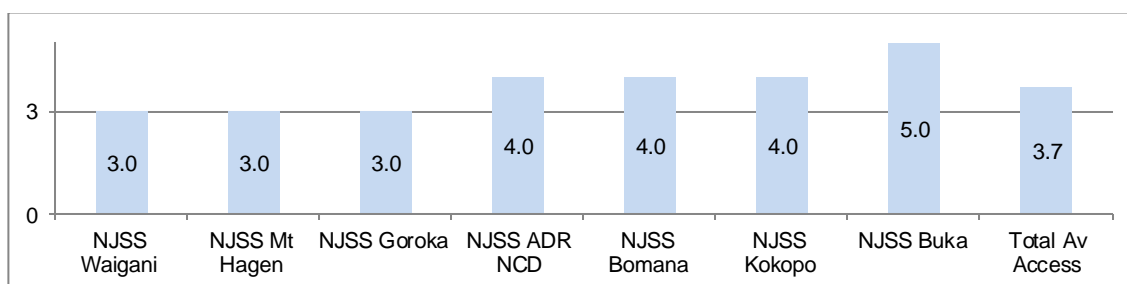


Source: Content analysis of in-depth interviews collected by Social Research Team from April to May 2013. Note: Agency rating is the result of the average of all ratings done for facilities visited. Absence of value indicates that no response was given in this area.

3. NJSS

For the last three years, the NJSS has significantly expanded the number of national courts available across the country. This expansion has been accompanied by a higher number of judges placed as resident judges or involved in conducting legal circuits to a number of locations. These factors, in addition to PALJP infrastructure development, explained why interviewees rated the access of National Court services as high (3.7) (see Figure G-8).

Figure G-8: Reports of access to equipment in NJSS facilities visited



Source: Content analysis of in-depth interviews collected by Social Research Team from April to May 2013. Note: Agency rating is the result of the average of all ratings done for facilities visited. Absence of value indicates that no response was given in this area.

Explaining the importance of PALJP infrastructure with regards to access to the higher courts, a NJSS officer said:

"I would say...it has never been more accessible. National Court judges have their own court house. So these have made it accessible to the people and also districts are also building their court houses. So in a way [PALJP infrastructure development] it is bringing service right to the people" (NCD 16 April 2013).

Appendix G – Social Research

Similarly, when talking about improvements after the refurbishment of the sub-registry, a clerk said:

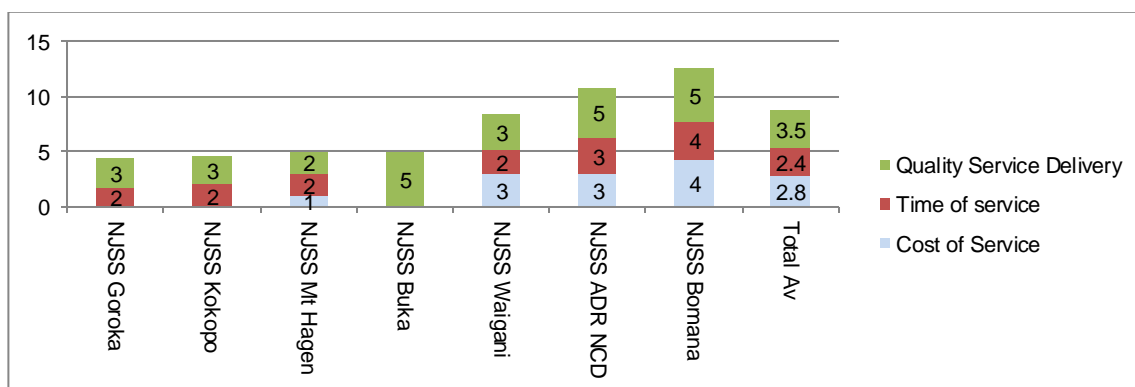
“The filing and archive store room [of the sub-registry] has been renovated. It is in a good state now unlike previously. When I came [to this position] old files were just put on the floor and in boxes” (Mt. Hagen 8 May 2013).

Interviewees said that national courts and its sub-registries were well managed as they had adequate staffing levels (2.7 rating), access to basic utilities (2.9 rating) and access to adequate equipment (2.9 rating). Furthermore, they reported having the highest level of access to basic utilities – such as electricity (3.4 rating), computers (3.3) and maintenance funds (3.1 rating) – across all Law and Justice agencies. It is likely that the good management of the facilities positively influenced the interviewees’ perceptions with regards to the quality of services provided, which was also rated highly (3.5).

Despite these important gains, customer satisfaction towards the services provided by National Courts were considered average (2.9 rating) due to the long delays experienced when providing services. When the issue of timeliness was prompted, users said that it took a long time for sub-registry clerks to file their cases. This was also related to the poorly trained sub-registry staff. Once in the system, it took a long time before a case was given a court date. Once in court, users said that judges tended to adjourn cases repeatedly. All of these factors impacted negatively on the timeliness of services provided by National Courts.

Despite these long delays, users mentioned that they thought National Courts delivered good quality services (3.5 rating) through fair decision making and the cost of the services itself were considered to be reasonable (2.8 rating) (see Figure G-9).

Figure G-9: Perceptions of users and providers of time, cost and quality of services in NJSS facilities visited



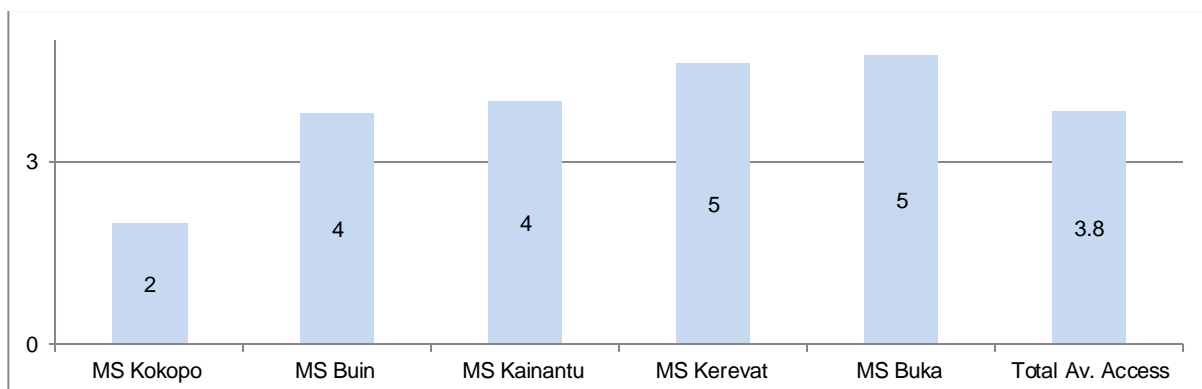
Source: Content analysis of in-depth interviews collected by Social Research Team from April to May 2013. Note: Agency rating is the result of the average of all ratings done for facilities visited. Absence of value indicates that no response was given in this area.

4. MS

Access was rated highly by interviewees when referring to district courts (3.8 rating) (see Figure G-10). A user said with regards to increase in access:

“A lot of local people were still quite unsure of the judicial system but since this development they have been able to go into the courthouse to see the process and procedures taking place. In the building itself, many people did not actually even know which part of the courtroom was the section for the witnesses and which section was for the defendants and so forth. Now that the new courthouse has been built many people who were previously unaware of the basic workings of the court system have come in and witnessed these proceedings” (Kainantu, 30 April 2013).

Figure G-10: Reports of access to equipment in MS facilities visited

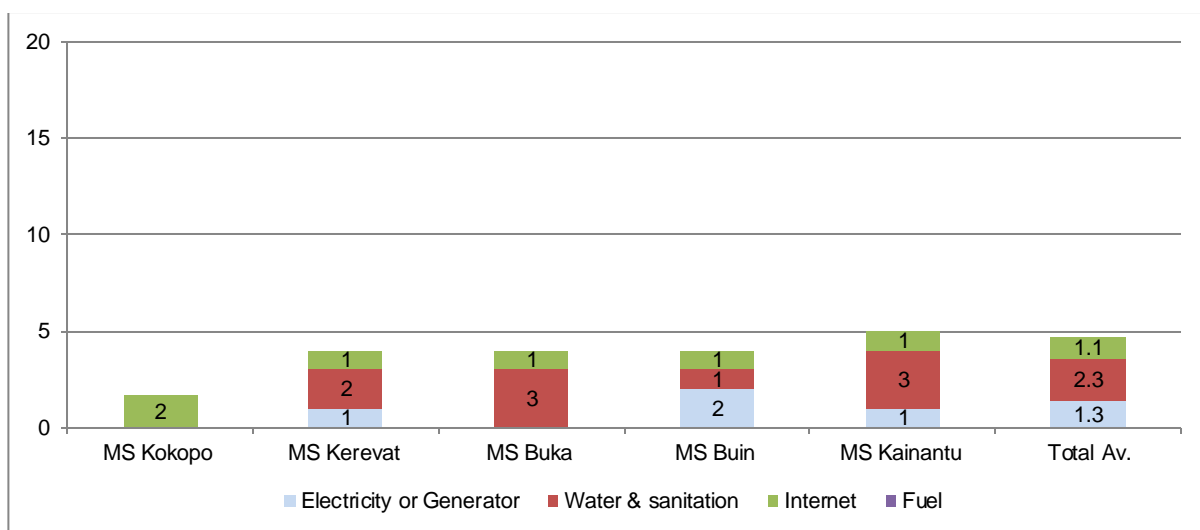


Source: Content analysis of in-depth interviews collected by Social Research Team from April to May 2013. Note: Agency rating is the result of the average of all ratings done for facilities visited. Absence of value indicates that no response was given in this area.

The district courts reported having adequate staffing levels (2.7 rating), but poor access to basic utilities. For example, it was said that access to electricity and internet was very poor (1.3 and 1.1 rating respectively). Access to water and sanitation was reported as tolerable (2.3 rating) (see Figure G-11). These ratings became more acute the further the court was from an urban area.

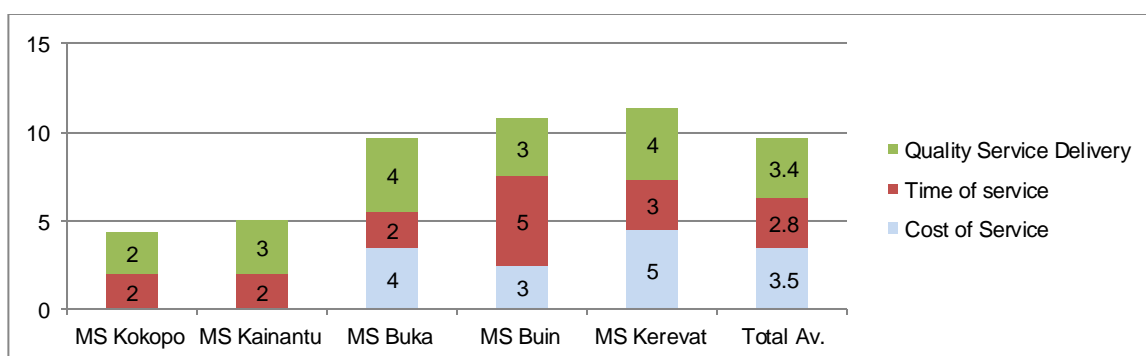
Interviewees assessed the levels of equipment such as telephones, faxes and photocopying machines that district courts had access to as ‘tolerable (2.2 rating). However, in terms of access to a number of computers and furniture, interviewees assessed this as adequate (2.8 and 3.3 rating respectively).

Due to the poor access of utilities and equipment, interviewees said that district courts benefited from sharing a facility with the higher courts as it meant that they could share equipment and cost of basic utilities. However, this was seen as an unsustainable solution as district courts valued their independence from NJSS.

Figure G-11: Availability of basic utilities in MS facilities visited


Source: Content analysis of in-depth interviews collected by Social Research Team from April to May 2013. Note: Agency rating is the result of the average of all ratings done for facilities visited. Absence of value indicates that no response was given in this area.

With regards to customer satisfaction, interviewees rated courts as adequate (3.2) (see Figure G-12). This rating was surprising when considering the low access to basic utilities and equipment reported at district courts. When prompted, interviewees said that they perceived the quality and cost of services as very good (3.4 and 3.5 respectively). Users mentioned that district courts in Arawa, Buin, Bomana, Kainantu and Kerevat had significantly reduced their transport costs as they were located in areas closer to their place of residence. Similarly, the Bomana and Kerevat Correctional Institutions also mentioned how their costs had been considerably reduced by having a court near to them.⁴

Figure G-12: Perceptions of users and providers of time, cost and quality of services in MS facilities visited


Source: Content analysis of in-depth interviews collected by Social Research Team from April to May 2013. Note: Agency rating is the result of the average of all ratings done for facilities visited. Absence of value indicates that no response was given in this area.

⁴ This savings are important in light that most correctional institutions lack sufficient cars and fuel to run their activities. Thus, proximity to a court leads to large scale benefits.

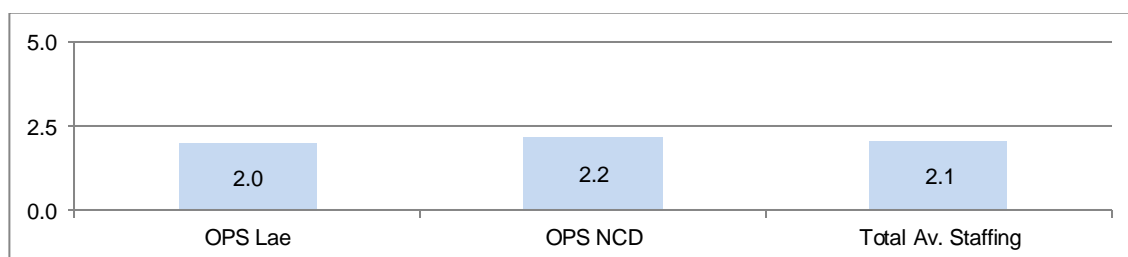
However, timeliness of service at district courts was rated much lower (2.8) as users mentioned that magistrates had a tendency to delay the hearing of cases. Users, especially women, said that their cases were frequently adjourned. Also, it was said that the sub-registries delayed the process due to the length of time they take to file the cases.

5. OPS

The infrastructure design of the two OPS offices visited during the study seemed to be adequate. However, in OPS Lae, the users complained of not knowing how to use the building as it had two reception areas with poor signage for the different services offered in each of them. Also, it was mentioned that the design had not considered the needs of the users as the waiting areas were very small. As a result people had to wait in the parking lot, which had little shade and no seating arrangements. This was seen as a serious issue especially since users mentioned having to wait several hours during each visit. Similarly, the OPS Legal Wing in NCD was said to be too small for the number of clients seen every day. Thus, despite the important improvements done to the OPS offices in NCD and Lae, interviewees indicated that the volume of cases being processed meant the available space was inadequate.

The high numbers of clients seen in these two offices indicated an increase in awareness of and access to OPS legal services. However, users complained that there were insufficient lawyers to attend to them (See Figure G-13).

Figure G-13: Providers and users' perceptions of staffing levels in OPS facilities visited



Source: Content analysis of in-depth interviews collected by Social Research Team from April to May 2013. Note: Agency rating is the result of the average of all ratings done for facilities visited. Absence of value indicates that no response was given in this area.

Understaffing was a common complaint as both facilities visited said they operated with less than half the numbers of lawyers they required. On average, interviewees rated OPS staffing as tolerable (2.1) as they provided legal support to low-income people that could not afford to pay a private lawyer. However, interviewees said that improvements were required in the number of lawyers. For example, an OPS officer said:

“Everyone comes here to the Public Solicitor. And say, perhaps 90 per cent of them have cases that we must take to court. So when that happens, and with just the two of us, we find our hands full” (Buka, 6 May 2013).

When questioned about this, an OPS officer explained that OPS had very high turn-over of lawyers due to the low wages and they had to pay for their own accommodation. Furthermore, it was said that understaffing had a negative impact on the Law and Justice Sector as a whole. For example, the lack of OPS lawyers also delayed the release of remandees as the lawyers could not follow their cases in a timely way meaning that people with low incomes could not defend their cases effectively.

With regards to access to basic utilities, the interviewees said that OPS facilities had poor access to electricity (1.0 rating) and to the internet if they were located outside NCD.

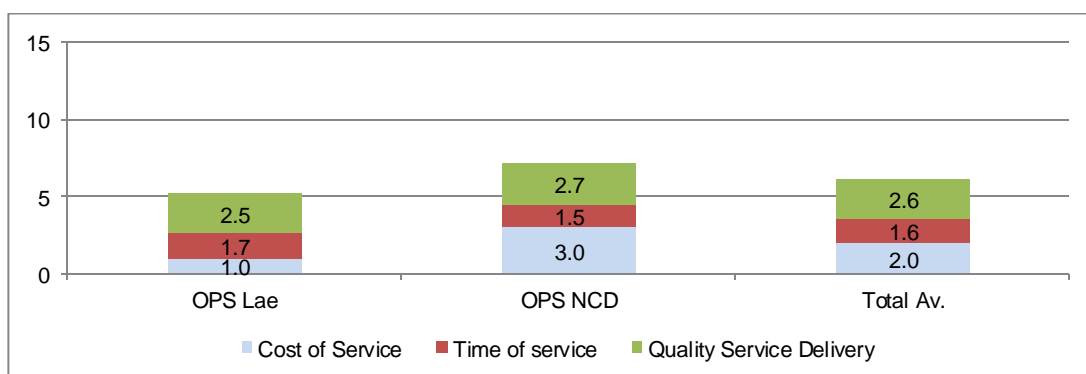
With regards to equipment, both facilities reported having good equipment levels (4.3 rating).

With regards to customer satisfaction, interviewees rated the services as tolerable (2.1 rating) (see Figure G-14). The low customer satisfaction rating was the result of three factors. Firstly, users felt that they had to wait a long time before they could access any free legal services. A user said:

“I just came in case they could help me with a lawyer to sue the state and the police officer charged. I was told to come here because they said that this office assists people who are unemployed and have no money like me. So I came here for their assistance but they have not really helped me...They asked me a few questions [and] then gave me a form to fill. After filling it in, they told me to check up on it. But after returning for three to four times I did not get any feedback so I gave up and concentrated on my court case” (24 April 2013).

Secondly, although the services were targeted at providing assistance to low-income people, users mentioned that they felt the lawyers paid attention to the cases of those people who were able to offer them informal payments. Similar comments were raised by remandees who complained that OPS lawyers demanded payments for them in order to follow up their cases. This was a particularly difficult situation for female remandees, who sometimes received very little support from families including access to funds to cover legal costs. As a result, many female remandees did not receive a court hearing for over 4 years. Thirdly, users said that the OPS provided little information on how long it would take to see a lawyer. As a result, users ended up waiting for days on end without knowing whether they would see an OPS lawyer. Thus, it is likely that better case and filing management together with housing benefits, could address the existing low quality of services delivered by OPS.

Figure G-14: Perceptions of users and providers of time, cost and quality of services in OPS facilities visited



Source: Content analysis of in-depth interviews collected by Social Research Team from April to May 2013. Note: Agency rating is the result of the average of all ratings done for facilities visited. Absence of value indicates that no response was given in this area.

6. BPS/RPNGC

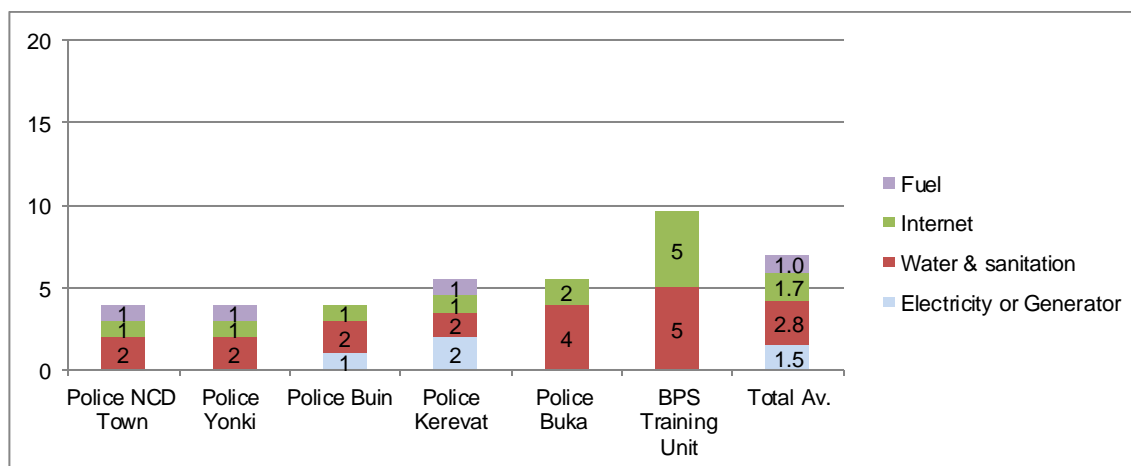
Since 1988, the Government of Australia has been providing assistance to the Royal Papua New Guinea Constabulary (RPNGC). The evaluation team visited five police stations and the BPS training unit. With the exception of the Buka Police Station (BPS), all police stations visited had been refurbished and had not received any new facilities.

With regards to access, police services were rated as adequate (3.0 rating). In the context of an environment with limited infrastructure development this is not surprising. When prompted, however, police officers mentioned the need for improvements in both police stations and police barracks. It was said that police stations lacked sufficient numbers of holding cells able to keep adult males, juveniles and women under detention. Police stations were also considered to be

small in size to accommodate the officers working in the Family and Sexual Violence, Criminal Investigation and Traffic units. Similarly, users complained about a lack of a shaded waiting area. An extreme example of the absence of adequate space was seen in Buin Police Station, where users said that the holding cell was so small that men held in custody could not lie down during the night. It was also repeatedly mentioned by police officers that poor infrastructure development of stations and barracks was a major contributor to low police standards and performance.

With exception of the BPS Training Unit, it was found that all police stations visited had poor provision of electricity (1.5 rating), internet (1.7 rating) and fuel (1.0) rating (see Figure G-15).

Figure G-15: Availability of basic utilities in Police facilities visited

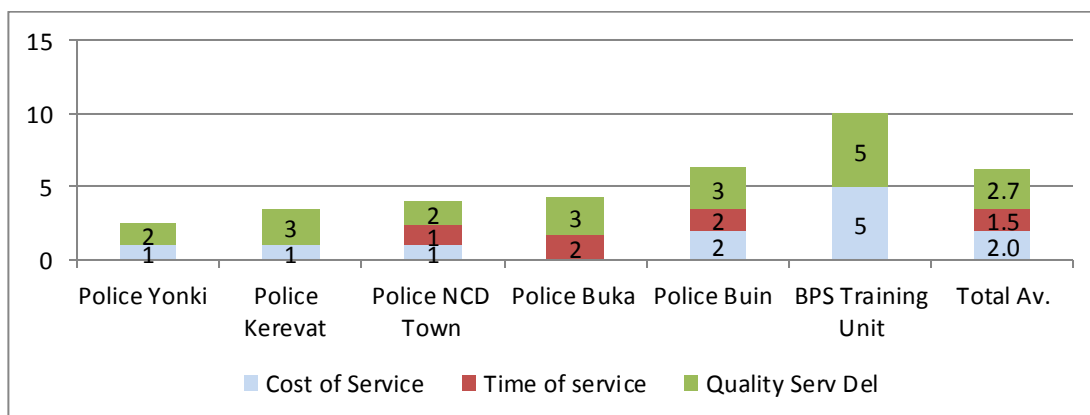


Source: Content analysis of in-depth interviews collected by Social Research Team from April to May 2013. Note: Agency rating is the result of the average of all ratings done for facilities visited. Absence of value indicates that no response was given in this area.

With regards to equipment, police stations reported having sufficient computers, furniture and photocopying machines. However, equipment was said to be poorly serviced and often stopped working. As a result, computers would not be used for reporting and photocopies could not be made due to lack of toner. Also, police officers reported not knowing how to operate computers and more training on computer literacy was requested. Police stations also reported having no access to telephones or faxes, impeding their communication with other law and justice agencies. It was also commonly reported that the police vehicles lacked radios. The poor access to basic utilities and equipment meant that police officers could not provide the services required or had to ask users for informal payments in order to cover costs (ie. fuel).

With regards to customer satisfaction, interviewees reported that they were dissatisfied with the timeliness and cost of the service, while the perceived quality of services – once police officers could be located - was said to be adequate (see Figure G-16). Users mentioned that police officers were normally not available in the stations and that they often requested fuel money to conduct an investigation. Users also said to be intimidated by police tactics. The evaluation team witnessed two cases of police violence towards men that had been arrested when visiting Kainantu and Goroka police stations.

Figure G-16: Perceptions of users and providers of time, cost and quality of services in Police facilities visited



Source: Content analysis of in-depth interviews collected by Social Research Team from April to May 2013. Note: Agency rating is the result of the average of all ratings done for facilities visited. Absence of value indicates that no response was given in this area.

Users said that they perceived that police delayed investigations and would keep people in custody longer than necessary. Police were seen as slow to locate perpetrators and issue arrest warrants. It was also mentioned that it takes a very long time for users to get in contact with police to followup an investigation. Finally, users complained that police officers conducted private business during work hours. Police officers justified the delays in their progress as a result of several factors. First of all, all police officers said that they did not have access to a sufficient number of vehicles or access to fuel to operate them. As a result, they could not respond adequately to users' requests. They also complained that complex cases needed more time and resources, which the police stations lacked.

Appendix G – Social Research

Part 2. Data Base of Social Research Team

CS

Quality Infrastructure	Appropriate building design	Capacity/size	Quality Construction	Cleanliness	Maintenance
CS Beikut and Buka Police Station	2	2	2	1	2
CS Bomana	2	-	-	-	1
CS Buimo	3	2	3	3	-
CS Kerevat, ENB	1	1	3	-	2
Total Av.	1.9	1.5	2.5	1.8	1.5

Service Delivery	Staffing	Cost of Service	Time of service	Quality Service Delivery	Electricity or Generator	Water & sanitation	Internet	Fuel	Computer	Fax	Tel	Photo-copy	Furniture	Access
CS Beikut and Buka Police Station	2	-	2	2	1	2	1	1	1	1	1	1	1	-
CS Bomana	-	-	-	2	-	2	3	1	-	-	-	1	-	-
CS Buimo	2	-	3	3	2	2	-	1	1	2		1	1	3
CS Kerevat, ENB	2	1	1	1	2	2	1	1	3	3	3	3	1	3
Total Av.	1.8	1.0	2.0	1.9	1.7	2.0	1.7	1	1.7	2.1	2.0	1.5	1.1	3.0

Effectiveness	Fit for Purpose	Multipurpose	Flexibility
CS Beikut and Buka Police Station	1	3	3
CS Bomana	3	3	-
CS Buimo	4	3	3
CS Kerevat, ENB	3	-	2
Total Av.	2.7	2.9	2.7

Appendix G – Social Research

DJAG

Quality Infrastructure	Appropriate building design	Capacity/size	Quality Construction	Cleanliness	Maintenance
DJAG CBC Buka	-	-	-	-	-
DJAG CBC Goroka	-	2	-	-	2
DJAG CJC Kainantu	-	-	-	3	-
DJAG CJC Tinputz	4	3	-	-	5
DJAG CJC Wakunai	2	-	-	-	2
Total Av.	2.8	2.3	-	3.0	3

Service Delivery	Staffing	Cost of Service	Time of service	Quality Service Delivery	Electricity or Generator	Water & sanitation	Internet	Fuel	Computer	Fax	Tel	Photocopy	Furniture	Access
DJAG CBC Buka	2	3	-	3	-	-	-	-	3	3	3	-	3	3
DJAG CBC Goroka	3	-	2	2	3	1	1	-	3	3	3	3	3	2
DJAG CJC Kainantu	-	-	-	-	-	-	-	-	-	-	-	-	3	-
DJAG CJC Tinputz	3	4	-	4	3	-	-	1	1	1	1	1	1	3
DJAG CJC Wakunai	2	4	2	3	-	-	1	1	1	-	1	-	1	3
Total Av.	2	4	2	3	3	1	1	1	2	2	2	2	2.2	3

Effectiveness	Fit for Purpose	Multipurpose	Flexibility
DJAG CBC Buka	-	-	-
DJAG CBC Goroka	3	-	3
DJAG CJC Kainantu	1	-	3
DJAG CJC Tinputz	1	3	2
DJAG CJC Wakunai	4	3	3
Total Av.	2	3	3

Appendix G – Social Research

NJSS

Quality Infrastructure	Appropriate building design	Capacity/size	Quality Construction	Cleanliness	Maintenance
NJSS ADR NCD	4	2	3	5	1
NJSS Waigani	4	3	4	5	3
NJSS Mt Hagen	2	2	2	1	3
NJSS Goroka	4	2	-	-	5
NJSS Bomana	4	2	-	5	5
NJSS Kokopo	3	3	3	-	3
NJSS Buka	-	-	-	-	-
Total Av	3.4	2.3	2.8	3.9	3.1

Service Delivery	Staffing	Cost of Service	Time of service	Quality Service Delivery	Electricity or Generator	Water & sanitation	Internet	Fuel	Computer	Fax	Tel	Photocopy	Furniture	Access
NJSS ADR NCD	2	3	3	5	4	3	2	-	4	4	3	1	4	4
NJSS Waigani	2	3	2	3	4	4	4	-	4	4	4	4	4	3
NJSS Mt Hagen	3	1	2	2	4	4	4	-	4	4	4	4	3	3
NJSS Goroka	3	-	2	3	-	1	2	-	3	1	3	2	1	3
NJSS Bomana	3	4	4	5	-	3	2	-	3	1	1	1	4	4
NJSS Kokopo	3	-	2	3	2	-	3	-	3	3	2	3	-	4
NJSS Buka	3	-	-	5	-	-	-	-	2	-	-	-	-	5
Total Av	2.7	2.8	2.4	3.5	3.4	2.8	2.7	-	3.3	2.8	2.9	2.5	3.0	3.7

Effectiveness	Fit for Purpose	Multipurpose	Flexibility
NJSS ADR NCD	4	2	4
NJSS Waigani	3	3	4
NJSS Mt Hagen	3	2	3
NJSS Goroka	3	2	2
NJSS Bomana	5	5	-
NJSS Kokopo	4	2	3
NJSS Buka	5	5	5
Total Av.	3.8	3.1	3.4

Appendix G – Social Research

MS

Quality Infrastructure	Appropriate building design	Capacity/size	Quality Construction	Cleanliness	Maintenance
MS Kainantu	4	4	4	-	2
MS Kokopo	2	2	-	-	2
MS Kerevat	4	4	5	-	2
MS Buka	4	4	5	-	2
MS Buin	3	2	4	-	-
Total Av.	3.6	3.2	4.5	-	1.9

Service Delivery	Staffing	Cost of Service	Time of service	Quality Service Delivery	Electricity or Generator	Water & sanitation	Internet	Fuel	Computer	Fax	Tel	Photocopy	Furniture	Access
MS Kainantu	2	-	2	3	1	3	1	-	3	2	2	1	2	4
MS Kokopo	3	-	2	2	-	-	2	-	3	3	2	2	3	2
MS Kerevat	3	5	3	4	1	2	1	-	3	4	4	3	5	5
MS Buka	3	4	2	4	-	3	1	-	3	2	3	2	-	5
MS Buin	2	3	5	3	2	1	1	-	2	1	1	-	-	4
Total Av.	2.7	3.5	2.8	3.4	1.3	2.3	1.1	-	2.8	2.2	2.2	2.1	3.3	3.8

Effectiveness	Fit for Purpose	Multipurpose	Flexibility
MS Kainantu	5	-	3
MS Kokopo	3	3	4
MS Kerevat	5	3	3
MS Buka	5	4	4
MS Buin	5	-	2
Total Av.	4.7	3.5	3.3

Appendix G – Social Research

OPS

Quality Infrastructure	Appropriate building design	Capacity/size	Quality Construction	Cleanliness	Maintenance
OPS NCD	-	2.7	3.7	-	-
OPS Lae	-	1.0	2.5	-	1.0
Total Av	-	1.8	3.1	-	1.0

Service Delivery	Staffing	Cost of Service	Time of service	Quality Service Delivery	Electricity	Water & sanitation	Internet	Fuel	Furniture	Computer	Fax	Tel	Photocopy	Access
OPS NCD	2.2	3.0	1.5	2.7	-	-	5.0	-	-	5.0	5.0	5.0	5.0	5.0
OPS Lae	2.0	1.0	1.7	2.5	1.0	-	1.0	-	-	3.0	-	1.0	-	-
Total Av.	2.1	2.0	1.6	2.6	1.0	-	3.0	-	-	4.0	5.0	3.0	5.0	5.0

Effectiveness OPS Legal Wing, NCD	Fit for Purpose	Multipurpose	Flexibility
OPS NCD	4.3	3.5	3.5
OPS Lae	3.0	2.0	-
Total Av.	3.7	2.8	3.5

Appendix G – Social Research

BPS/RPNGC

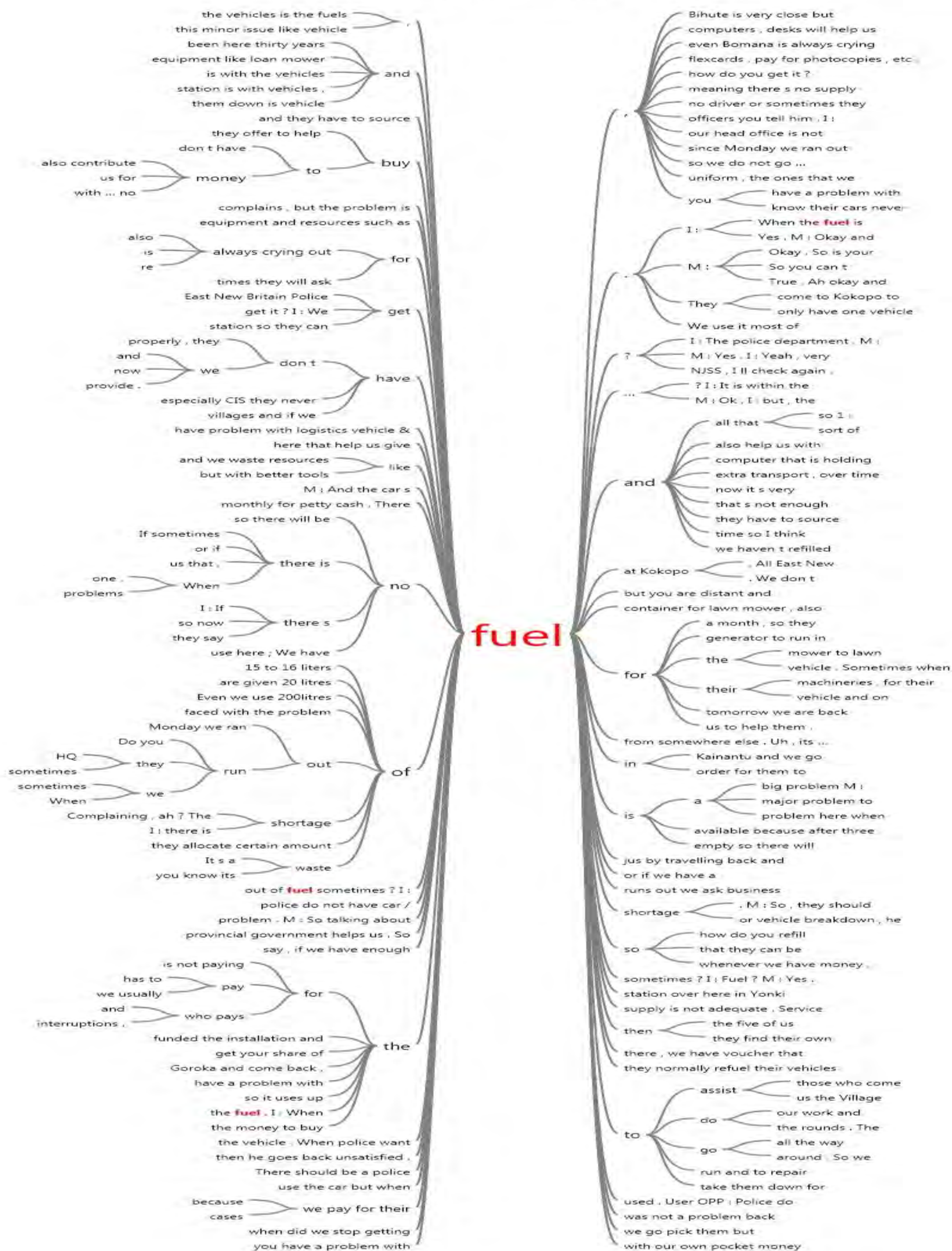
Quality Infrastructure	Appropriate building design	Capacity/size	Quality Construction	Cleanliness	Maintenance
Police NCD Town	3	2	3	3	3
Police Yonki	-	2	1	1	2
Police Kerevat	2	2	-	2	2
Police Buka	3	4	-	1	4
Police Buin	2	1	-	1	1
BPS Training Unit	2	2	5	-	5
Total Av.	2.4	2.2	3.0	1.6	2.7

Service Delivery	Staffing	Cost of Service	Time of service	Quality Serv Del	Electricity or Generator	Water & sanitation	Internet	Fuel	Computer	Fax	Tel	Photocopy	Furniture	Access
Police NCD Town	3	1	1	2	-	2	1	1	2	1	1	-	3	2
Police Yonki	2	1		2	-	2	1	1	1	1	1	1	3	
Police Kerevat	2	1	-	3	2	2	1	1	2	-	2	2	-	4
Police Buka	3	-	2	3	-	4	2	-	2	-	2	-	4	4
Police Buin	2	2	2	3	1	2	1	-	2	1	1	-	1	2
BPS Training Unit	4	5	-	5	-	5	5	-	5	2	5	5	4	3
Total Av.	2.6	2.0	1.5	2.7	1.5	2.8	1.7	1.0	2.5	1.3	2.0	2.8	3.0	3.0

Effectiveness	Fit for Purpose	Multi-purpose	Flexibility
Police NCD Town	3	3	3
Police Yonki	3	4	3
Police Kerevat	4	-	4
Police Buka	3	3	4
Police Buin	1	3	3
BPS Training Unit	5	5	4
Total Av.	3.1	3.6	3.4

Part 3. Analytical tools developed during analysis of the in-depth interviews

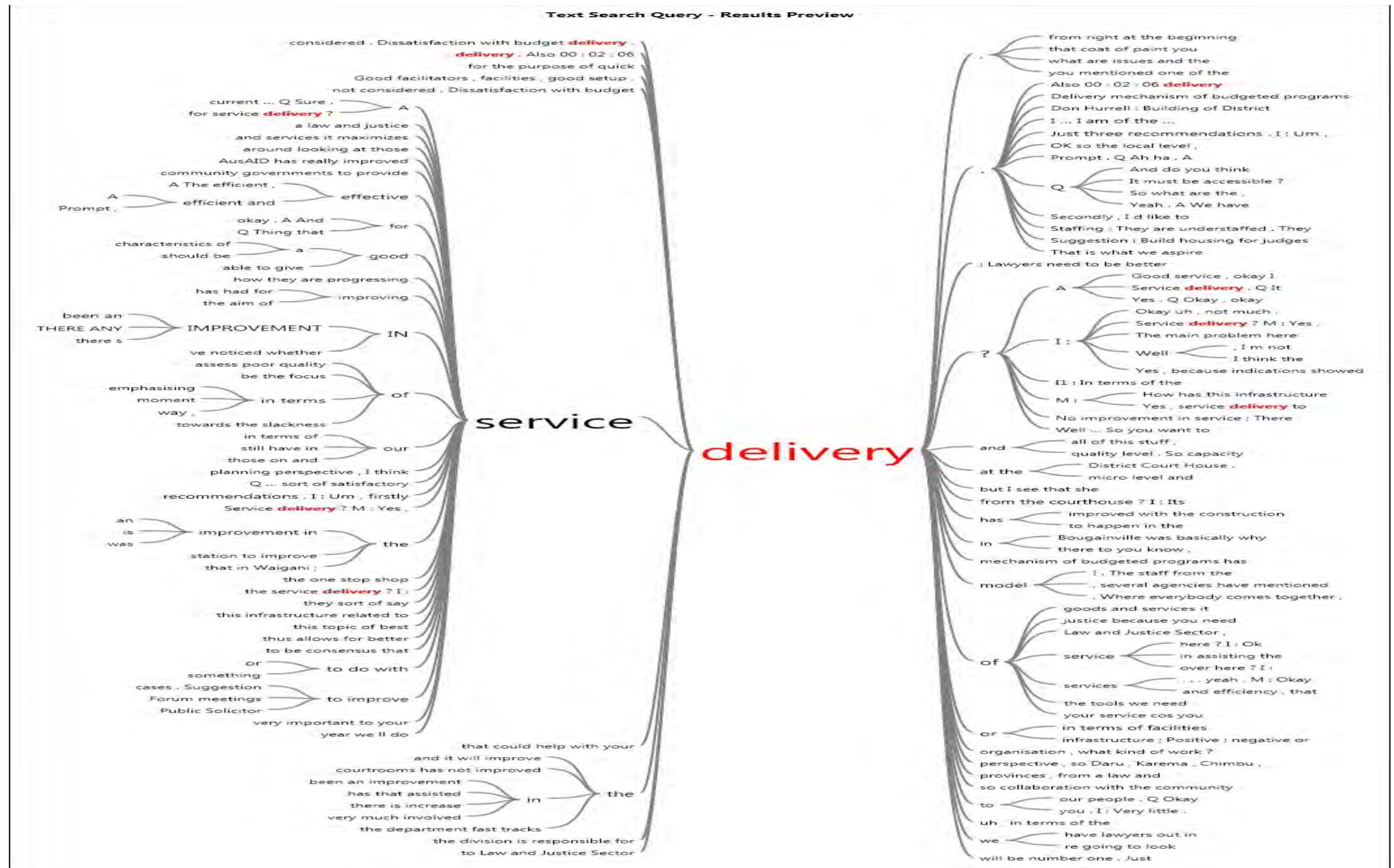
Text Search Query - Results Preview



access accommodate administration another area attend before building cases cbc cells centre children clerk clients close
community computers conditions construction courthouse courtroom courts cs delays district dormitory
enough facilities family female files flexibility funds given government holding house improved infrastructure inmates
issue judges justice juvenile kerevat kokopo lack law lawyers located long magistrate maintenance men mentioned
moment money months ms national needs new number observation officers open opp ops pays
people place police prison problem process providers public purpose refurbishment
registry relationship room security seems service small space staff station sub suggestions system
toilet training user village waiting water women

Nodes compared by number of items coded





Appendix H – Impact of Housing on Service Delivery

Impact on Housing on Service Delivery

Housing emerged as one of the key themes mentioned in 54 (or 26%, 17 women and 37 men) of interviews. Of these interviews, only 10 interviews dealt directly with the 4 refurbished houses visited as part of the evaluation sample. The remaining 44 interviewees (23% Women, 77% Men) mentioned the need for housing and the importance of housing to improve staff morale.

With regards to access to housing, there was general agreement among interviewees that there was insufficient housing available. It was mentioned that adequate housing was dependent on the relationship of law and justice agencies with the different provincial administrations. In the majority of provinces visited, provincial administrators did not respond adequately to the housing needs of law and justice staff. A senior NJSS officer said:

“Another problem we face in our experience, the kind of co-operation we want from provincial administration, that’s lacking in many provinces” (NJSS, 12 April 2013).

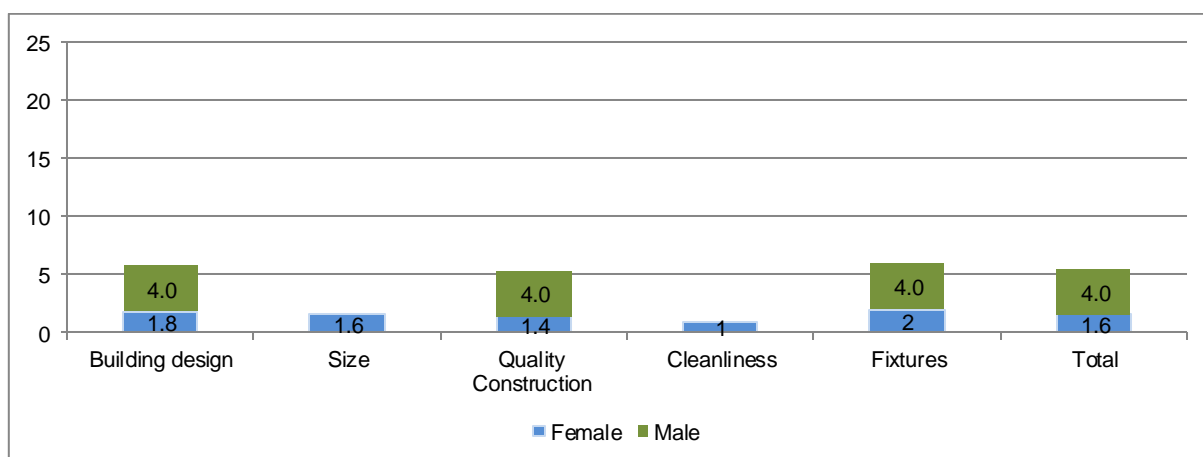
With regards to the quality of government housing it was found that most of the interviewees (46 out of 54) mentioned it in a negative context. That is, they complained about the poor quality of the housing they inhabited. Three interesting points were found when these responses were disaggregated by gender:

1. It was found that there was only one woman among the six interviewees that mentioned having adequate housing as a result of their seniority level (judges, magistrates or OPS senior officers).
2. Most of the respondents that mentioned having access to government housing were male (34 men of a total of 44 respondents). Only 10 women (out of 44 respondents) mentioned being able to access government housing as part of their work. When probed further, it was mentioned that Law and Justice agencies, especially the police and Correctional Services tended to be marginalise women from accessing government housing as a benefit.
3. There was a high level of variability in the perceptions of interviewees with respect to rating the quality of houses refurbished/built by PALJP depending on the gender of the respondent.

It was interesting to find that perceptions regarding the condition of the houses were very different when disaggregated by gender. Figure H-1 shows how women living in the government houses give a much lower rating to the quality of the dwelling in comparison with their husbands.

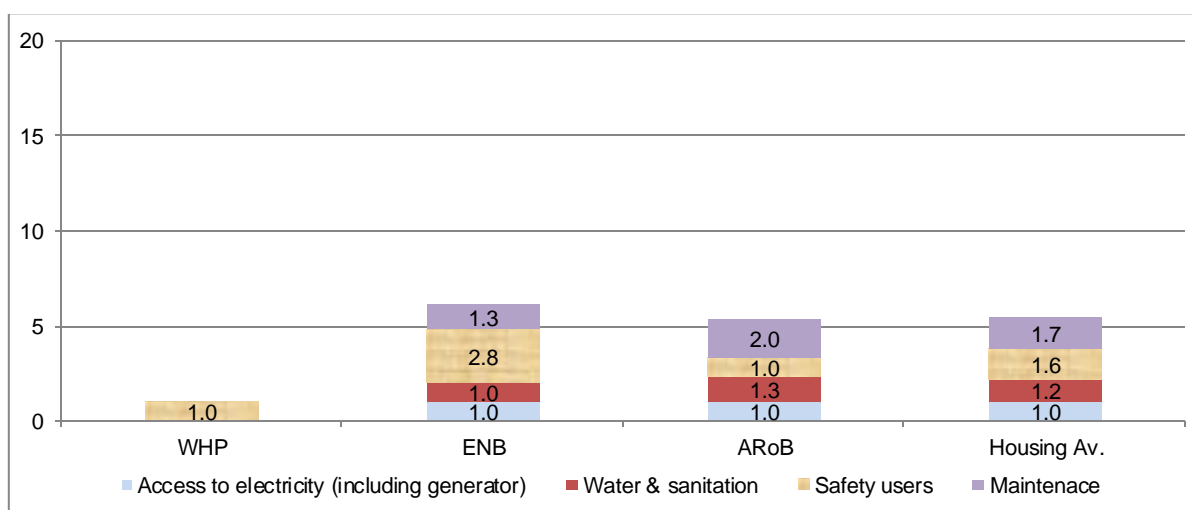
As part of the evaluation sample, the team visited four housing projects that received PALJP funds. These houses were located in Mt Hagen (OPS), Kokopo (DJAG), Buka (OPS) and Arawa (BPS SSQ). All of these houses had been refurbished. Users of the houses mentioned that they considered the size (1.7 rating), the building design (2.0 rating) and the quality of the construction (2.0 rating) to be less than adequate. With exception of the OPS housing in Western Highlands, all users complained of having very poor access to electricity, water and sanitation (Figure H-1).

Figure H-1: Users' perceptions of adequate housing conditions



Source: Content analysis of in-depth interviews collected by Social Research Team from April to May 2013. Note: Agency rating is the result of the average of all ratings done for facilities visited. Absence of value indicates that no response was given in this area.

Figure H-2: Users' perceptions regarding access to utilities in houses



Source: Content analysis of in-depth interviews collected by Social Research Team from April to May 2013. Note: Agency rating is the result of the average of all ratings done for facilities visited. Absence of value indicates that no response was given in this area.

Poor sewerage was an important concern to the people living in the refurbished houses. In the rainy season the sewerage tended to overflow within the houses. An officer said:

“the septic wasn’t constructed properly, which was constructed in an elevation up to the septic tank so when water went into the tank it came through the pipe and went back out through the kitchen sink” (Buka, 6 May 2013).

The users mentioned that no periodic maintenance was undertaken on any of the houses. This led to a rapid deterioration after the refurbishment had taken place. Any maintenance that took place in the houses was paid by the persons living in it. An officer said:

“The bathroom started to deteriorate a long time ago and now it is totally ruined. All the tiles have come up so the water is sinking into the timber in the floors and rotting them and we have water leaking out of them. The bathtub also has sharp edges so it is quite dangerous for the children, if one of them slipped and fell it would cut them. So we are very careful when using the bathroom and we have to make sure the children are not jumping in the shower in case they fall through the floor” (Kokopo, 15 May 2013).

In some cases, the staff member had to cover urgent maintenance costs themselves despite the fact that they had paid a monthly rent that was supposed to include maintenance repairs. The need for housing is so big, that despite the poor conditions of the houses visited, officers living there felt that they were lucky to have been provided with a house as they would otherwise not be able to afford private accommodation that was that close to their place of work.

Other comments from interviewees rated existing housing as insufficient (1.8 rating). This might be linked to the fact that the team visited mainly provincial capitals, where rental prices are high. Officers from Correctional Services, RPNGC and BPS highlighted the need for additional construction and refurbishment of existing barracks. In all police stations and correctional institutions visited, officers mentioned that the places where they lived were in a state of disrepair. One of the CS commanders mentioned that barracks in his correctional institution were in terrible condition. Furthermore, they lacked the adequate furniture and brown goods to be inhabitable. In many respects, the barracks seemed to be as poor as the cell dormitories. He said:

“Their buildings are run-down. They [the officers] are sleeping on mats on the floor. There are no beds and mattresses... there is no washing machine. They do not have a proper water supply. They have to fetch water from the tank to use the stand-alone toilet for the last thirty years or so. And I cannot see them providing a better service because of this. But the Correctional Service still want them to be able to provide these services” (CS, 14 May 2013).

Barracks are not maintained and left in poor condition. In turn, poor housing and absence of maintenance fuels a negative cycle: CS and police officers end up not caring for the property at all which leads to further deteriorating conditions. Not surprisingly, housing improvements, even when far from perfect, were mentioned as a reason why CS and police officers improved their performance. For example a CS officer said:

“When we moved into the new staff housing from our run-down old houses, it was a real morale-booster. Spirits were high and the staff was motivated to do a more efficient job” (CS, 23 April 2013).

Similarly, lack of housing partially explained the high staff turn-over in the Office of Public Solicitor and Office of the Public Prosecutor. During an interview, a lawyer mentioned that government lawyers (such as public solicitors, state solicitor and public prosecutors) can come under pressure from their families because of their inability to afford decent accommodation. The pressure can compromise the integrity of government lawyers. Corruption is a slow process of erosion of values and increasing sway from outside pressures, especially in urban centres. Although not assured, provision of housing can be seen as an accountability measure for law and justice staff, while also becoming an incentive to diminish high turn-over of staff (Provider, 24 April 2013).

Thus, an important finding of the study is that the provision of housing is related to the quality of services provided by government officers. Housing is appreciated even though the refurbishment has not adequately addressed all housing requirements. Three suggestions accompany this finding.

1. Provision of housing has a significant impact on the services provided by government staff in the Law and Justice Sector.

2. Simple janitorial and maintenance training, especially on how to care for sewerage system and with limited water supply, could be offered to all law and justice staff¹. This training can help with maintaining hygiene standards and care for the property where officers work and live. Even if this approach did not resolve the lack of maintenance funds, it could considerably extend the life of buildings and houses.
3. Participants of the validation workshop mentioned that housing could be used as a 'strategic sectoral point'. That is, a housing complex can offer housing for staff from different law and justice agencies as a key component for strengthening sector cooperation.

The results of the evaluation indicated that housing continues to be a challenge for the Law and Justice Sector in PNG. Unfortunately, there is no single solution to addressing the issue, as the approach required is location and situation specific, and each agency has a different approach to its housing requirements.

The importance of housing to access to law and justice services and improved service delivery has been demonstrated through this evaluation. As a result any consideration of law and justice services must have a housing strategy as part of its expansion plan.

¹ It should be noted that a Tenants Handbook was prepared during LJSP as this problem has been recognised for some time.

Appendix H – Impact of Housing on Service Delivery

Housing

Quality Infrastructure	Appropriate building design	Capacity/size	Quality Construction	Cleanliness	Maintenance
Housing WHP	3	2	4	-	-
Housing ENB	1	2	1	-	3
Housing ARoB	2	1	1	1	1
Total Av.	2.0	1.7	2.0	1.0	1.9

Service Delivery	Staff	Cost of Service	Working environment	Time of service	Quality Service Delivery	Electricity or Generator	Water & sanitation	Furniture
Housing WHP	-	-	-	-	-	-	-	5
Housing ENB	3	-	-	-	-	1	1	1
Housing ARoB	-	-	-	-	-	1	1	2
Total Av.	3.0	-	-	-	-	1.0	1.2	2.7

Effectiveness - Housing	Fit for Purpose	Multipurpose	Flexibility
Housing WHP	3	3	3
Housing ENB	1	-	-
Housing ARoB	2	-	1
Total Av.	2.0	3.0	2.0

Appendix H – Impact of Housing on Service Delivery

Housing Issues	F/M	Agency	Housing
Providers	F	CS Beikut	1
Provider	F	CS Buimo	1
Provider Margaret	F	CS Kerevat	1
Provider	F	MS Kainantu	1
Provider 6	F	OPP Lae	1
User	F	Police Kerevat	1
Provider	M	CS Beikut	1
Provider	M	CS Beikut	1
Provider	M	CS Beikut	1
Users	M	CS Beikut	1
Provider Anthony	M	CS Beikut	1
Providers	M	CS Kerevat	1
Provider	M	MS Kainantu	1
Users	M	MS Kainantu	1
District Admin	M	MS Buin	1
Providers	M	NJSS Mt Hagen	1
Provider	M	Police Station NCD	1
Providers	M	Police Yonki	1
Provider	M	Police Arawa	1
Provider	M	Police Arawa	1
Provider	M	Police Buin	1
Provider	M	Police Buin	1
Provider	M	Police Buin	1
User	M	Police Kerevat	1
Provider	M	Police Kerevat	1
Provider	M	Police Kerevat	1
Users	F	OPS Kokopo	2
Providers	F	OPS Lae	2
Provider	M	CS Beikut	2
User	M	MS Kerevat	2
Provider	M	MS Kokopo	2
Provider	M	Police Arawa	2
District Admin	M	Police Buin	2
District Admin	M	Police Buin	2
Provider	M	Police Buka	2
Provider	M	Police Kerevat	2
Provider	F	CS Bomana	3
Provider	F	NJSS Kokopo	3
Provider	M	NJSS HQ	3
Provider	M	OPS NCD	3
Provider	M	CS Buimo	5
Provider	M	MS Arawa	5
User	M	MS Kerevat	5
Provider	M	Police Arawa	5
Total Average	F=10, M=34		1.8

Appendix I – Maintenance

L&J Infrastructure Maintenance – An Overview Commentary

To the Team's knowledge, an accurate, complete assessment of the condition of GoPNG L&J Sector building assets is not available. The survey illustrated that no Agency within the L&J Sector currently has up-to-date asset registers – circa 2009 was the last time any Agency updated its asset listing.¹ Without a reliable asset condition assessment, an accurate total cost or budget needed to maintain or repair building assets is unknown.

Anecdotally, stakeholder experience and the limited quantitative data discovered during site surveys suggest that, there is a very significant backlog of need of L&J infrastructure maintenance. Factors leading to this are well documented and essentially revolve around the lack of budget/fiscal resources,² lack of a maintenance culture, the low recognised importance of 'maintenance', the 'build-neglect-rebuild' paradigm³ and lack of management skills in planning, programming and undertaking maintenance.

Defining the 'condition' of a building may be assumed as subjective to some degree however objective assessment methodology is commonly used to evaluate building 'condition' – and from this assessment, other budgeting parameters such as estimating rule of thumb maintenance requirements as a guide percentage, or datum, can be adopted and/or undertaken.

A Condition Index (CI) is an industry accepted measure used to indicate the relative condition of a building. It is calculated by dividing the value of the maintenance backlog in a building by the replacement value of the building and showing the result as a percentage. Recognized industry benchmarks assume that buildings having CI of less than 5 percent are in "good" condition; buildings facility with an CI between 5 percent and 10 percent is in "fair" condition; CI of more than 10 percent is "poor" condition; buildings exceeding 20% are in "very poor" condition; over 40% usually implies that the building is a "write-off". In this case – as often only partial assessment of infrastructure was undertaken (i.e. only the LJSP/PALJP infrastructure component) to use a 'CI' across the whole of the sample was not possible.

Planned maintenance can be treated as three distinct 'types': 'routine'⁴ maintenance i.e. maintenance undertaken annually; 'deferred' maintenance i.e. more intensive annual (routine) maintenance used to catch up on prior lack of maintenance; and 'periodic' maintenance which is significant maintenance undertaken after a certain number of years (period). All these 'types' of maintenance constitute 'planned' maintenance. This may include significant servicing or replacement of major equipment elements every ten years such as solar panels/batteries and the like which, although an integral building element, does not have the same 'life' as the building structure. Another example may be the necessary replacement of roof sheeting every 15 years in high exposure, corrosive, coastal PNG locations.

¹ It is advised that asset management systems including asset registers under customised software were established under/during the LJSP. There is was no observed evidence of any aspect of these asset management tools in current use within any Agency of the L&J Sector

² Maintenance budget allocations are typically inadequate (i.e. much less than the minimum 0.5% of capital cost) and the meagre budgeted monies are often diverted to other government spending priorities – 'maintenance always come last'

³ 'Maintenance depends on the 'availability of resources, capability of organisations managing infrastructure, and the incentives of staff' - refer <http://www.scribd.com/doc/151228393/Infrastructure-Maintenance-in-the-Pacific-Summary-Paper> - Alejandrino-Yap, Dornan & McGovern, 2013

⁴ 'routine' may also be called 'preventative' maintenance.

Unplanned - 'urgent' – maintenance, or repairs, is required to address asset component failure or damage e.g. break-in results in inoperative door lock or smashed window pane – or air-conditioner filters never cleaned leads to compressor failure. Unfortunately, this is often the most common 'type' of maintenance evident – it is well documented ⁵ that inadequate routine or preventative maintenance leads to increased need for 'urgent' maintenance/repairs and overall much higher whole of life asset expense/cost.

It is noted that 'deferred maintenance' does not include unidentified deficiencies or improvements to safety, accessibility, and code issues. The Team notes that the IIE survey illustrates that the majority of LJSP/PALJP infrastructure does not meet current Australian standards in respect to some aspects of safety, PWD and energy ratings. Anecdotally this would apply to virtually all GoPNG L&J infrastructure – however relevance is questionable in the context of GoPNG funded L&J infrastructure within a PNG regulatory environment – in contrast to Australian funded L&J infrastructure constructed within PNG.

As developing countries move forward in overall terms of meeting MDG, restoring buildings/building elements to their original operating condition may fall short of contemporary and perhaps recently adopted standards for PWD access, function and/or 'quality'; therefore it is possible that the cost to fully renovate or modernize a building to international code compliance may be many times greater than the cost of the deferred maintenance in the building. The scenarios can be very complex – however, the policies adopted by AusAID such as its PWD Policy confirm that meeting these (Australian) standards is an important and necessary outcome.

Agency fees do not reflect cost of the L&J resources providing those services. Invariably the 'cost' of the associated L&J infrastructure is not included in any service cost calculations – there is no demonstrated evidence of services structured or inclusive of the maintenance costs of supporting infrastructure – in and of itself, L&J service provision is, therefore, not sustainable. ⁶

For GoPNG buildings in new or 'good' condition, a maintenance budget range of between 0.5% - 1.5% ⁷ of the capital cost of the building is suggested as appropriate. In the case of 'deferred' maintenance (i.e. the maintenance required to 'catch up' on a lack of maintenance undertaken to date), estimated guide budget parameters could be 2% - 4% per annum - or greater in certain circumstances - of the replacement value of the building. These (low) parameters are suggested for medium to long term maintenance budgeting that is considered generally 'affordable' – many sources recommend higher values.

Maintenance for existing infrastructure may be as much as 6% of GDP. ⁸ The World Bank estimates that annual maintenance costs for built infrastructure in the Pacific is 5% (of capital replacement cost). In fact, estimates of maintenance cost as a percentage of the Regional infrastructure capital cost varies quite considerably and is influenced by factors such as asset type, use, life, location/environment etc. For example - the average age of the Australian NSW Justice Department's owned properties is over 99 years and has a total replacement value of \$1.4 billion – its current maintenance funding is \$11.5 m pa which represents 0.82% of the asset value – and is considered

⁵ See 'DeSitter1984', 'Westerly and Poflak 2007' and 'Burningham and Stankevick 2005' - all cited references within 'Infrastructure Maintenance in the Pacific, Challenging the 'Build-Neglect-Rebuild Paradigm – Summary Paper, PIAC, 2013'

⁶ The reality is that the 'cost' of service provision does not reflect overhead contributing to the provision of the particular service

⁷ For example, Queensland Health maintenance budget guideline notes that 'The target maintenance expenditure is 2.15 % of the undepreciated building Asset Replacement Value' – see Standard #QH-IMP-338-1:2011, and also the Queensland State Government's Department of Housing and Public Works guideline 'Maintenance Management Framework (MMF) – Building Maintenance Budget' nominates that maintenance funding 'should meet or exceed the minimum funding benchmark recommended by the MMF of 1% of the building Asset Replacement Value (ARV)

⁸ Infrastructure Maintenance in the Pacific, Challenging the 'Build-Neglect-Rebuild Paradigm – Summary Paper, PIAC, 2013. This figure is assumed to include periodic maintenance

inadequate - the assets division suggesting a figure of 1% is required.⁹ True cost of maintenance - or more accurately - the lack of maintenance, is a complex mix of socio-economic cost/benefit – and this remains an unknown quantity for L&J infrastructure within PNG.

In respect to GoPNG L&J building stock, it could be assumed that budgeting for deferred maintenance (i.e. budgeting to allow condition improvement to building assets such that the CI would be approaching 5%) would be at least 4% (of capital cost) - possibly significantly higher.¹⁰ This would be an optimum/ideal datum – the reality is that this annual amount will almost certainly be unaffordable to PNG stakeholders or, if affordable, the lack of maintenance culture would likely result in higher prioritisation of other expenditures – as is currently observed in the vast majority of L&J built infrastructure. Thus, when considering additional building infrastructure for GoPNG L&J Sector, serious emphasis on minimising future budget demand, i.e. minimising future maintenance need – maximising in-built sustainability ('capitalising maintenance') is necessary.

Infrastructure assessments undertaken viewed a mix of new, periodic maintenance and/or refurbished infrastructure. In the context of an increasing asset base (buildings) with the L&J sector, and noting the observations herein, it is argued that more sustainable outcomes may arise from refurbishment of existing stock rather than the provision of new infrastructure which – based upon evidence to date – will not be adequately maintained in the future and will just contribute to the ever swelling problems of GoPNG asset management.

The discussion above illustrates that there is a continued lack of planned maintenance, that invoking a maintenance culture will be very difficult and that it is appropriate to try to establish Partnership principles based upon with a minimum maintenance budget benchmarks as part of future infrastructure commitments.

Maintenance – Suggested Options

Maintenance of Pacific infrastructure remains a massive challenge – the question of donor inclusive maintenance component or funding as part of Programs such as this has strong arguments/proponents for and against. The position of the IIE Team is that a development partnership requires commitment from both donor and recipient governments and as such the ongoing operational and maintenance needs of donor funded infrastructure is the recipient government's responsibility.

Initially, following the need identification, prioritising and scoping activities, each development partner must be fully ware of costs and future commitments. Prior to the commencement of any detailed design or works, the recipient government needs to establish that it can afford the ongoing commitment as a going concern. The donor must ensure that a detailed Whole of Life costing analysis is completed and presented to the recipient. The recipient must formally confirm that an ongoing commitment concerning the new infrastructure is both financially and operationally acceptable. The donor would be required to submit documentation stating how it intends to meet its future obligations. If necessary, this may include future capacity building assistance funded and provided by the donor (conditional upon WoL assessments).

In supporting this development 'partnership' relationship, as part of the bilateral agreement wherein the GoA is providing infrastructure support for the L&J Sector, it is recommended that the recipient government formally commits to a 'reasonable' nominal maintenance recurrent budget funding (for example, as recommended herein as 0.5% of capital cost). Thus maintenance needs to be paid/budgeted for by the recipient government and expensed/managed under recipient government systems but may need to be supported by ongoing bilaterally funded maintenance management training initiatives (funded by the donor but provided and managed by both partner governments) – from the national to provincial to district levels.

⁹ Total Asset Management plan – Department of Attorney General and Justice, p.47

¹⁰ It is the Team's opinion that, anecdotally, the provision of a maintenance budget above 1or 2% is un-affordable/unsustainable for the GoPNG - TBC.

As future infrastructure plans roll out, it should be made conditional that previous infrastructure investments are actually being fostered under an appropriate asset management system. If it is seen that a particular Agency is not coping – not meeting its obligations - ongoing assistance (to that Agency) should then be tailored to concentrate only on capacity building – not funding any physical infrastructure (except special circumstances).

Audits must be undertaken regularly. Regular monitoring audits from independent third parties are necessary from time to time to assess compliance of formal commitments made by both the donor and the recipient governments. These audits should include procurement probity, QA/QC, function and technical compliance.

Program Designs need to have the flexibility to review commitments and enforce timely actions under the above scenarios.

The challenge within the L&J Sector is complex – currently each Agency is attempting to address maintenance of 'its' infrastructure assets – most not so successfully primarily due to under resourced financial and human resources. Strong activity within the private sector further ensures that quality, experienced human resources are not attracted to the asset management fields within GoPNG – or temps newly experienced public officers away from the GoPNG. Annual maintenance budgets are too low - necessary 'routine' maintenance is officially under-financed within the budget and then always under expensed during each financial year. A huge backlog of work exists; ongoing recurrent funding for routine maintenance is lacking; systems are incomplete or broken down. The same operational challenges are duplicated in each Agency. This scenario leads one to think that a common asset management facility across the L&J sector should be considered.

It is strongly suggested that a stand alone asset management facility (AMF) be considered – that a new entity within the L&J Sector be created. This agency would be responsible for ongoing L&J Sector asset management – across all Agencies. Current facilities 'branches' of each Agency (perhaps excepting CS) would be absorbed by the new entity. This approach will not be cheap, nor easy, but as this IIE has revealed, it is conceivable that the opportunity cost of the lack of maintenance may be significantly greater than the associated whole of life infrastructure asset and operational costs.

Attracting and keeping suitably qualified and experienced staff will be difficult. In the first few years donor funded and resourced capacity building inputs to this proposed AMF are likely required. Local staff employment conditions will require enhancement to close the gap to the terms and conditions being offered by the commercial sector. Potential ongoing contracting of local expertise needs to be considered.

Given the huge backlog, the use of commercial contractors/consultants will necessarily support operations – the L&J Sector must engage much more with the private sector. Signals to the private sector indicating strong and ongoing support are necessary. Capacity and competition within a supporting private sector should be the long term aim. The AMF would eventually be the management 'head' of the asset management operations of the L&J sector. Tenders will be issued annually – contractors and consultants will be pre-selected as 'preferred' suppliers for maintenance contracts.

Where appropriate (in main centres) commercial buildings should be leased or bought rather than new buildings constructed. The maintenance burden needs to be shifted to the private sector as much as is practical. The 'buy or lease over build' options must be considered more to reduce overall asset management complexity and increase corporate flexibility. The new AMF would be responsible for undertaking cost-benefit analysis in support of management decisions regarding buy – build or lease procurement options. Consideration of releasing (selling) assets is also necessary.

Documentation should be consolidated and all QA/QC be made common (for all Agencies) and applied (see the Procurement discussions). Much more thought is required with Information and communication technology.¹¹ All L&J infrastructure needs to have reliable internet and associated hardware. Maintenance requests from individual Agency facilities would be logged in electronically. Fast communications is just one aspect of increasing response times. The 'build-neglect-rebuild' paradigm must be broken.

¹¹ ICT - future enhancement and impact on infrastructure (generally becoming less reliant upon physical infrastructure) is not being envisioned or planned for and this needs to become a priority

Appendix J – Infrastructure Planning

Agencies responsible for coordinating infrastructure planning

The roles and responsibilities of the entities with responsibility for coordinating infrastructure investment in the Law & Justice Sector are outlined below.

Department of National Planning and Monitoring:

The Department of National Planning and Monitoring (DNPM) has lead responsibility for planning, coordinating and facilitating national and international programs and projects that promote development of PNG in accordance with the principles of the National Constitution. It oversees and monitors national development.

In particular, DNPM has primary responsibility for PNG's development program and budget and in this role it acts as the key central agency advising government on matters relating to strategic development policy, planning and programming and aid coordination.

It plays a significant role in coordinating the annual budget cycle, including the Law & Justice Sector's participation before the Budget Steering Committee. It also plays an advocacy role with ministerial budget committees.

The Secretary of DNPM chairs the NCM. The Law & Justice Sector Secretariat works through DNPM to promote better coordination of sector activities with GoPNG's central agencies and with other sectors.

Law and Justice Sector Secretariat:

The PNG Law and Justice Sector Secretariat (LJSS) was established in 2005 by the National Coordinating Mechanism (NCM) to coordinate the work of the sector. The policy background for the LJSS is contained in the NCM commissioned Lepani/Agoni Report accepted by the NCM in April 2005. The LJSS Program Manager (PM) is the LJSS Director's counterpart. They work closely to coordinate the work of LJSS within the sector's planning and implementation cycle.

The major responsibilities of the LJSS are;

- To guide the sector and the agencies to have the SSF and its strategies integrated in the work plans and budgets of the agencies so as to create a comprehensive focused reform agenda;
- To monitor the performance of the sector;
- To coordinate and manage the work of the Activity Management Team and other cross sector action groups responsible for particular sector strategies; and
- Manage the Central imprest account mechanism for donor funding in accordance with the AusAid approved manual and GoPNG financial instructions.

National Coordinating Mechanism:

The National Coordinating Mechanism (NCM) was established in 2003 to improve the response of the law and justice system to crime and overcoming the lengthy delays in processing civil cases.

The NCM consists of the departmental heads and constitutional office holders of the law and justice agencies, namely the Chief Justice, Chief Ombudsman, Chief Magistrate, Commissioner of Police, Commissioner of Correctional Service, Secretary of the Department of Justice and Attorney General, Public Solicitor and Public Prosecutor, as well as the Secretary of DNPM who acts as Chairperson. The Secretary of LJSS represents the Chief Justice in cases where judicial independence is required.

The NCM's role is to:

- lead, individually and collectively, the promotion of the sector policy and the Strategic Sector Framework (SSF);
- focus on substantive policy, sector performance and supporting coordination;
- take the lead in engaging with Ministers and Central Agencies Coordinating Committee (CACC);
- take the lead in engaging with GoPNG and stakeholders on policy and budget matters to ensure that law and justice needs are taken into account at all levels of government;
- approve the sector Development Budget;
- provide oversight and direction;
- establish the Law and Justice Sector Working Group (LJSWG) as its executive body; and
- establish the Audit Committee with power to act.

NCM endorsed the establishment of the LJSS with the responsibility to facilitate and support sector coordination. The NCM also established a number of technical working groups and action groups to develop policy, implement sector activities and advance the reform agenda.

Law and Justice Sector Working Group:

The Law and Justice Sector Working Group (LJSWG) was established in 1997 to confirm and consolidate common issues across the LJS as a basis for formulating policy and plans for endorsement by the NEC. It reports to the DNPM.

The LJSWG consists of two persons from each of the Law and Justice NCM agencies and constitutional office holders (being a representative from Policy / Planning and a representative from Operations), plus DNPM, Consultative Implementation and Monitoring Council (CIMC) and Community Justice Liaison Unit (CJLU) Appointees.

The primary duties of the LJSWG are to:

- act as the executive body for the NCM and the sector;
- promote sector policy and the implementation of the SSF;
- develop policies and sector plans for approval of NCM;
- promote linkages and coordination across the sector;
- manage and coordinate the work of Activity Management Teams, sub-committees, etc.;
- prepares Development Budget;
- reviews sector and agency activities and performance;
- promotes coordination within sector, within government and with civil society; and
- act as the financial authority for new activities and variations to the Development Budget below a prescribed threshold amount.

Appendix K – Legal Framework for Procurement of GoA Funded Law and Justice Infrastructure

Procedures for PNG Procurement of Government of Australia funded Infrastructure

Part of the review of procurement efficiency for the Infrastructure Impact Evaluation was an assessment of compliance of the procurement processes with applicable laws and regulations. The procurement framework for AusAID-funded L&J sector infrastructure is governed by the laws of two countries – the donor, Australia, and recipient, PNG. The infrastructure that forms the subject of the IIE was procured during the period from 2004 to 2012 and the assessment was therefore based on the legal frameworks in force at the time. During this period, and between 2009 and the present day, a number of changes were made to applicable laws in both PNG and Australia.

In Australia, GoA procurement regulations are laid out in the Commonwealth Procurement Guidelines (CPGs) or Commonwealth Procurement Rules (CPRs), issued under Regulation 7 of the *Australian Financial Management and Accountability Regulations* 1997. The CPGs were replaced in 2012 by the CPRs. The CPGs initially, then later the CPRs, set out the policy and regulatory framework to guide agencies of the Australian Government in the procurements they make, including those funded by Australian overseas development assistance (ODA).

The CPGs were in force prior to 2012 and are therefore the GoA procurement rules of interest when considering whether and to what extent they were applicable for the infrastructure reviewed by the IIE team, and how they interacted with the GoPNG procurement systems used to procure the infrastructure.

Commonwealth Procurement Guidelines

The CPGs were drafted to promote efficient, effective and ethical use of the GoA's resources. They reflect good procurement practice taking into account Australia's international obligations. Value for money being their central objective, their purpose is to:

- encourage competitive and non-discriminatory procurement processes;
- use GOA's resources in an efficient, effective, economical and ethical manner that is not inconsistent with the policies of GoA;
- promote decision-making that is accountable and transparent;
- account for and mitigate the risks associated with the project and its procurement; and
- use processes that are commensurate with the scale and scope of the procurement.

Price is not the only determinant of value for money. Other factors to consider are:

- fitness for purpose of the infrastructure;
- flexibility of the infrastructure and its adaptability to new roles over its lifecycle;
- environmental attributes of the infrastructure (e.g. energy efficiency, environmental impact);
- tenderer's experience and performance history (record of jobs completed on time, within the quoted price and to the specified quality);
- whole-of-life costs.

Several versions of the CPGs were in force over the interval covered by the IIE review. The rules set forth in the CPGs are either mandatory (being denoted by the term 'must'), or discretionary (being denoted by the word 'should' and indicating good practice). The mandatory rules are binding on agencies unless one or more of the exemptions specified in Appendix A of the CPGs (*Exemptions from Mandatory Procurement Procedures*) applies. Two of the Appendix A exemptions are relevant, i.e.:

5. *procurement for the direct purpose of providing foreign assistance;*
8. *procurement of property or services (including construction) outside Australian territory, for consumption outside Australian territory;*

It follows that the LJSP/PALJP and GoPNG authorities were not obliged to adhere to the GPGs in procuring the infrastructure covered under the sampled contracts.

In 2005, PNG and Australia signed the *Paris Declaration on Aid Effectiveness*, and in so doing, resolved to reform the way in which aid is delivered. Incumbent in the undertaking is an intention

to base their donor support on partner countries' national development strategies, institutions and procedures. In particular, under paragraph 21 of the Declaration the donor commits to:

“use country systems and procedures to the maximum extent possible. Where use of country systems is not feasible, establish additional safeguards and measures in ways that strengthen rather than undermine country systems and procedures.”

The Paris Declaration was followed by:

- *The Accra Agenda for Action* (2008) which reinforces the commitments made in the Paris Declaration, focusing on the following principles: conditionality, country systems, predictability, and untying aid.
- *Kavieng Declaration on Aid Effectiveness* (2008) which localizes the Paris Declaration, setting out aid effectiveness targets that are in line with, or more ambitious than, the Paris Declaration.

GoA policy of the day was shaped by the Paris Declaration and, as the CPGs were discretionary for international aid-funded projects, the GoPNG procedures were adopted as set forth in the PFMA, FMM and GPM.

It is noted, however, that a number of inconsistencies exist between the CPGs and the GoPNG procurement requirements, among them the following:

- Appropriate clauses on fraud and corruption in tender and contract documents. (Note that Clause 1.10 of CSTB's current standard form Request For Tender (RFT) includes corruption provisions.)
- Requirement for an effective and transparent complaints mechanism. (Note that Clause 1.25 of CSTB's current standard form RFT includes complaints provisions.)
- Requirement to provide advance notice to the private sector
- Requirement to carry out procurement risk assessment
- Preferred supplier/contractor lists drawn up in transparent and formal manner
- Non-discrimination of bidders (e.g. domestic preference provisions of GPM)
- International advertising requirements
- Splitting awards between more than one bidder.

Commonwealth Procurement Rules

AusAID-funded procurements since 2012 are governed by the CPRs. The CPRs are summarized in the following table. The rules are divided into two divisions. The Division 1 rules are mandatory and denoted by the term '**must**'. They apply to all procurements regardless of their value. The Division 2 rules are discretionary, indicating good practice, and are denoted by the term '**should**'. They apply to procurements valued at or above the relevant procurement threshold, unless an exemption applies. Exemptions to the Division 2 rules are listed in Appendix A of the CPRs and include "*procurement for the direct purpose of providing foreign assistance*".

Summary of Commonwealth Procurement Rules

Rule	CPR §	Description
Division 1 – Mandatory for all Procurements:		
Achieving value for money	4.4	Refer above
Coordinated procurement	4.9	Refers to whole-of-government arrangements for procuring goods and services.
Cooperative agency procurement	4.11, 4.12	Procurements involving more than one agency as the buyer.
Contract end dates	4.13	A contract must specify an end date or provide for review and subsequent termination by the agency.
Third party procurement	4.14	Procurement by third parties on behalf of an agency must not be used to circumvent CPR rules.

Appendix K – Procurement of GoA Funded Infrastructure

Rule	CPR §	Description
Non-discrimination	5.3	Suppliers must be treated equitably and not be discriminated against due to their size, foreign affiliation or ownership, location, or the origin of their goods and services.
Ethical behavior	6.6, 6.7, 6.8	Ethical behaviour includes, amongst others,: (a) dealing with conflicts of interest and seeking advice where probity issues arise; (b). dealing with suppliers, tenderers and suppliers equitably; (c) not accepting inappropriate gifts or hospitality; and (d) complying with the privacy principles of the Privacy Act 1988 and the security provisions of the Crimes Act 1914.
Records ⁷	7.2, 7.3, 7.4	Appropriate documentation must be maintained commensurate with the scale, scope and risk of the procurement.
Annual procurement plans	7.7	Each agency must publish by 1 July each year on AusTender an annual procurement plan containing a short strategic outlook.
Notifications to the market	7.9, 7.11, 7.12, 7.13	Agencies must use AusTender to publish open tenders and, to the extent practicable, to make relevant request documentation available.
Providing information	7.14, 7.15	Tenderers are to be provided with all information necessary to permit them to prepare and lodge submissions. They must be promptly informed of the decision, and debriefings must be offered on request, to unsuccessful tenderers.
Reporting arrangements	7.16, 7.18	Contracts above the reporting threshold must be reported on AusTender within 42 days of entering into a contract.
Subcontractors	7.19	Agencies must make available on request, the names of any subcontractor(s) engaged by a contractor.
Treatment of confidential information	7.21, 7.23	Agencies should take appropriate steps to protect the Commonwealth's confidential information.
Procurement risk	8.2	Agencies must establish processes for the identification, analysis, allocation and treatment of risk.
Procurement method	9.1	Australian Government procurement is conducted by one of three methods: open tender, prequalified tender or limited tender.
Requirement to estimate value of procurement	9.2, 9.3, 9.4, 9.5, 9.6	The expected value of a procurement must be estimated before the procurement method is decided.
Procurement thresholds	9.7	<ul style="list-style-type: none"> a. For agencies established under the <i>Financial Management and Accountability Act 1997</i> (FMA Act), other than for procurements of construction services, the threshold is \$80,000; b. For bodies established under the <i>Commonwealth Authorities and Companies Act 1997</i> (CAC Act), the threshold is \$400,000; or c. For procurements of construction services by FMA Act agencies or relevant CAC Act bodies, the threshold is \$9 million.
Division 2 – Additional Rules for Procurements above relevant thresholds: (Not mandatory for ODA-funded works – refer Appendix A exemptions.)		
Additional rules	10.1	Where the expected value of the procurement is above the relevant threshold and an exemption in Appendix A of the CPR does not apply, the Division 2 rules must also be followed. Excerpt from the Appendix A exemptions: "Procurement for the direct purpose of providing foreign assistance."
Conditions for limited tender	10.3, 10.5	Conditions under which tenders may be solicited on a more restricted basis than open tender or prequalified tender.
Request documentation	10.6, 10.8	Tender documentation must include a complete description of: nature and scope of the procurement, any conditions for participation (e.g. guarantees, submissions); minimum content and format requirements; evaluation criteria; and other relevant terms or conditions.

Appendix K – Procurement of GoA Funded Infrastructure

Rule	CPR §	Description
Specifications	10.9, 10.10, 10.11	Specifications must not prescribe any conformity procedure that creates an unnecessary obstacle to trade. Where possible, they should define functional requirements and applicable international standards, except where they would impose a greater burden than the use of Australian standards.
Modification of evaluation criteria or specifications	10.12	An agency must not amend the evaluation criteria or specifications unless it re-issues the amended documents to all tenderers in adequate time to allow them to adjust their tenders.
Conditions for participation	10.13, 10.14, 10.15	Conditions that potential suppliers must comply with in order to participate in procurement are only those that ensure tenderers have the legal, commercial, technical and financial resources for the contract works or services.
Minimum time limits	10.17 to 10.23	Tenderers must be required to lodge submissions in accordance with a common deadline.
Late submissions	10.24	Late submissions must not be accepted unless the submission is late as a consequence of mishandling by the agency.
Receipt and opening of submissions	10.29, 10.29, 10.30	Procedures to receive and open submissions must guarantee fairness and impartiality and must ensure that submissions are treated in confidence.
Awarding contracts	10.31, 10.32	<p>Unless an award is not in the public interest, an agency must award a contract to the tenderer that</p> <ol style="list-style-type: none">complies with the specified minimum requirements;is fully capable of undertaking the contract; andwill provide the best value for money. <p>An agency must not cancel a procurement, or terminate or modify an awarded contract, so as to avoid the CPR rules.</p>

Thus, in determining the applicable procurement requirements, the rules specified in Division 2 of the CPRs can be subordinated to the PFMA, FMM but the mandatory rules of Division 1 are binding.

Appendix L – Role of CSTB & State Solicitor in the Procurement of Law and Justice Infrastructure

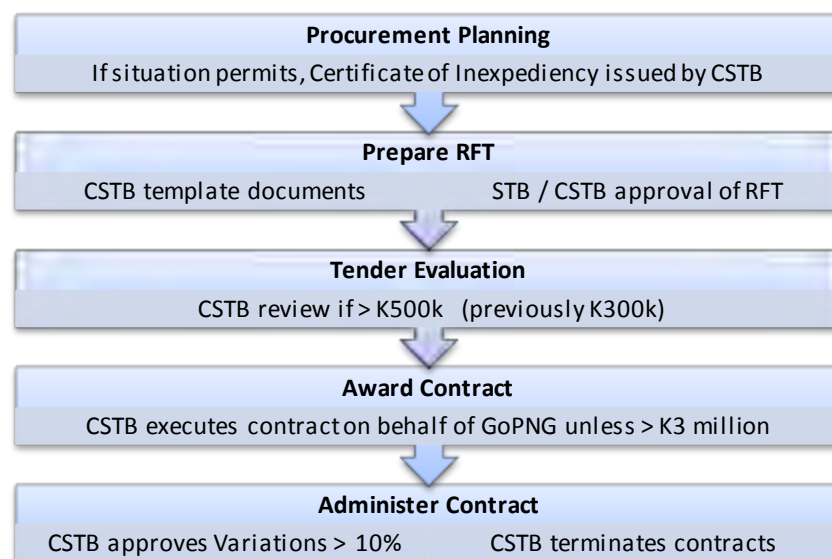
Role of central supply and tenders board and state solicitor in law and justice procurement

A. CENTRAL SUPPLY AND TENDERS BOARD

Role of CSTB

Procurement of infrastructure by The Law & Justice Sector agencies, whether funded under the Development Budget (through PALJP) or the GoPNG Recurrent Budget, is overseen by the Central Supply and Tenders Board (CSTB). Under the PFMA and GPM, CSTB has a pivotal role in the procurement process. It is charged to perform a number of functions including those shown in Figure 1.

Figure 1: CSTB Role in Procurement



CSTB Issues

CSTB is widely seen as being a bottleneck in the procurement process.

A study of contracts between K300,000 and K10 million using data provided by TSSP procurement specialists highlighted the delays involved in the GoPNG procurement processes. This and other studies suggest that the total procurement period, from advertising to contract signing, was normally around eight months. A breakdown of the times typically taken for each step of the process is provided below (based on Department of Works experience):

- 10 days from close of tender for CSTB to open and register bids and return to the agency;
- 90 days for the agency Tender Evaluation Committee (TEC) to evaluate tenders;
- 15 days for CSTB to consider the TEC's recommendations;
- 40 days for legal clearance through the Office of State Solicitor;
- 20 days for additional approvals. In the case of PALJP projects, the time is needed for AusAID's no objection but this would not be the case for RPNGC GoPNG-funded construction;
- In addition, contracts exceeding K10 million need National Executive Council approval, for which additional time must be allowed, sometimes six months or more.

Several impediments were identified in the study, the most prominent being the CSTB review of tender evaluation reports. The reports are prepared by Tender Evaluation Committees (TECs) established by the agencies and under the procedures laid down in the GPM, they are to reach CSTB at least 8 working days before the next scheduled Board meeting. This is intended to allow Board members time to review the reports before attending the Board meetings so that they can make a decision on the TECs' recommendations at the meeting. In practice, though, CSTB turnaround times can take 3 to 6 months, or even longer.

The upshot is that commitments in the tender documents relating to the schedule for procurement and award are often not honoured, particularly where large contracts are concerned. Due to the prodigious nature of the delays confidence in the system is undermined and this, no doubt, is reflected in the tenders received (and not received).

This also has implications where bid validity dates are exceeded. By the time bid validity expires, the top-ranked bidders are probably by then well informed of their competitors' prices and in a position to refine the terms of their bids as a condition for extending the bid validity period.

Perhaps the greatest impact of the delays, though, is on the budgeting processes. The delays are a primary explanation why expenditure often falls well short of the funds allocated in the Development Budget.

Another issue emerging from consultations with the agencies relates to situations where CSTB rejects the TEC's tender recommendation. The procedure defined in the FMM and GPM requires CSTB to either approve a tender evaluation report or to return it to the responsible agency for reconsideration. In practice, CSTB has on occasion approved a different tenderer without reference to the TEC and without explaining its reasons for doing so.

The independence of the TECs is further undermined by a procedure contained in the GPM in the last paragraph of the section titled "Recommendation" in which it states, "The STB needs to be assured that the Agency Head is in support of the recommendation submitted. The Agency Head must provide the covering letter to the report, indicating support for the recommendation." This, in effect, gives the agency head a right of veto over the TEC.

Remedies

To improve the efficiency of procurement, agencies are considering ways of addressing these issues:

- One approach is the establishment of specialised independent Supply & Tender Boards to consider tender recommendations. It is understood that such a course is being pursued by NJSS;
- For AusAID-funded contracts, another option is to bring some procedures more within the GoA procurement framework. The introduction of the Commonwealth Procurement Rules in 2012 mandates greater GoA involvement in the procurement process (refer Appendix K) and this, together with a shift in policy position with respect to the Paris Declaration, could see responsibility for award of contracts wholly funded by AusAID brought within the ambit of the GoA procurement procedures.

B. OFFICE OF STATE SOLICITOR

Role of State Solicitor

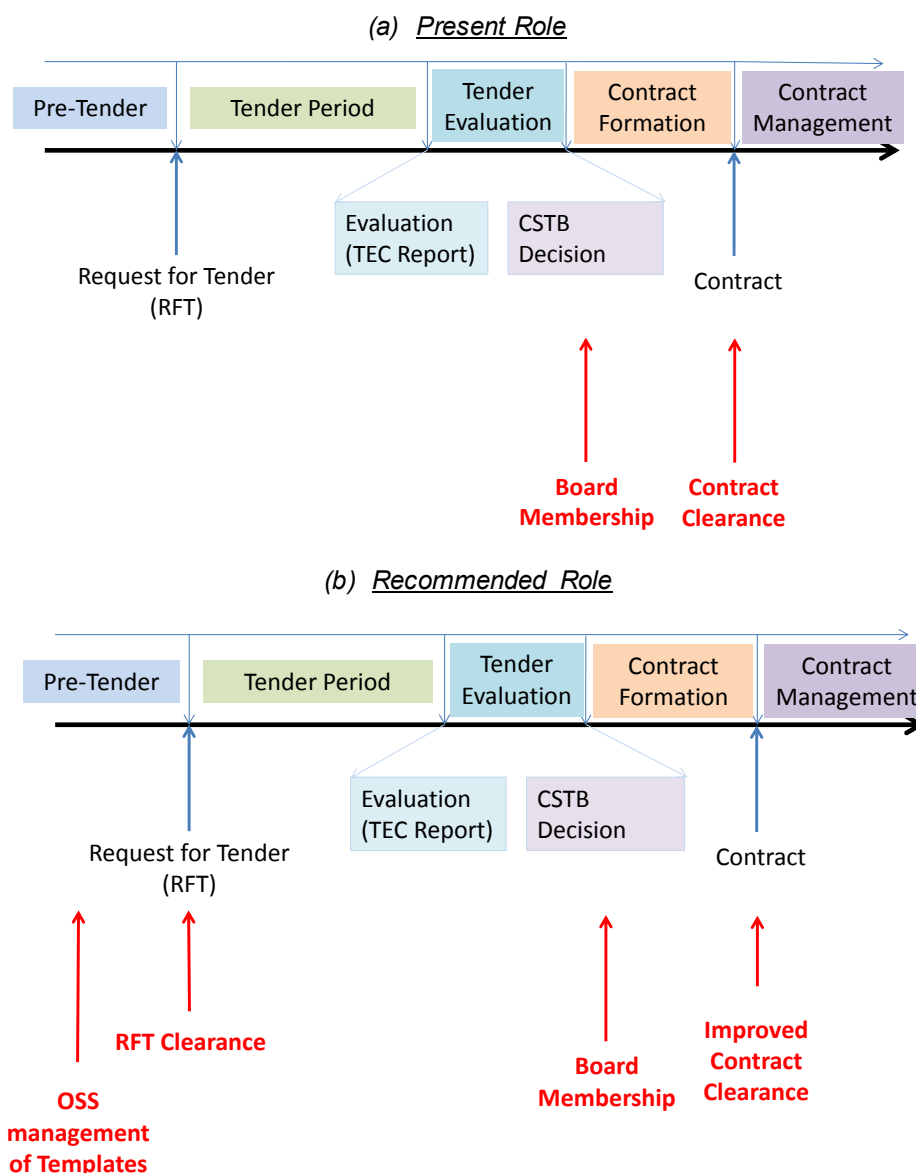
The Office of State Solicitor (OSS) is responsible for reviewing all contract documents before signature to confirm that they are legally sound.

Under present procedures, legal clearance of draft contract documents by the OSS occurs too late in the procurement process, after tenders have been evaluated and contract negotiations concluded. A pre-tender review of the documents by an OSS lawyer is required if non-standard documents have been used by an agency in drafting the RFT, but in practice this rarely happens. If standard documents are used, there is no such requirement so in almost all cases, tenders are advertised and tender documents are issued to bidders without legal review. The OSS's only involvement in the procurement process is limited to membership of the CSTB and a pre-signature review of all contracts (refer Figure 2a). The disadvantages of this arrangement are:

- The contract is reviewed only after bids have been received and evaluated, and price, schedule, scope and risk are already settled between the parties;
- The Instructions to Bidders (ITB), bid forms and other RFT documentation receive no legal review at all. Case law in common law countries confirms the existence of a contract between Employer and bidder, underlining the potential benefit of a legal review of the bidding documents before advertising.

With some changes the OSS could play a more constructive role (refer Figure 2b).

Figure 2: OSS Involvement in the Procurement Process



Under the revised arrangements the OSS would perform the following tasks:

- Review, revise and maintain the CSTB template documents, as required;
- Review the RFT documents before issuing to tenderers; and
- Provide a pre-signature legal check of agreed changes to the contract document and a probity review of the tender process.

The value of contracts is increasing with time and as this occurs, contractors will become more commercial in the way they behave. This will mean a greater readiness to exploit looseness and ambiguities in the contract documentation. OSS is equipped to play an important role in ensuring the quality of documents before going to market.

Appendix M – Evaluation of Procurement Efficiency

Evaluation of Procurement Efficiency

As part of the assessment of the impact of infrastructure on service delivery in the Law & Justice Sector, the Infrastructure Impact Evaluation team evaluated a sample of the contracts for the construction of the infrastructure to gain an appreciation of the efficiency of the procurement process. This appendix provides some detail about the approach taken in evaluating efficiency and the method of scoring to arrive at a conclusion.

A. Review of Contract Files

Contract Packaging

Judging the efficiency of the procurement processes for the selected infrastructure is complicated in a number of instances by the way in which the works for each site are packaged into individual contracts. For reasons related primarily to budget, but also, one suspects, to a desire to keep below the K300,000 threshold for public tender that prevailed at the time (since raised to K500,000), a number of facilities were put to tender in small lots. While such an approach may sidestep bottlenecks in the approval processes, other forms of inefficiency and risk may be introduced, such as schedule risk (non-performance on one contract delaying overall facility completion) and interface risk (non-performance by one contractor affecting the work of other contractors).

Review of Contract Files

A number of contracts for works involving the selected infrastructure were reviewed to determine whether the procurement procedures were properly followed and if the processes were efficient. Time did not permit a comprehensive review of all contracts on all of the selected facilities and, consequently, a sample of the contracts was chosen. A number of issues noted from the files tended to recur across a number of contracts suggesting the sample was broad enough to identify some systemic weaknesses in the procurement processes and to provide a basis for drawing conclusions about the efficiency of the procurement.

The reviews were conducted in the NCD and Bougainville and drew on hardcopy project management files held by the FAST advisory team and those of the agencies. They were supported by interviews and discussions with parties involved in the formation and administration of the contracts. The contracts reviewed by the Consultant are listed in Table 1.

Informal project management files of 26 contracts were reviewed. The quality of these and the agency contract files was variable but as a general observation none are complete and in some cases there are large gaps in the records. Other shortcomings are:

- Key documents such as tender opening records, tender evaluation reports, completion certificates and completion reports are generally missing;
- There are gaps in numbered sequences of documents such as payment certificates, variation orders, extensions of time and site meetings;
- The format and wording of variation orders, extensions of time and other documents rarely state the revised status of Contract Price, Completion Date, etc.;
- There are no records on file of tender results being gazetted;
- Supervisors daily diaries are not included with the contract files. They may be in the possession of the supervisors but personnel transfer and retire and the diaries should be retained with the contract records when the files are archived;
- Correspondence is often not date-stamped, and sometimes not dated;
- Specifications often lack detail, with reliance being placed on industry norms to fill gaps;
- The contract terms as set out in the conditions of contract are often inadequately expressed. Examples include: schedule, extensions of time, payment, default and termination; force majeure / Employer's risks, and dispute resolution.

The reviews of the Bougainville files were conducted over the period from 22nd to 25th April 2013 and covered twelve small contracts with contract prices ranging from K4,500 to K470,316. The project files examined in the NCD documented the procurement of infrastructure located not only in the NCD, but also the provinces. These reviews relied primarily on the informal project management files maintained by the FAST advisory team, but parallel reviews of files held by relevant agencies were also conducted to gauge their overall condition and completeness. These parallel reviews established that the FAST files were generally more complete and systematic than those held by the agencies. Both sets of files were incomplete and in many cases important records needed for a proper understanding of the processes were missing.

The time budgeted for each file was insufficient for an exhaustive analysis of its contents. The primary objective of the reviews was to understand the procurement processes rather than to audit individual contracts. The information from the files, when evaluated against the contemporary procurement framework, allows judgements to be made about the efficiency of the procedures and effectiveness of their implementation.

Among the more prominent indicators of efficiency are the actual time and cost of delivery of infrastructure compared with budgeted time and cost. By their nature, these issues can be analysed quantitatively and the data available on file for such an analysis are summarised in Table M-1. (Gaps in the table reflect gaps in the information available on file.) Causes of time extensions and price increases were also noted along with other issues to provide background to the risks borne by the agencies and the way they were managed.

Table M-1: Review of Contract Files

Area	Contract	Pre-tender Estimate	Contract Sum (Kina)	Total Payment (Kina)	Commence-ment Date	Completion Date	Practical Completion	Comments
ARB	Beikut Jail – Access Road Construction		470,316			28/01/09		Completion date not noted. (Day labour?)
	Beikut Jail – Beikut Access Road and Car Park		62,348	56,680	late Oct 09	Dec 09	17/11/10	
	Beikut Jail – Kitset Buildings Perimeter Fence	K359,884	260,451	355,388	Feb 10	May 10	17/06/10	Total payment from addition of PCs. Completion dates are estimated..
	Beikut Jail – Security Services		150,000 est.		Jul 10 est.		22/3/11	Services contract. Bridging security services for period between completion and CS occupancy
	Beikut Jail – Boom Gate and Power Reticulation		149,786				Aug 10	
	Beikut Jail – Ablution Block		164,221	328,440	24/08/10	30/11/10	8/12/10	Total payment back-calculated from 2½% retention
	Beikut Jail – Sohuan Boxing Club / Kick Boxing Club		4,500 (each)		27/09/10	8/11/10	21/12/10	
	Beikut Jail – Bush Material Houses		4,500 + var 4,100	8,600	18/10/10	29/11/10	10/01/11	
	Beikut Jail – Two x Semi-Permanent Houses		79,486	88,886	09/09/11	04/01/12	13/02/12	EOT 3 weeks / claim K9,400
	Beikut Jail – Erection of Kitset Buildings & External Works		264,451					
	BPS – Q-Store		28,898	28,898	24/09/12			
	BPS – Training Classroom		57,803				May 09	

Appendix M – Procurement Efficiency

Area	Contract	Pre-tender Estimate	Contract Sum (Kina)	Total Payment (Kina)	Commence-ment Date	Completion Date	Practical Completion	Comments
EHP	Goroka Court House – Construction of New Registry Office		87,900 Adj 88,842	88,842	07/03/07	19/06/07	25/7/07	
	District Court House at Kainantu	319,000	225,870	225,870	24/09/09	Left blank in contract	30/06/10	Reviewed MS file.
MOR	CS 100 Person Dormitory, Buimo Prison	900,000	2,285,000 (adj)		24/01/07		Jan 08	
	Solicitor's Office- Stage 2		75,791		13/04/04		23/05/04	
	Prosecutor's Office		48,695		13/04/04	8 wks		
ENB	Kokopo Court House - Upgrading and Extension,							
	Stage 1 - New Judges Chambers		103,452				18/08/05	
	Stage 2 - New Registry Building	400,000	423,356	n/a			28/4/06	
	plus Variations to Stage 2, (including Stage 3 - Court House Conversion (K95,533))		612,482	612,482			29/9/06 Approx. 23/3/07	Stage 3 executed as variation to Stage 2 contract. Additional variations (after Practical Completion?) extended completion date.
	Kerevat – New Court House & Magistrate's Residence & Police Station Renovations	2,040,000 (Court 1.64k Res. 0.40k)	1,850,942		16/03/09	2/11/09 Ext 16/2/10	4/4/10	G-MAN awarded contract against TEC recommendation ALSO, reviewed MS file.

Area	Contract	Pre-tender Estimate	Contract Sum (Kina)	Total Payment (Kina)	Commence-ment Date	Completion Date	Practical Completion	Comments
NCD	NJSS New Case Management Offices	82,000	342,385		21/3/05			Another file - not reviewed
	Boroko Police Station – Upgrading Works at Police Station cells		92,950	92,950	26/10/04	Circa 29/11/04		
	Boroko Police Station – New Juvenile Holding Block	85k – 118k	94,644 + GST	91,444	20/09/04	27/12/04	Jul 05	Unspent contingency
	NJSS Dispute Resolution Building, Waigani	900,000	1,788,267 + SM12: VOs = 953,037	2,830,717	21/02/08 Site possession 3/3/08	30/03/09 (adj)	22/7/09 (handed over 4/9/09)	Tender process suspended when scope increased. CSTB initially rejected TEC's recommendation. Contract late. LDs applied
MAD	CS Upgrading Works, Correctional Institute, Beon		7,696,000		20/11/06		Nov 06	Large contract Not on Consultant's list

B. Evaluation of Procurement Processes

Procurement Efficiency Evaluation Methodology

The assessment of the efficiency of procurement is based on the sample of contracts reviewed by the Consultant. The evaluation employed a multi-criteria methodology in which performance is assessed against stated criteria and a collective score calculated by applying weights to the criteria representing their relative importance.

The proposed criteria and their weights are set forth in Table M-2. The criteria represent key attributes of the procurement process and the weights describe their relative importance. Seven criteria were nominated. The value of the weightings of their relative importance is decided subjectively and to capture a range of views, The Consultant consulted the attendees at the Infrastructure Impact Evaluation Workshop (Holiday Inn, Port Moresby, 18 July 2013). The listed weightings in Table M-2 were determined by averaging the values submitted by attendees.

Table M-2: Multi-criteria Evaluation of Procurement

Criteria	Weight (%)	Description
Tender Process	16.25	Subjective criterion reflecting the efficiency of the process of preparing tenders, advertising, evaluating tenders, recommendation approval and finalising contract documents.
Transparency	12.50	Subjective criterion reflecting events not explained such as tender award decisions, price increases, contractual rights not enforced, etc.
Documentation	21.25	Subjective criterion reflecting contractual quality of the tender / contract documents, letters, etc.
Timeliness	8.75	A measure of schedule overrun calculated from a comparison of original contract completion date and the actual completion date
Cost	12.50	A measure of cost overrun calculated from a comparison of budgeted cost, original contract price and final contract price.
Contract Administration	8.75	Subjective criterion reflecting completeness of files, timeliness and quality of correspondence, administration of variations and extensions of time, handling of issues, etc.
Supervision	20.00	Subjective criterion reflecting the efficiency with which technical issues on site are identified and resolved in a timely and cost-effective manner.

The multi-criteria assessment draws on the information obtained from the review of the sampled contracts. Not all contracts of the selected infrastructure were reviewed and it is, therefore, not possible to calculate a score for every site. The methodology instead determines an overall measure of the general efficiency of the procurement process for the reviewed contracts. To the extent that the sample of contracts is representative of all contracts, the measure of efficiency applies generally to all LJS infrastructure over the period in which the selected facilities were procured.

The scoring of each of the reviewed contracts is summarised in Table M-3. Scores range between 1 and 5, where a score of 1 indicates “poor”, while a score of 5 indicates “excellent”.

Table M-3: Evaluation of Procurement Efficiency

Contract Name		Weighted Average	Tender Process	Transparency	Tender Documentation	Timeliness	Cost	Contract Admin.	Supervision
			16.25	12.5	21.25	8.75	12.5	8.75	20
ARB	Beikut Jail – Access Road Construction	2.9	3.0	3.0	2.5	2.5	2.5	2.0	4.0
	Beikut Jail – Beikut Access Road and Car Park	3.0	3.0	2.5	1.5	4.0	4.5	2.0	4.0
	Beikut Jail – Kitset Buildings Perimeter Fence	2.6	2.0	2.0	2.0	3.5	3.0	2.0	3.5
	Beikut Jail – Security Services	2.7	3.0	2.5	2.0	3.0	2.5	1.5	4.0
	Beikut Jail – Boom Gate and Power Reticulation	3.0	3.5	3.5	2.5	2.5	2.5	2.5	3.5
	Beikut Jail – Ablution Block	2.9	3.0	2.0	3.0	3.5	3.0	2.0	3.5
	Beikut Jail – Sohuan Boxing Club / Kick Boxing Club	2.9	3.5	2.5	2.5	2.5	3.0	2.0	3.5
	Beikut Jail – Bush Material Houses	2.7	2.5	3.0	2.0	2.5	3.5	2.0	3.5
	Beikut Jail – Two x Semi-Permanent Houses	3.1	3.0	2.5	2.5	3.5	4.0	3.0	3.5
	Beikut Jail – Erection of Kitset Buildings & External Works	2.7	2.5	3.0	2.0	2.5	2.5	2.5	3.5
	BPS – Q-Store	2.8	2.5	3.0	2.0	2.5	4.0	2.0	3.5
	BPS – Training Classroom	2.7	3.0	3.0	2.0	2.5	2.5	2.0	3.5
EHP	Goroka Court House – Construction of New Registry Office		2.5	2.5	2.0	3.0	4.0	3.0	3.5
MOR	CS 100 Person Dormitory, Buimo Prison	2.6	3.0	2.5	2.0	2.5	2.0	2.0	3.5
	Solicitor's Office - Stage 2	2.9	3.0	2.5	2.5	4.0	3.5	1.5	3.0
	Prosecutor's Office	2.6	2.5	2.5	2.5	2.5	2.5	1.5	3.5
ENB	Kokopo Court House - Upgrading and Extension,								
	Stage 1 - New Judges Chambers	2.9	2.5	2.5	3.0	2.5	2.5	3.0	3.5
	Stage 2 - New Registry Building, (including Stage 3 variation)	2.9	2.5	2.5	3.0	2.5	3.0	3.0	3.5
	Kerevat – New Court House & Magistrate's Residence & Police Station Renovations	2.6	1.5	1.5	3.0	2.0	3.5	3.0	3.5
NCD	NJSS New Case Management Offices	2.7	2.0	3.0	2.5	2.5	2.5	3.0	3.5
	Boroko Police Station – Upgrading Works at Police Station cells	2.9	2.5	2.5	2.0	3.5	4.0	2.5	3.5
	Boroko Police Station – New Juvenile Holding Block	2.7	2.5	2.5	2.5	4.0	1.5	2.5	3.5
	NJSS Dispute Resolution Building, Waigani	2.4	1.5	1.5	2.5	1.5	2.0	4.0	3.5
	District Court House at Kainantu	2.8	2.5	2.5	2.0	3.0	4.0	2.0	3.5
		2.8							

C. Summary of Findings

From the review of the contract files and examination of outcomes, it can be concluded that procurement of AusAID-funded infrastructure was conducted with reasonable efficiency. The standards of tender documentation was variable and the procurement processes did not always proceed smoothly but the quality and cost of the delivered infrastructure were generally in line with or close to the contract undertakings.

Outcomes in terms of time were less successful. Procurement bottlenecks, long delays getting approval of tender recommendations and schedule overruns during construction contributed to delays in the time taken to bring project concepts to fruition. The quality and cost of infrastructure is arguably more important than timeliness but delays, particularly during the tendering phase, can result in under-spending of the annual budget and a consequent loss of funds to the program.

Other observations emerging from the procurement review include the following:

- The quality of tender documentation is variable. In the present contracting environment it is important to prepare sound drawings and specifications but it appears that contractors are not litigiously inclined and any defects in the conditions of contract or in the general consistency and rigour of the documentation have had no serious consequences. The CSTB standard documents are sound templates but their use is not effectively enforced;
- Contract packaging for buildings in some instances has involved a number of small contracts when it would seem that fewer, larger contracts would be more efficient. The reasons for this may be rooted in a desire to keep the value of contracts under the K300,000 public tendering threshold to avoid the delays often associated with this avenue;
- The impression from reading the files and interviewing participants is that L&J agencies generally lack the institutional capacity to provide effective oversight of the procurement of large contracts. They do not have adequate staff with the qualifications and experience to prepare PFDs, design briefs and tender documentation. Nor are they able to closely supervise construction or administer contracts. The gap is being filled by the FAST team who perform line functions in addition to their advisory role. Supervision of works by the agencies' architects and by agency staff and FAST team members is good but the administration of contracts and record keeping is less impressive. There is a need to upgrade the skills of agencies and this will become more urgent as contracts increase in complexity and value, and as contractors become more wily.

D. Bougainville Contracting Industry

The review of contracts for infrastructure in ARB is discussed separately as the contracting industry on Bougainville is less developed than in the other major centres, no doubt due to its isolation and size of market, not to mention the long period of unrest there. Some of the general conclusions drawn about procurement in NCD and the provinces are therefore not particularly meaningful in an ARB context.

It is evident from the buildings making up the town of Buka and other towns in ARB that the local building contractors have limited capacity. It is understood that there are only a couple of contractors of sufficient size to undertake institutional building projects and even these need close supervision. Any review of procurement standards on Bougainville and in other similar markets needs to make allowances for the local contracting environment and for this reason, the Buka contracts are addressed separately.

The L&J contract files for ARB, though orderly and well labelled, are incomplete, even fragmentary in places. There are large chronological gaps in the records and many of documents one would expect to find on a contract file are missing. Nonetheless, the issues surfacing in the files and interviews were few and not serious. It is not always clear from the files but it would seem that the contracts were generally completed on time and on budget, or close to it. Some general observations of the Buka procurements follow.

- The packaging of contracts into small lots is a feature of the procurement for L&J Sector works on Bougainville. The Beikut Jail is a good example. The design of the complete Beikut prison facility was produced by an Australian firm of architects but the works have been put to the market as small contracts. All those reviewed, save one, were less than K300k but for the most part they were less than K150k. Apparently this is an outcome of the budgeting process rather than a deliberate procurement strategy. Though inefficient, it is also probably appropriate as larger contract lots would exceed the capacity of the local contractors and the involvement of outside contractors and their imported labour force could have caused a festering of tensions.
- Inspections of the completed works conducted by the team suggest that the quality of construction meets the average standards for PNG, but higher than local standards, suggesting that the better builders are employed on the L&J works or that they are better supervised.
- Instances of apparently questionable procurement practices often have a logical explanation in the context of the local contracting scene. A direct appointment for a small security fencing contract is one example; this was done to provide work an appropriate type and size for the clan in the immediate vicinity of the Beikut jail to foster harmony.
- Three quotes are required by the GPM for the typical contract on Bougainville but with only two or three contractors qualified to take on these contracts, it was often difficult to comply with this requirement.
- Variation orders on file in many cases did not state the price of the works (agreed or determined) and there is no record of extensions of time being claimed or awarded for the additional time needed to complete the work ordered under the variations.
- The signatory of the contracts on behalf of GoPNG/ABG varies, perhaps because of institutional changes or the ambiguous and changing status of sovereignty of Bougainville. Pages of contracts were not initialled.
- There is a general lack of rigour in the administration of the contracts, the terminology used in correspondence and in the procedures followed. This has mattered little. On Bougainville, the emphasis has been on time, money and effective supervision.
- The contracts reviewed used four different forms for minor works conditions of contract (GCOC). A couple of the forms were rudimentary, suitable only for domestic building works.
- The GCOC forms generally specify that the contract price is a fixed lump sum, payable in monthly progress claims against percentage complete. However, payments made are sometimes ad hoc with contractors invoicing for materials when they themselves are invoiced by suppliers. The practice stems from the contractors' lack of working capital and the payments are made to keep the work on track.
- The files contain no mention of operating manuals, plant warranties and spare parts, perhaps explained by the nature of the works performed under the reviewed contracts which included only minor plant components.
- Two of the contracts reviewed were tendered and the rest quoted. Tender advertisements were not on file and it is not known which publications and web sites were used for advertising the tender. Around ten bids were received in each case but a number of the bidders lacked the capacity to undertake the works. Evaluations were based on scores awarded against criteria declared in the tender documents, contrary to the provisions of the GPM which requires bids to be evaluated against the Lowest Total Cost. In other respects evaluations followed the GPM.

Appendix N – Data Analysis for the Government of the Autonomous Region of Bougainville

Autonomous Region of Bougainville

Due to the unique circumstances of the Autonomous Region of Bougainville (ARoB), the information collected during the evaluation has been consolidated into **Appendix N** for the benefit of the ABG Law and Justice Sector. As the ABG may use the outcomes of this evaluation independently, it was deemed appropriate to separate it from the overall analysis.

Infrastructure Survey & Assessment

As demonstrated in Figure N-1, the average ratings for all data sets for Bougainville (ARoB) generally exceeded the overall sample averages of the infrastructure assessed as part of this evaluation - in particular 'Service Delivery' and 'Effectiveness' (3.4 to 2.9; and, 3.8 to 3.2 respectively).

Figure N-1. Average Overall Ratings of Infrastructure and Social Data.

Agency/Type	Rapid CONDITION Assessment	FIT for PURPOSE	SERVICE DELIVERY	Effectiveness **	'QUALITY' of Infrastructure**
	Infrastructure (Agency Averages)		Social Survey Data (Agency Averages)		
ARB	3.2	3.3	3.4	3.8	2.9
CS	3.3	3.2	2.3	2.9	1.9
DJAG CBC CJC	2.6	3.0	2.0	2.5	2.8
Housing	2.2	2.5	2.0	1.8	2.4
MS	3.2	3.3	3.1	3.7	2.9
NJSS	3.3	3.4	3.1	3.4	3.1
OPP	-	-	2.5	1.0	2.0
OPS	3.3	3.3	3.0	3.2	3.0
RPNGC	2.4	2.8	2.1	3.5	2.3
Overall Average	3.0	3.1	2.9	3.2	2.7
Correlation Index - O/all	0.60	0.50	1		
Correlation - Bougainville	0.49	0.41	1		

Notes:

** Average Social indicators relating specifically to the associated infrastructure - non-infrastructure ratings from the social data has been excluded - this data rates the stakeholders/user's subjective/qualitative opinions obtained and assessed during the field interviews

However, correlation of 'Fit for Purpose' (FfP) infrastructure to 'Service Delivery' was lower for Bougainville than for the overall survey. This was interesting as it also appeared that the condition of infrastructure was more important to service delivery than was FfP.¹ Possible explanations for this include the impact of a more positive workplace culture in the 'autonomous' region of Bougainville – a key factor being that a closer knit, more cohesive law and justice staff is a predictable contextual likelihood. Additional factors seen to be specific to Bougainville included a degree of financial sovereignty and a more independent organisational governance (of the Agency within the Sector) - proven drivers in increased customer service performance.²

1 See Appendix F – 1 w herein the correlation analysis of infrastructure assessments and social ratings above suggests that 'Condition' of infrastructure has a stronger relationship (0.60) in providing better 'Service Delivery' than does 'Fit for Purpose' (0.50).

2 Strategic Management, 2nd Edition, Miller & Dess, 1996, pp 433-434

Thus the data ³ supported the proposition that service provision from less 'sophisticated/fit for purpose' infrastructure can exceed law and justice service provision from more 'FfP' (much more capital intensive) infrastructure – the variables appear to be the relative condition/serviceability of the infrastructure and the quality of staff. Bougainville reflected this more clearly than any other province. This observation does appear obvious or logical – e.g. a simple generic building in sound condition that has comfortable conditions, reliable building services (water, sewer, electricity, communications) and a quality staff is likely to be able to provide better law and justice services than a superb purpose designed and built FfP law and justice building that is not looked after, has unreliable services and (quite likely resulting from this) variable staff quality/attendance.

Conversely, the data supported the common understanding that best quality FfP infrastructure combined with reliable building services and quality staff is likely to result in the best law and justice customer service provision. ⁴ Other sector PNG public infrastructure experience ⁵ also demonstrates that supporting infrastructure – directly, such as housing, or even indirectly, such as the lack of commercial facilities (completely unrelated to the core service/business) – may be enough to detract from prospective staff appointments (in remote locations) and so also may be essential for any service provision. The point is that locality and context is variable and all issues important to service provision will need to be assessed at the scoping stage – and independent auditing is necessary to assure best potential outcomes. Infrastructure is just one part of a whole; it needs to part of a complete solution. Stand-alone infrastructure should only be considered if and only if all of the other parts that make up the 'service' are assured.

Less than optimal outcomes were seen to result from extraneous contextual influences – e.g. historical context was not immediately obvious – i.e. the location & staging of Beikut Prison and functional relationship to/with the Buka Police Station holding cells. The final site locality for the Beikut Prison only became a reality after many years of attempting to get more suitable sites closer to Buka – political influences played a large part. Additionally, there was allocation of small projects (monetary values) to accommodate the capacity of the local construction industry – also an example to placate a local land owner who was and remains problematic. Another example of poor FfP was the single staff quarters (SSQ) accommodation at Arawa – refurbished single bedroom small apartments being used for police with families - there are no single police stationed at Arawa. This infrastructure was not being used as was originally designed (i.e. for single expatriate workers on the mine).

Housing possibly has the highest impact – potentially. Good housing influences organisational culture. Buka OPS housing was a typical example. Prior to the provision of the two kit set homes, solicitors- in-charge lived in the village or actually in the low security prison at the back of the police station – housing was necessary to attract and keep qualified and experienced professionals. More recently, due to the lack of furniture and white goods, one OPS house remained unoccupied whilst the solicitor was housed for a lengthy time in very expensive commercial accommodation (until the dwelling is furnished (by the OPS)).

Centralised control of the maintenance budget, independent Agency management and approval systems are seen as key constraints. Bougainville demonstrates that regional autonomy can lead to improved outcomes. Regional facility managers rarely have autonomy or access to an operational or even 'petty cash' account to address the most basic maintenance need/repairs.

Issue of the limited ARB consultant base has led to poorer FfP design outcomes.

3 As noted elsewhere here, caution is advised in interpretation of the data from such a small, select sample.

4 See Appendix F – 3, wherein the correlation analysis of infrastructure assessments and social ratings suggests that the better 'Condition' of 'New' infrastructure provided under LJSP/PALJP provides better 'Service Delivery' as compared to current 'Condition' of the Programs 'Refurbished' infrastructure (0.61 and 0.58 respectively), however, the very small variance and limited sample size also implies that no meaningful conclusion may be drawn, in fact, the correlation analysis shows that Service Delivery may be independent of rating of both infrastructure FfP or condition. Refer also to Appendix F – 2 graph, 'Correlation of LJSP/PALJP Infrastructure Ratings Verses Social Survey Data'. The social data and this infrastructure survey supports the understanding (as evidenced in the isolated peaks and troughs within the graph) that quality HR resources could/can provide quality service delivery irrespective of the rated quality or condition of associated infrastructure - or visa versa. This is anecdotally known however the correlation of proportional relationship between quality infrastructure and quality service delivery is not - the above data demonstrates moderate positive relationship.

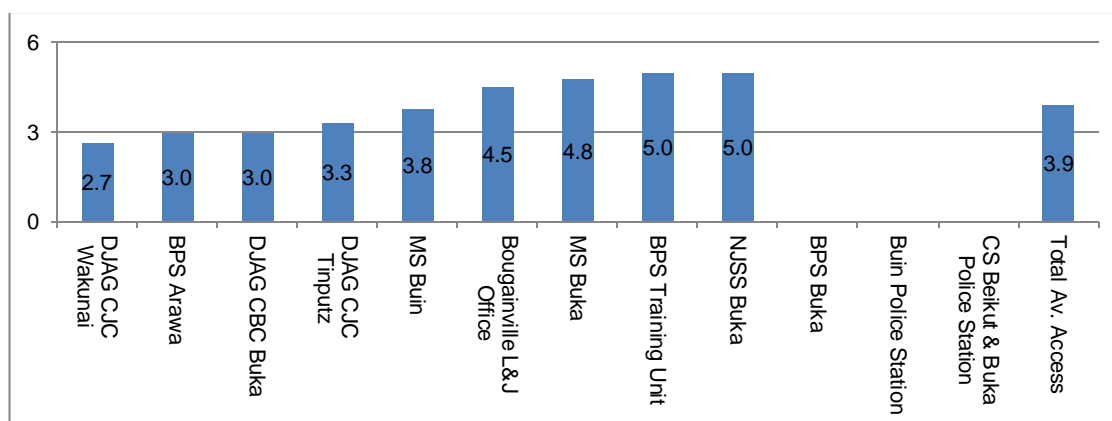
5 E.g. Balimo Hospital - a brand new 120 bed hospital built and remains unoccupied several years later

Social Research Analysis

In the ARoB, interviewees rated access (Figure N-2) to Law and Justice services highly (3.9) when compared to the national average (3.5 rating). It was said that infrastructure development was greatly appreciated as many buildings had been destroyed during and after the crisis period. As a result the PALJP/LJSP infrastructure was said to have aided the peace-building process. Furthermore, interviewees mentioned that it was of great importance that PALJP infrastructure development was not only confined to Buka but it had also built police stations, courts and Community Justice Centres in other areas of Bougainville. An officer said:

“People are accessing the service here in Buka. But then with AusAID support and through the Law and Justice Sector program a courthouse has been built now in Arawa ... [This is] assisting our clients coming in from Central Bougainville and South Bougainville” (Buka, 23 April 2013).

Figure N-2. Providers and users’ perceptions of access to Law and Justice services after PALJP investment in ARoB



Source: Content analysis of in-depth interviews collected by Social Team from April to May 2013. Note: Agency rating is the result of the average of all ratings done for facilities visited. Absence of value indicates that no response was given in this area.

With regards to staffing, interviewees across facilities mentioned that they were understaffed (2.5 rating). Understaffing became more acute for facilities outside Buka. A police officer said:

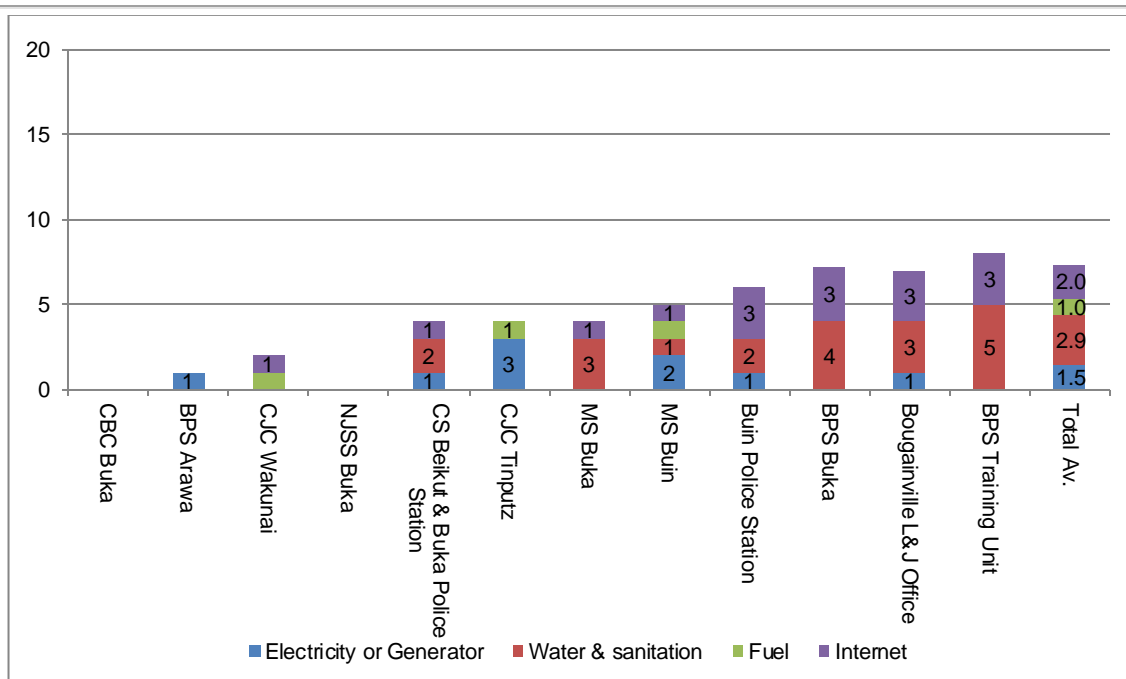
“Staffing is another of our concerns. Our manpower is still under-strength. I have about twenty-seven [officers] serving all of Central Bougainville. Twenty-seven is not enough... Training and recruitment process is yet to be finalized [and is not clear when this will be addressed]” (Arawa, 30 April 2013).

With regards to utilities, providers reported below average access to basic utilities (2.1). There was poor access to fuel (1.0), electricity (1.5 rating) and to the internet (2.0).

With regards to equipment, it was found that on average, facilities were rated as having below adequate levels of equipment (a total rating of 2.2) (Figure N-3). However, there were some important differences among facilities. Some service providers (CJC Wakunai and Tinputz, Beikut prison and the district court in Buka) mentioned having almost no access to utilities when doing their work. In contrast, the BPS and Training Unit in Buka said that they had all that they needed to provide quality services.

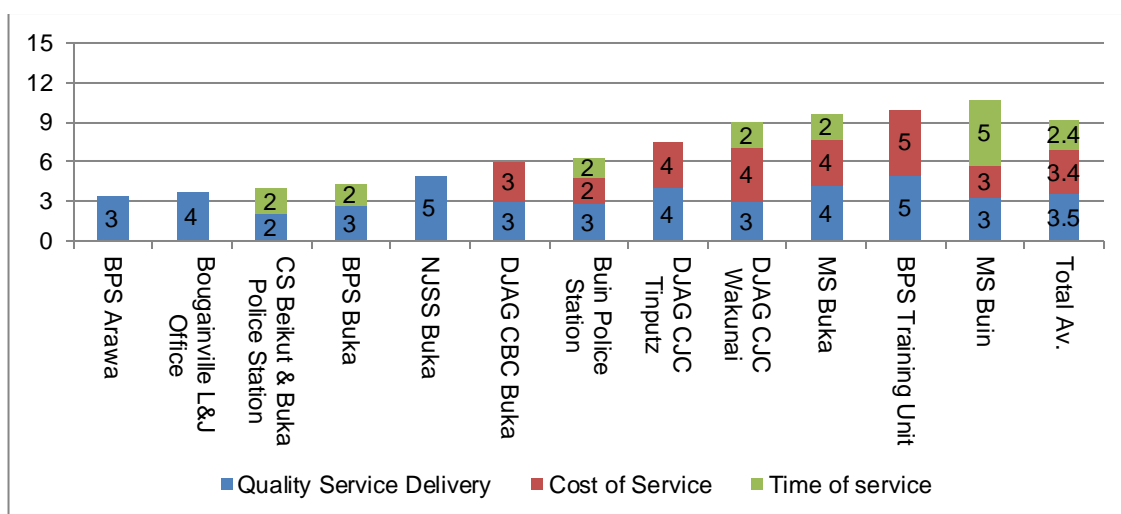
Interviewees rated customer satisfaction as adequate (3.1). However, it was found that there were discrepancies in the ratings assigned to proxy variables – cost, timeliness and perceived quality of services – which were used to generate a view of customer satisfaction. As Figure N-4 shows, interviewees had a very good perception of quality and cost of services delivered (3.5 and 3.4 rating) across all facilities. However, they gave a much lower rating to the timeliness of the service provision (2.4 rating). When prompted, people said that they experienced many delays when requesting Law and Justice services.

Figure N-3. Availability of basic utilities within facilities in ARoB



Source: Content analysis of in-depth interviews collected by Social Team from April to May 2013. Note: Agency rating is the result of the average of all ratings done for facilities visited. Absence of value indicates that no response was given in this area.

Figure N-4. Perceptions of users and providers with respect to time, cost and quality of services in ARoB



Source: Content analysis of in-depth interviews collected by Social Team from April to May 2013. Note: Agency rating is the result of the average of all ratings done for facilities visited. Absence of value indicates that no response was given in this area.

A magistrate said:

“The Magistrates based in Buka used to circuit Arawa and Buin and that took months...that took months and you know, when people come and filed a complaint and you don’t deal with it quickly, they give up and lose interest and they forget about it or they go and try and resolve it their own way” (Buka, 14 May 2013).

Similar comments with regards to delays in service delivery were made by users of the BPS and the Correctional Services. A police officer said:

“When we arrest him [the perpetrator] we tell him his constitutional rights - under section 42, sub section 2 - that he has the right to communicate with a lawyer, to see his family and friends have them come and visit him in the cell.... Sometimes it takes almost six months [to get a court hearing] and the cases usually take a long time. Those locked up should appear in court the next day, but it [usually] takes a long time” (Buin, 27 April 2013).

Efficiency of Procurement in ARB

The contracting industry on Bougainville is less developed than in the other major centres of PNG, no doubt due to its isolation and size of market, not to mention the long period of unrest there. It is evident from the construction of the buildings making up the town of Buka that the local building contractors are limited in the size and complexity of the projects they can undertake and in the quality of the workmanship - although ‘quality’ of L&J infrastructure is generally assessed as being equivalent or better than the local quality datum.

It is understood that there are only a couple of contractors of sufficient size to undertake institutional building projects and even these need close supervision. Any review of procurement standards on Bougainville and in other similar markets needs to make allowances for the local contracting environment.

The contract files held in the Law and Justice program office, though orderly and well labelled, are incomplete, even fragmentary in places. There are large chronological gaps in the records and many of documents one would expect to find on a contract file are missing. Nevertheless, the issues emerging from a reading of the files were few and generally not serious. It is not always clear from the files but it would seem that the contracts were generally completed without significant budget overruns. Though completion was often late, the schedule overruns were within reason on most occasions.

Some general observations of the Buka procurements follow:

- The packaging of contracts into small lots is a feature of the procurement for L&J Sector works on Bougainville. The Beikut Jail is a good example. The design of the complete Beikut prison facility was produced by an Australian firm of architects but the works have been put to the market as small contracts. All those reviewed, save one, were less than K300k but for the most part they were less than K150k. Apparently this is an outcome of the budgeting process rather than a deliberate procurement strategy. Though inefficient, it is also probably appropriate as larger contract lots would exceed the capacity of the local contractors and the involvement of outside contractors and their imported labour force could have caused a festering of tensions.
- Inspections of the completed works conducted by the team suggest that the quality of construction meets the average standards for PNG, but higher than local standards, suggesting that the better builders are employed on the L&J works or that they are better supervised.
- Instances of apparently questionable procurement practices often have a logical explanation in the context of the local contracting scene. A direct appointment for a small security fencing contract is one example; this was done to provide work an appropriate type and size for the clan in the immediate vicinity of the Beikut jail to foster harmony.
- Three quotes are required by the GPM for the typical contract on Bougainville but with only two or three contractors qualified to take on these contracts, it was often difficult to comply with this requirement.
- Variation orders on file in many cases did not state the price of the works (agreed or determined) and there is no record of extensions of time being claimed or awarded for the additional time needed to complete the work ordered under the variations.

- The signatory of the contracts on behalf of GoPNG/ABG varied, perhaps because of institutional changes or the ambiguous and changing status of sovereignty of Bougainville. Pages of contracts were not initialled.
 - There is a general lack of rigour in the administration of the contracts, the terminology used in correspondence and in adherence to procedures. This has mattered little. On Bougainville, the emphasis has been on time, money and effective supervision.
 - The contracts reviewed used four different forms for minor works conditions of contract (GCOC). A couple of the forms were rudimentary, suitable only for domestic building works.
 - The GCOC forms generally specify that the contract price is a fixed lump sum, payable in monthly progress claims against percentage complete. However, payments made are sometimes ad hoc with contractors invoicing for materials when they themselves are invoiced by suppliers. The practice stems from the contractors' lack of working capital and the payments are made to keep the work on track.
 - The files contain no mention of operating manuals, plant warranties and spare parts, perhaps explained by the nature of the works performed under the reviewed contracts which included only minor plant components.
 - Two of the contracts reviewed were tendered and the rest quoted. Tender advertisements were not on file and it is not known which publications and web sites were used for advertising the tender. Around ten bids were received in each case but a number of the bidders lacked the capacity to undertake the works. Evaluations were based on scores awarded against criteria declared in the tender documents, contrary to the provisions of the GPM which requires bids to be evaluated against the Lowest Total Cost. In other respects evaluations followed the Good Procurement Manual.
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Data Base of Social Research Team

ARoB:

Quality Infrastructure	Appropriate building design	Capacity/size	Quality Construction	Cleanliness	Maintenance
Bougainville L&J Office		3			3
BPS Arawa	-	1	-	-	2
BPS Buka	3	4	-	1	-
BPS Training Unit	2	2	5	-	3
Buin Police Station	2	1	-	1	1
CS Beikut & Buka Police Station	2	2	2	1	2
DJAG CBC Buka	-	-	-	-	-
DJAG CJC Tinputz	4	3	-	-	5
DJAG CJC Wakunai	2	-	-	-	2
MS Buin	3	2	4	-	-
MS Buka	4	4	5	-	2
NJSS Buka	-	-	-	-	-
Total Av.	2.7	2.3	3.9	1.0	2.4

Appendix N –Data Analysis of the Autonomous Region of Bougainville

AROB

Service Delivery	Staffing	Cost of Service	Time of service	Quality Service Delivery	Electricity or Generator	Water & sanitation	Fuel	Internet	Computer	Fax	Tel	Photocopy	Furniture	Access
Bougainville L&J Office	3	-	-	4	1	3	-	3	3	3	3	3		5
BPS Arawa	2	-	-	3	1	-	-	-	-	4	4	4	4	3
BPS Buka	3	-	2	3	-	4	-	3	2	2	-	2	4	-
BPS Training Unit	4	5	-	5	-	5	-	3	5	5	2	5	4	5
Buin Police Station	2	2	2	3	1	2	-	3	1	2	1	1	1	-
CS Beikut & Buka Police Station	2	-	2	2	1	2	-	1	1	1	1	1	1	-
DJAG CBC Buka	2	3	-	3	-	-	-	-	3	3	3	-	3	3
DJAG CJC Tinputz	3	4	-	4	3	-	1	-	1	1	1	1	1	3
DJAG CJC Wakunai	2	4	2	3	-	-	1	1	1	-	1	-	1	3
MS Buin	2	3	5	3	2	1	1	1	2	1	1	-	-	4
MS Buka	3	4	2	4	-	3	-	1	3	2	3	2	-	5
NJSS Buka	3	-	-	5	-	-	-	-	2	-	-	-	-	5
Total Av.	2.5	3.4	2.4	3.5	1.5	2.9	1.0	2.0	2.1	2.5	2.0	2.4	2.4	4

Appendix N –Data Analysis of the Autonomous Region of Bougainville

AROB

Effectiveness	Fit for Purpose	Multipurpose	Flexibility
Bougainville L&J Office	3	3	4
BPS Arawa	3	5	1
BPS Buka	3	3	4
BPS Training Unit	5	5	4
Buin Police Station	1	3	3
CS Beikut & Buka Police Station	1	3	3
DJAG CBC Buka	-	-	-
DJAG CJC Tinputz	1	3	2
DJAG CJC Wakunai	4	3	3
MS Buin	5	-	2
MS Buka	5	4	4
NJSS Buka	5	5	5
Total Av.	3.3	3.7	3.1

Appendix O – Infrastructure User Data

Available Prison Statistics

PRISONER Detainee Population	
Year	Detainees
1993	3858
1996	3728
1999	3271
2002	3302
2003	3682
2005	4056
2008	4574
2010	4268
2012	3652
2013	3652

Male/Female Populations				
Male Population	Female Population	Male Juveniles	Female Juveniles	TOTAL
3294	199	159	0	3652

PRISONS VISITED	Capacity	Prisoners (Feb 2013)
Bihute (EHP)	300	158
Bomana		462
Buimo		553
Buka		159
Bundaira		66

Sources

PNG Law and Justice Secretariat, 2011 Annual Report

Papua New Guinea-Australia Law and Justice Partnership, Fact Sheet 10, Correctional Services, February 2013.

Magisterial Service Court Case Tracking 2010

Court House	Completed	Pending	Total Cases	Percent(%) Completed
Waigani	3412	1107	4519	75
Lae	2784	625	3409	81
Mt Hagen	3095	264	3359	92
Boroko	3264	53	3317	98
Goroka	2100	680	2780	75
Kavieng	1114	1140	2254	49
Port Moresby	1558	519	2077	75
Wabag	939	648	1587	59
Dagua	897	487	1384	64
Madang	982	302	1284	76
Kundiawa	497	636	1133	43
Kokopo	844	246	1090	77
Wewak	687	333	1020	67
Mendi	680	221	901	75
Maprik	587	207	794	73
Lorengau	462	247	709	65
Buka	238	460	698	34
NCD Family Court	541	130	671	80
Popondetta	313	353	666	46
Kainantu	361	272	633	57
Alotau	270	355	625	43
Bulolo	307	297	604	50
Porgera	235	333	568	41
POM Central	384	175	559	68
Kimbe	187	362	549	34
Ialibu	265	77	342	77
Daru	134	80	214	62
Lihir	150	60	210	71
Biala	52	134	186	27
NCD Juvenile Court	147	16	163	90
Yangoru	142	19	161	88
Vanimo	35	79	114	30
Minj	55	52	107	51
Wau	64	41	105	60
Pangia	97	4	101	96
Bereina	82	6	88	93
Angoram	61	26	87	70
NCD Children Court	61	25	86	70
Kiunga	77	0	77	100
Kerema	31	39	70	44
Buin	50	18	68	73
Rabaul	34	18	52	65
Finchhafen	34	13	47	72
Kerevat	19	23	42	45
Magarida	32	1	33	96
Sialum	29	3	32	90
Tari	26	2	28	92
Losuia	17	11	28	60
Balimo	10	17	27	37
Tapini	20	6	26	76
Kwikila	16	0	16	100
Kokoda	1	14	15	6
Kabwum	6	8	14	42
Kupiano	14	0	14	100
Namatanai	9	5	14	64
Moreguina	2	0	2	100
Ramu	0	1	1	0
Kikori	0	1	1	0
Finschafen	0	1	1	0

Magisterial Service Court Case Tracking 2011

Court House	Completed	Pending	Total Cases	Percent(%) Completed
Waigani	5630	1048	6678	84
Lae	3295	859	4154	79
Boroko	3668	48	3716	98
Mt Hagen	2938	139	3077	95
Goroka	2092	603	2695	77
Kokopo	1503	695	2198	68
Madang	1214	734	1948	62
Port Moresby	1298	576	1874	69
Kavieng	1313	466	1779	73
Kundiawa	1175	329	1504	78
Mendi	794	501	1295	61
Alotau	636	588	1224	51
Wabag	587	541	1128	52
Wewak	857	248	1105	77
Dagua	835	227	1062	78
POM Central	877	141	1018	86
Lorengau	921	45	966	95
Buka	491	321	812	60
Maprik	501	268	769	65
Vanimo	403	338	741	54
Minj	436	292	728	59
Kimbe	309	384	693	44
Namatanai	540	126	666	81
Popondetta	368	297	665	55
NCD Family Court	479	120	599	79
Kainantu	228	275	503	45
Bulolo	146	238	384	38
Lihir	216	114	330	65
Tabubil	169	133	302	55
NCD Juvenile Court	269	10	279	96
Kerema	95	118	213	44
Kerevat	81	116	197	41
Yangoru	103	69	172	59
Buin	103	55	158	65
Ialibu	57	96	153	37
Kiunga	83	57	140	59
Daru	69	59	128	53
NCD Children Court	89	29	118	75
Rabaul	60	55	115	52
Kwikila	40	14	54	74
Ambunti	42	0	42	100
Angoram	26	14	40	65
Pangia	1	37	38	2
Kabwum	26	8	34	76
Moreguina	25	6	31	80
Remu	14	16	30	46
Kupiano	23	0	23	100
Finchhafen	5	18	23	21
NISSAN	11	1	12	91
Tari	6	6	12	50
Magarida	6	2	8	75
Porgera	2	5	7	28
Okapa	2	0	2	100
Kikori	0	2	2	0
Biala	0	2	2	0
Wapenamada	1	0	1	100

Magisterial Service Court Case Tracking 2012

Court House	Completed	Pending	Total Cases	Percent(%) Completed
Waigani	7343	1177	8520	86
Lae	5349	1011	6360	84
Boroko	3421	164	3585	95
Mt Hagen	2166	363	2529	85
Goroka	1548	963	2511	61
Wewak	1605	515	2120	75
Madang	1659	394	2053	80
Kavieng	1445	605	2050	70
Kokopo	1463	462	1925	76
Port Moresby	694	1058	1752	39
Kundiawa	1597	122	1719	92
Kimbe	918	412	1330	69
Alotau	542	484	1026	52
Mendi	531	444	975	54
Wabag	477	386	863	55
Lorengau	793	69	862	91
Maprik	491	331	822	59
Buka	445	359	804	55
POM Central	607	134	741	81
Popondetta	398	285	683	58
Vanimo	304	258	562	54
Minj	459	103	562	81
Kerevat	327	173	500	65
NCD Family Court	333	97	430	77
Daru	280	102	382	73
Rabaul	313	46	359	87
Kainantu	142	204	346	41
Namatanai	107	190	297	36
Tari	140	100	240	58
Kerema	106	132	238	44
NCD Juvenile Court	183	35	218	83
Kiunga	82	121	203	40
Moreguina	134	14	148	90
Lihir	66	65	131	50
Buin	66	56	122	54
Arawa	46	74	120	38
NCD Children Court	78	34	112	69
Kwikila	69	34	103	66
Kikori	82	19	101	81
Balimo	23	76	99	23
Pangia	91	0	91	100
Ramu	48	31	79	60
Finchaffan	35	42	77	45
Angoram	51	19	70	72
Yangoru	54	14	68	79
Bulolo	21	46	66	31
Kupiano	54	0	54	100
Tabubil	33	14	47	70
Porgera	12	25	37	32
Bereina	9	24	33	27
Biala	3	28	31	9
Aitape	10	19	29	34
NISSAN	21	1	22	95
Laiagam	5	8	13	38
Kabwum	0	9	9	0
Wapenamada	2	3	5	40

Number of Court Cases Heard and Completed in the PNG National Court System for National Courts Visited

Case Year	Location	Buka	Goroka	Goroka	Kaihantu	Kavieng	Kokopo	Kokopo	Lae	Lae	Mount Hagen	Namatanai	Waigani	Grand Total
1990			63		1		243		181		383		1454	2325
1991			44		2		46		117		190		1122	1521
1992		1	20		4	1	76		62		66	1	1175	1406
1993		2	13		5	1	24		32		30		1139	1246
1994		4	87	43	9	15	156	2	191	102	457	5	1394	2465
1995		2	50	4	2	9	70	17	245	16	323	1	1734	2473
1996			71		3	3	113	20	356	11	464		1710	2751
1997		2	79		4	6	146		607		398		1689	2931
1998		15	170	31	24	33	189	49	651	61	455	3	1713	3394
1999		19	208	53	17	27	183	102	517	138	539	4	1979	3786
2000		7	330	26	7	30	181	63	813	123	695	2	2311	4588
2001		6	344		29	46	457		688	1	641		2114	4326
2002		10	295		9	55	376		494		617	1	2069	3926
2003		2	322		2	27	290		441		693	1	2212	3990
2004		37	248		1	16	306		557		747		2070	3982
2005		130	295		6	21	345		578		681	1	2471	4528
2006		47	267		22	60	283		695		719	5	2471	4569
2007		83	190		16	97	257		527		623	1	1935	3729
2008		33	230			106	258		552		576	1	1947	3703
2009		39	217		1	83	230		680		629	2	2128	4009
2010		27	192			165	204		548		505	1	1951	3593
2011		100	214		10	106	156		442		406	8	1798	3240
2012		43	267		12	71	182		415		294	7	1687	2978
2013		47	51		1	34	68		162		138	1	552	1054
Grand Total		656	4267	157	187	1012	4839	253	10551	452	11269	45	42825	93982

Number of Court Cases Heard and Completed in the PNG Supreme Court System for Supreme Court

Visits	
Case Year	Total
1994	195
1995	218
1996	281
1997	326
1998	392
1999	311
2000	265
2001	321
2002	337
2003	365
2004	369
2005	290
2006	275
2007	255
2008	299
2009	328
2010	349
2011	349
2012	289
2013	118
Grand Total	5932

Appendix P – Data Validation and Policy Workshops

Infrastructure Impact EVALUATION Final WORKSHOPS

One of the final consultation activities undertaken as part of the Law and Justice Sector Infrastructure Impact Evaluation (LJS IIE) was to conduct a series of workshops to validate the data collected and facilitate discussions with key stakeholders regarding the implications of the findings in a policy context. Three workshops were held in July:

1. Data Validation and Testing Workshop, Port Moresby, 17 July 2013;
2. Policy Implications Workshop, Port Moresby, 18 July, 2013;
3. Data Validation and Policy Workshop, Bougainville, 24 July, 2013.

The agenda, program, presentations and list of attendees for each of these workshops are attached.

Each of these workshops provided an opportunity for the evaluation team to present its findings regarding the efficiency and constraints in the planning and procurement processes of infrastructure, the infrastructure design and condition, and social research on how service providers and users perceived the infrastructure in terms of quality and functionality and other factors that influenced their ability to deliver a service. The presentations enabled workshop participants to understand the findings of the evaluation as well as use their experiences to validate that the findings of the research was viable. Most importantly it provided an opportunity for GoPNG stakeholders to provide input into what they considered important in terms of service delivery and how infrastructure could contribute to improved access to law and justice and improved service delivery, as well as develop some actions for how they could use the information collected through the evaluation to improve their existing services. All workshops were highly participatory.

The following sections identify some key activities that were undertaken through the workshops to enable the Evaluation Team to validate data and develop recommendations for future activities.

1 Data Validation and Testing Workshop

The purpose of the data validation workshop was to test the findings that the evaluation team had developed through the fieldwork and data analysis phases. It was important to provide participants with an overview of the findings, and through some participatory activities enable key stakeholders to provide their perspectives into the interpretation of the data.

What is Service Delivery?

The workshop commenced using the overall evaluation question as a starting point:

To what extent is investment in infrastructure contributing to improved service delivery and access to law and justice for women, men, girls and boys of PNG.

The first activity undertaken was in regard to service delivery and workshop participants understanding of the term. Participants were encouraged to discuss how the users may view time, quality and cost associated with services in the Law and Justice Sector and their level of customer satisfaction. To initiate the discussions eight main topics related to service delivery were suggested by the evaluation team. These included:

- Quality/Adequacy of Services
- Co-location with other L&J facilities
- Cost of infrastructure
- Satisfaction of Users/people
- Agency staff
- Role of infrastructure as a symbol
- Importance of the Facility/Building to service delivery
- Housing

Group discussions were held between the representatives of the agencies, other stakeholders present such as PALJP advisers and AusAID, as well the evaluation team members in order to explore service delivery in general but also how these eight factors influenced service delivery. Following these discussions, attendees were asked to rank each of these factors above in order of importance from 1 to 8 with respect to their contribution to service delivery. Figure N-1 to Figure N-4 show examples of the outcomes of the exercise.

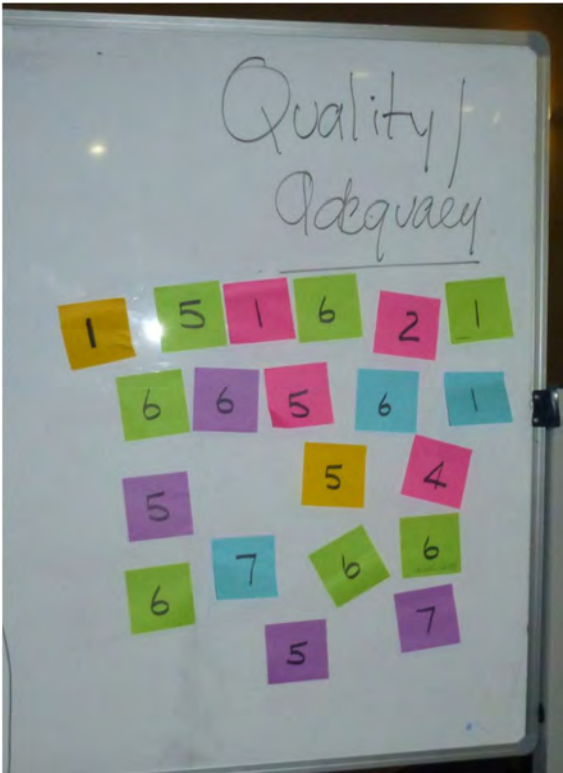


Figure N-1 Quality / Adequacy

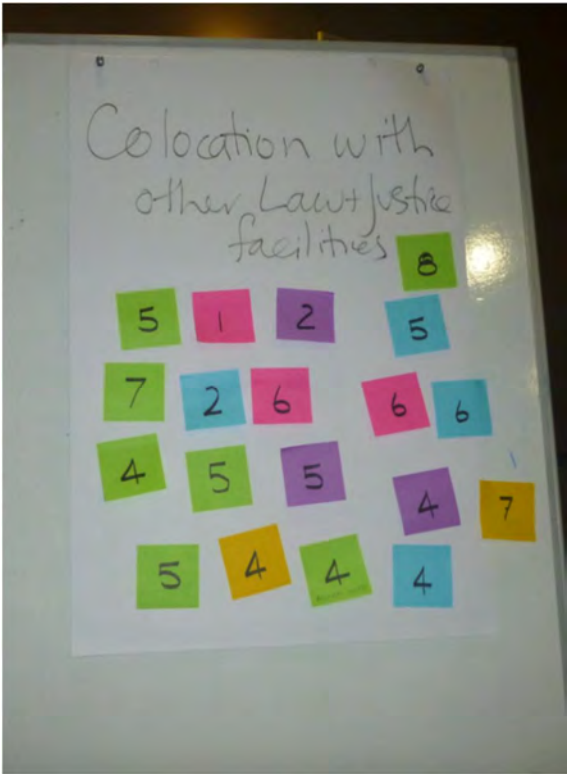


Figure N-2 Co-location with other L&J facilities

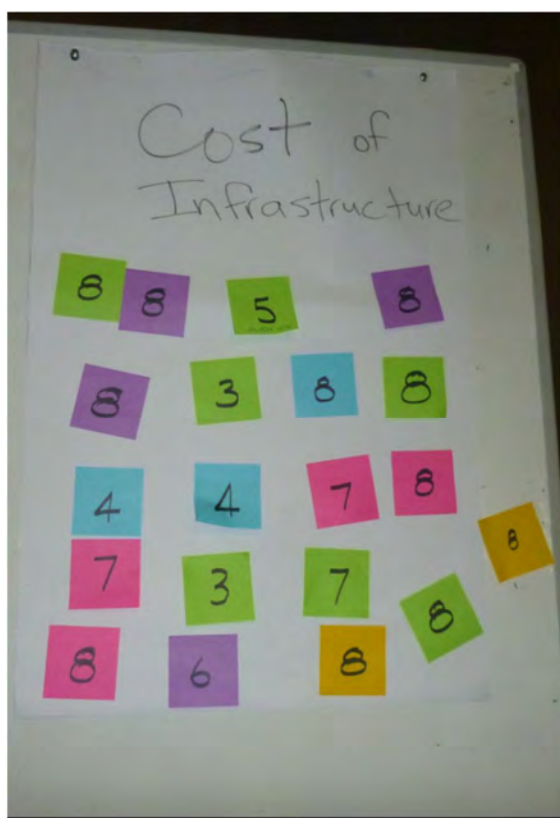


Figure N-3 Cost of Infrastructure

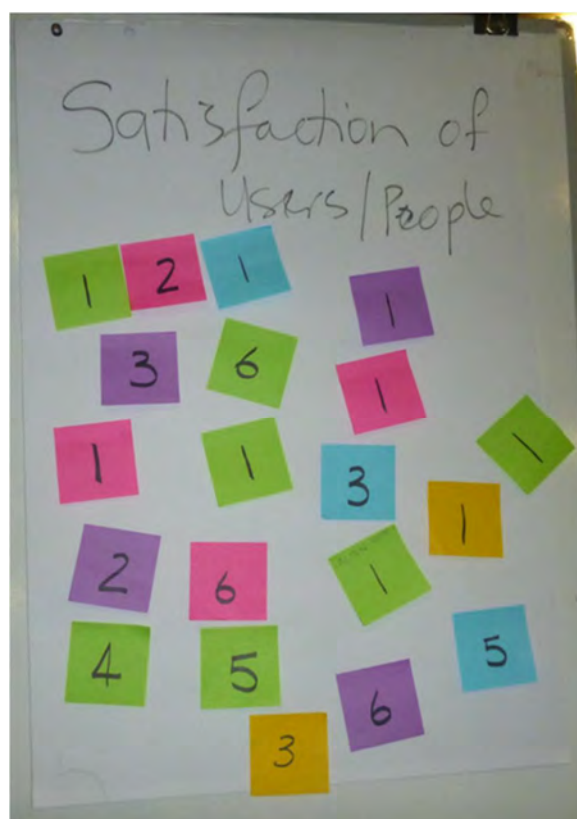


Figure N-4 Satisfaction of Users / People

Views of service delivery and findings from fieldwork

During presentations by the evaluation team on the fieldwork, the results of the first exercise were tabulated to provide an overall ranking of each of the different facets of service delivery. These eight factors were not intended to be a comprehensive list of all aspects related to improved service delivery, but they were based on a range of issues that were identified during the fieldwork. The evaluation team was seeking feedback on how representatives of the Law and Justice Sector at National level prioritised these factors.

The ranking of each of the factors identified above are illustrated in Figure 5 through to Figure 8 and the overall ranked list is provided below along with its overall score. The lower the overall score then the more important workshop participants considered that factor.

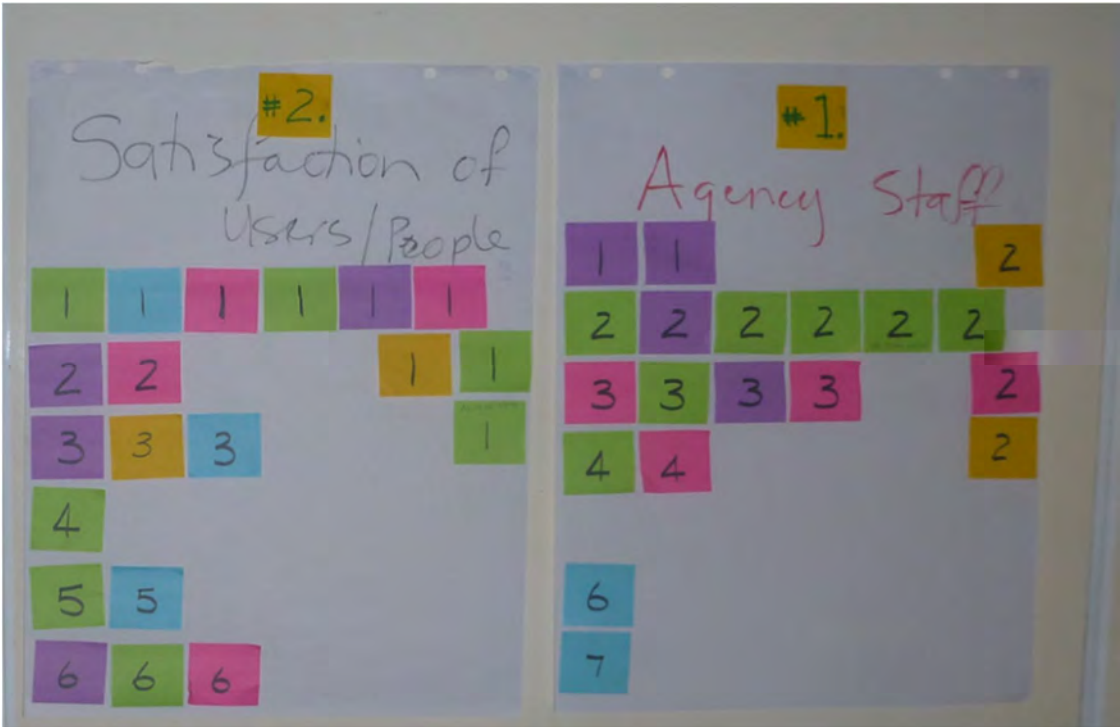


Figure N-5 Agency Staff and Satisfaction of Users/People

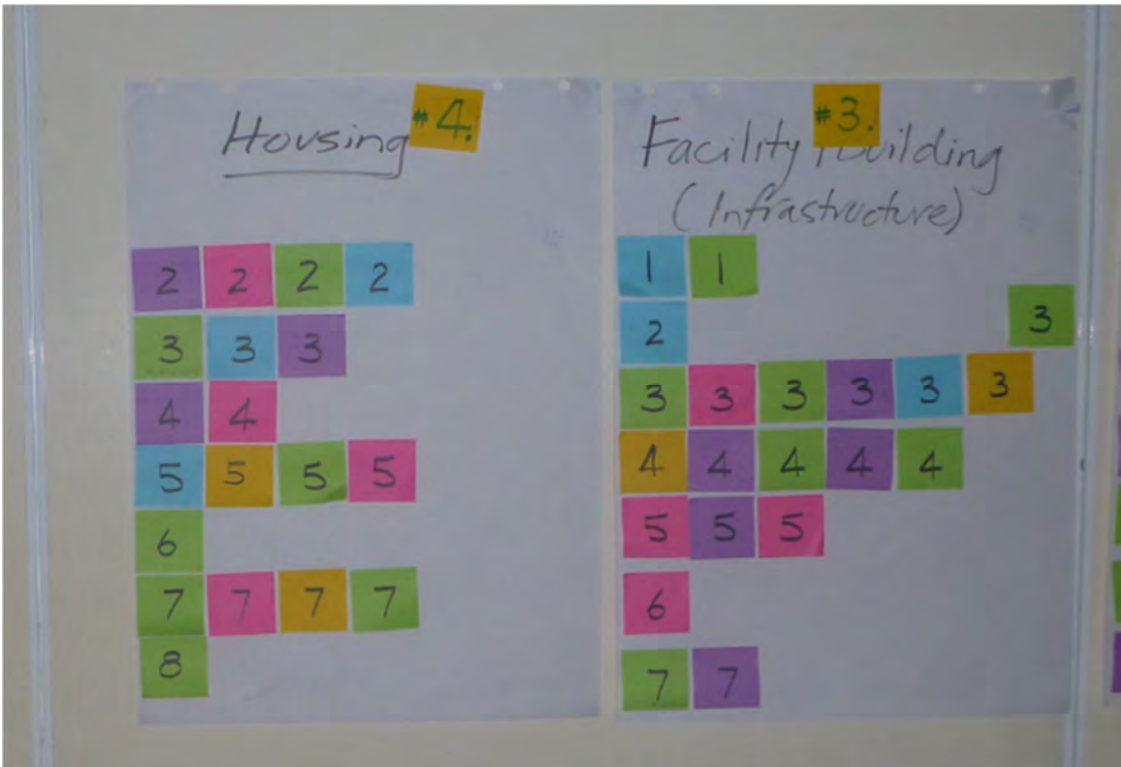


Figure N-6 Facility / Building (Infrastructure) and Housing



Figure N-7 Colocation with other L & J facilities and Quality / Adequacy



Figure N-8 Cost of Infrastructure and Symbols

The overall views of service delivery by workshop participants were ranked in importance as shown below:

1. Agency Staff (53 points)
2. Satisfaction of Users/People (54 points)
3. Facility/Building – Infrastructure (80 points)
4. Housing (87 points)
5. Co-location with other L&J Agencies (90 points)
6. Quality/Adequacy (91 points)
7. Symbols (i.e. impact on people of court architecture, police signs, etc.) (133 points)
8. Cost of Infrastructure (134 points)

Discussion

Another activity undertaken during the Data Validation Workshop was a discussion around the topics listed below. Again these were issues that had arisen during the fieldwork and the evaluation team was interested in testing the findings from those people interviewed during the fieldwork compared to perspectives of national agency representatives:

- What does “fit for purpose” mean?
- People With Disability (PWD) – Should PNG L&J infrastructure makes provision for PWD?
- Sustainability - energy efficiency, service life, low maintenance
- How should the infrastructure accommodate the different needs of women, men, boys and girls

The workshop participants were divided into four groups to explore each issue. Each group then selected an issue from a “container” to create a sense of randomness regarding the nature of the discussions held by each group. Evaluation team members liaised with different groups through this process. The discussions were wide ranging and all participants were actively engaged.

Notes taken throughout this discussion can be found in the text boxes below and were used to further support the research identified by the evaluation team during fieldwork.

WHAT IS FIT FOR PURPOSE IN PNG CONTEXT?

- Geographically dependent
- Good design is necessary to ensure maximum use of infrastructure by function of agency to deliver service
- Energy efficient
 - Energy rating determined by agencies
 - Energy rating: adoption and use of available resources (eg. Cool air in highlands and sunlight in coastal provinces) to minimise cost in service delivery
- Size – how do we get this right?
- Need to pick good models
- Quality materials required to ensure minimal level of cost over time on maintenance
- Proximity of infrastructure dependent on their functions and not a sector issue
 - Views of community
 - National and district court and police to be together in provinces
 - Police and district court work hand in hand
 - Prisoners – proximity to family, community (wontok)
 - Certain agencies need to be separate
- Security
 - Police provide the state security for courts (National, District)
 - Security needed for magistrate to deliver judgements without fear or favour.
 - Security provided by locating courts in close proximity to police stations
- Maintenance – most infrastructure deteriorates within a year of completion

USERS – PWD / BOYS, GIRLS, MEN, WOMEN

- People in PNG look after people with disabilities
- Community (people) will 'manage' / assist disabled people so that they can access facilities (Only Waigon has ramps).
- Is building a ramp the right solution in this country.
- Bigger commercial buildings in Port Morsby have PWD – but not in smaller facilities or in the provinces
- Future obligation – PWD standards may be introduced sometime in the future.
- There are no PNG regulations / building act?
- National courts record proceedings – could have learning loops
- Mt Hagen – blind person can be represented by another (able) person
- Some statistics are available / collected in PNG

PWD may not be essential in PNG as community support and 'manage' such people (Jan 2013 – Gender Equality and Social Inclusion)

SUSTAINABILITY

- Many facilities in urban areas, but only some in rural areas
- Rapid deterioration if it is not of suitable design. Points to consider during the design:
 - Fit for purpose
 - Future changes
 - Environmental condition in PNG
 - Energy efficiency
 - Better to create a sustainable design which reduces annual recurrent costs
- Materials – Select the appropriate material, example:
 - Treated timber
 - Water resistance
 - Remote location - transport costs are high
 - Profit driven - things that can be sustained at minimal cost
 - API prefabricated buildings – shipped in from Dubai
 - Think outside conventional designs/Innovative designs; some innovative design in PNG
- Equipment – Appropriate for source areas
 - Rain tanks (rural)
 - Solar
- Energy use in urban areas – availability of energy supply
 - Electricity is very expensive
 - Use what is appropriate – ie. use a ceiling fan instead of ACs
 - Solar system
 - Winupini – priest mobilised local parish to build small mini-hydro
- Energy in rural areas – if infrastructure is off-grid:
 - Electrification to supply facilities
 - Hydro/wind
 - Solar PV
- Cost
 - Invest a little bit each year, rather than waiting until there is a big cost
 - Whole life cost – invest now and save cost in the future
 - Save money long term with sustainable designs
 - Transitional designs which stand the test of time
- Planning and supply of guidelines
 - Invest in time at the beginning
 - Consult end user of the product
 - Check infrastructure that has been put in place
 - Planning/scoping during design
 - Documentation
 - Guidelines
- Maintenance schedule:
 - Asset management
 - Funding
 - Maintain assets each year, rather than waiting until there is a big cost upgrade/problem
- Regulations / codes
 - Apply them where possible
 - Not always appropriate in PNG.
 - Enforcement is not strong
- Skills of the contractors
 - use of modern energy savings / generating technologies
- Induction and training for people that are going to be the end users
- Security
 - Security within design
 - Buildings / infrastructure provided but no provision for security

SAFETY FOR BOYS / GIRLS, WOMEN / MEN

- Police separate the males and females in the holding cells
- Police stations need 3 male / 2 females minimum cell numbers
 - UN regulations are tending to come in now
- Remandees end up in Correctional Services facilities often for some time
- There are problems currently as remandees are not segregated and are not safe after sentencing
- Need facilities to maintain segregation of different groups from the Police stations through to the prison, without their safety being compromised.

FLEXIBILITY / SCOPE / DESIGN

- Know the intended purpose of the design
- Some buildings can be multi-purpose
 - Community Justice Centre
 - Different functions
- Certain buildings are not flexible:
 - Must be used for a specific function
 - One type of service
- Make sure the functional purpose is met
- Allow room for future expansion (plan for it, even if you do not do it)
- What is designed now needs to meet later needs
- Many of designs were done many years ago
- There are many issues that can add a lot to the cost of the design (i.e. PWD)
- Refurbishment and upgrade the older designs.
 - This can bring them up to standard
 - Define a place to stop
- Existing facilities:
 - Need to update facilities to maintain their fitness for purpose
 - Existing facilities are less functional
- Keep records of original design plans
 - If you want to make changes, need to know the foundations, location of services, etc.
 - No O&M manual / plans / air conditioning / pump – how does it work?
- Police –consultant needs to:
 - Prepare as-built drawings and O&M manual
 - Incorporate a 5 – 10 year maintenance program and plan within the scope of the project

Efficiency of Procurement Processes

One of the final participatory activities undertaken during the Data Validation Workshop was to confirm the importance of different aspects of the procurement processes from the perspective of the National Agency representatives.

The IIE team explained the methodology used to assess the efficiency of the procurement procedures used in preparing tender documents, awarding contracts and supervising construction. Seven criteria were proposed and the Workshop attendees were asked for their views on their relative importance by ascribing weightings to each. The seven criteria are listed below with weightings awarded by the workshop given in square brackets:

- | | |
|------------------------------------|----------|
| • Tender processes (effectiveness) | [16.25%] |
| • Transparency | [12.50%] |

• Tender documentation (quality of documentation)	[21.25%]
• Timeliness (time taken to bring project concepts to fruition)	[8.75%]
• Cost (comparison of tender estimate and final cost)	[12.50%]
• Contract administration	[8.75%]
• Supervision of Construction	[20.00%]
Total	100.00%

These weightings were used by the IIE team in its evaluation of the procurement processes for a sample of contracts.

	DIL	Gr 1	Gr 2	Gr 3	Gr 4	
TENDER PROCESS	20	20	20	10	15	16.25
TRANSPARENCY	10	15	15	15	5	12.5
TENDER DOCUMENTATION	10	20	20	20	25	*21.25
TIMELINESS	15	5	10	10	10	*8.75
COST	15	10	10	10	20	*12.5
CONTRACT ADMINISTRATION	10	10	10	10	5	8.75
SUPERVISION OF CONSTRUCTION	20	20	15	25	20	*20.0
						Σ 100

Figure N-9 Results of the discussions on appropriate weightings for different elements of the procurement processes.

The wide ranging and highly participatory discussions held throughout the Data Validation Workshop confirmed many of the findings that the evaluation team had identified through the fieldwork. The presentations provided by the evaluation team also provided useful insights into how current law and justice operations are impacting service delivery at the facility level. The day was a highly successful event with everyone sharing ideas, perspectives and experiences.

2 Policy Implications Workshop

The object of the Policy Implications Workshop was to discuss ideas of how the results of the evaluation could be translated into policy actions for the benefit of the Law and Justice Sector in PNG. Some of the attendees at this Workshop had attended the previous Data Validation Workshop while others joined only for the Policy Workshop. Following some introductory presentations and to initiate discussions and get all participants putting the day's presentations and discussions into a service delivery context a participatory exercise was given to the group.

Views of service delivery and findings from fieldwork

The workshop participants were given four different topics to discuss within their group. These included :

- Is the maintenance/care of the infrastructure managed well across L&J sector?
- How do you (as Law and Justice Team) rate the delivery/provision of infrastructure across the L&J sector?
- Are the users (the public) receiving effective L&J services across the sector?
- Is the infrastructure across the L&J sector “integrated” (does it work well together)?

Each participant stuck a colored note on the sheet of paper to rate how they thought that specific topic was being implemented. They were given three choices from which to select:

- Good = green
- Average = yellow
- Poor = pink

The results of this exercise clearly demonstrated that the representatives of National agencies at the workshop agreed there was considerable room for improvement in how law and justice services are delivered in PNG.

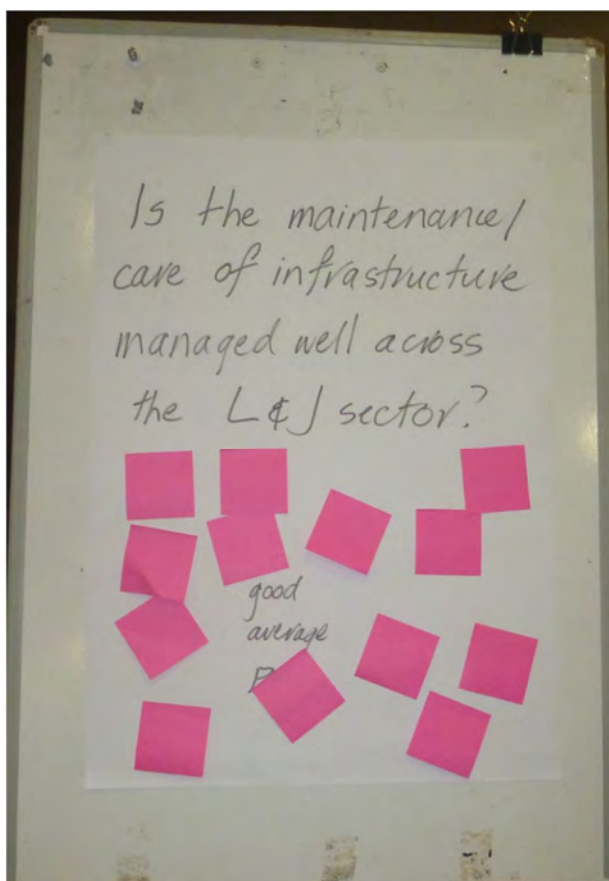


Figure N-10 Maintenance

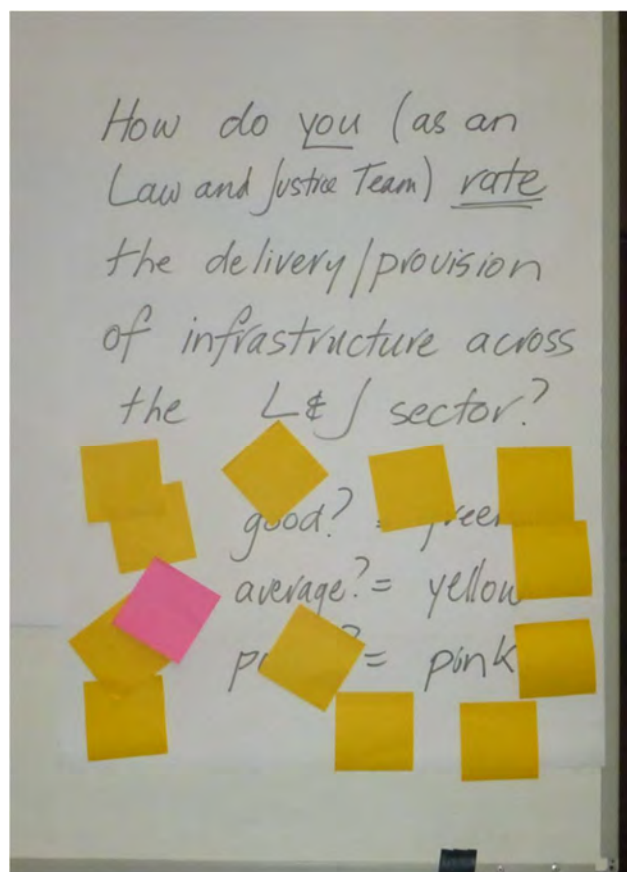


Figure N-11 Delivery

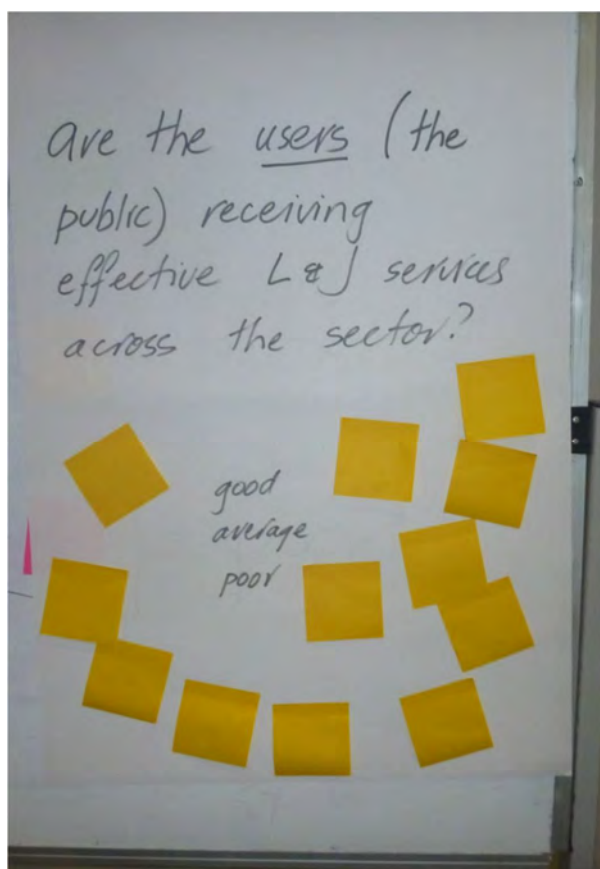


Figure N-12 Users

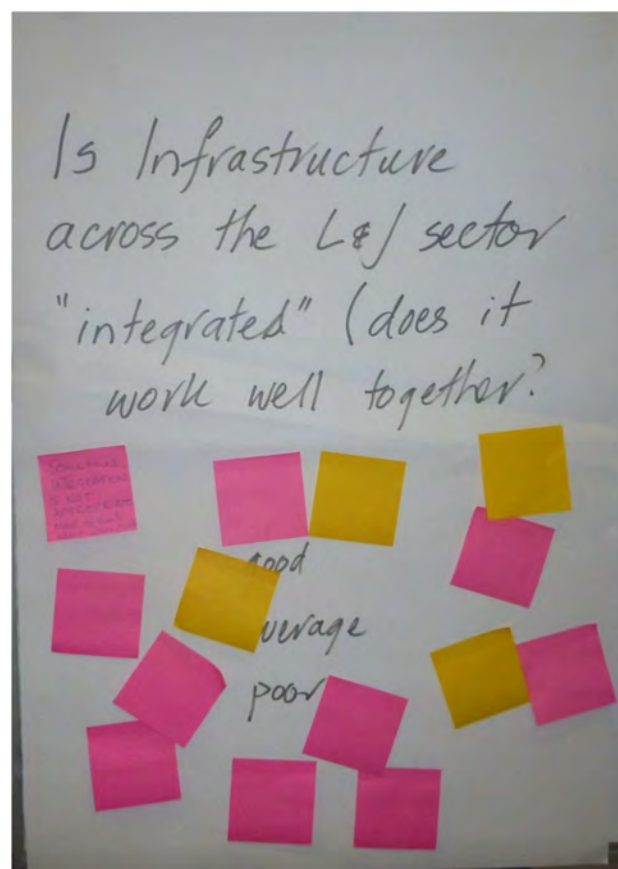


Figure N-13 Integrated

As shown in Figure 9 to Figure 13, none of the components of service were rated “good”. Two categories were rated “average”; viz. “delivery/provision” of services and the “Users” (are users receiving effective L&J services) but the “maintenance” and “infrastructure integration” categories were rated as being “poor”.

Views of service delivery and implications for future activities in the Law and Justice Sector

Attendees were divided into groups with each given a Law and Justice Sector “perspective” to consider in terms of infrastructure policy and design and their impact on service delivery. In other words, one group was asked to explore policy implications at the National or overall Sectoral level, while another group was tasked to consider policy initiatives that could be explored and implemented at a law and justice agency level. Finally, the third group was asked to develop policy implications that would improve law and justice services at the service provider/user interface ie. within a specific law and justice facility. While there was often overlap between these different perspectives it was important for workshop participants to explore policy implications at different levels within the Law and Justice Sector. Following discussions a spokesperson was appointed by each group to report their discussions to the workshop and their findings are summarised in the following butcher's paper reports.

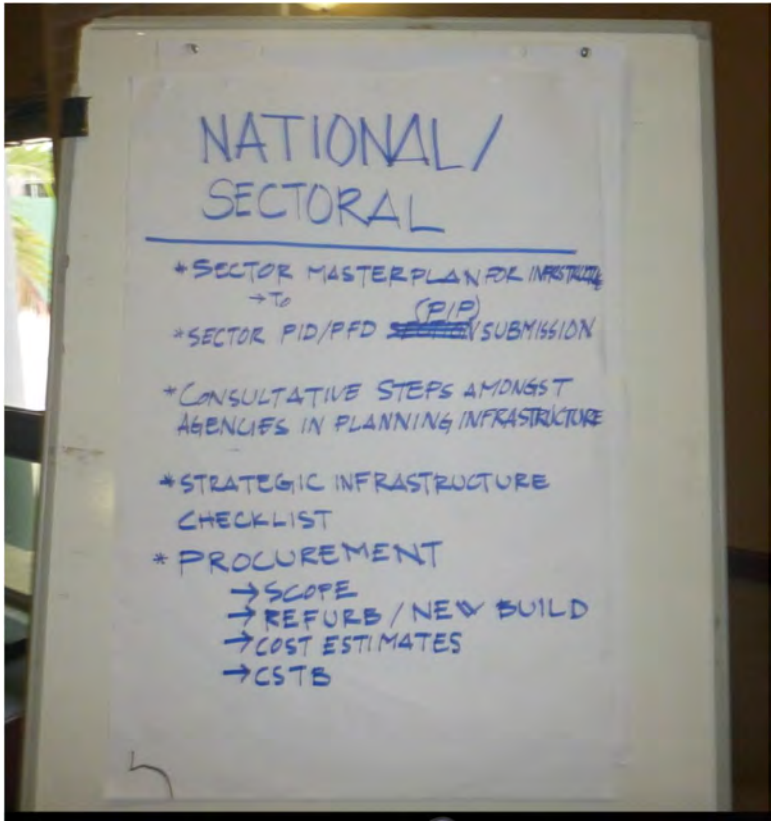


Figure N-14 National/Sectoral Policy Implications Discussion

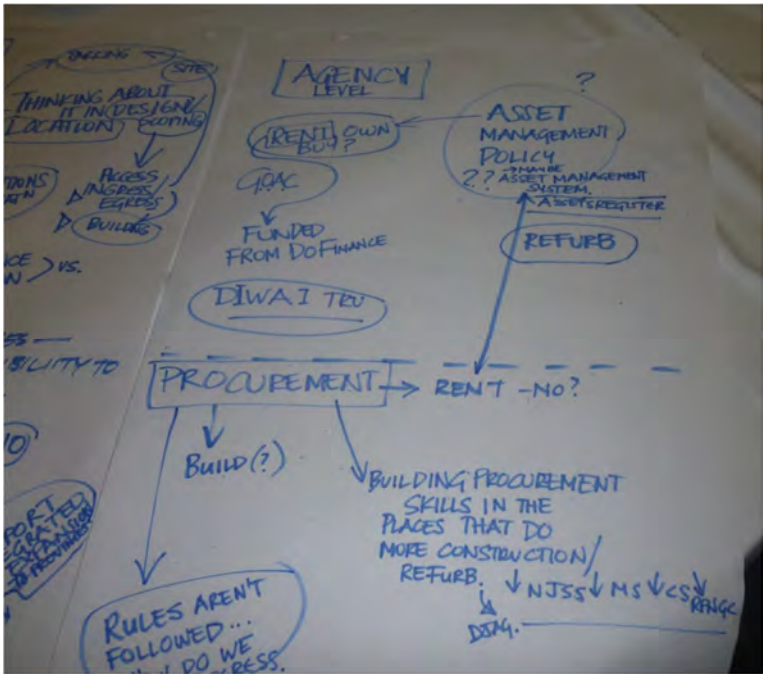


Figure N-15 Law and Justice Agency Level Policy Implications Discussion



Sometimes
INTEGRATION
IS NOT
APPROPRIATE
Need to think
about where it works

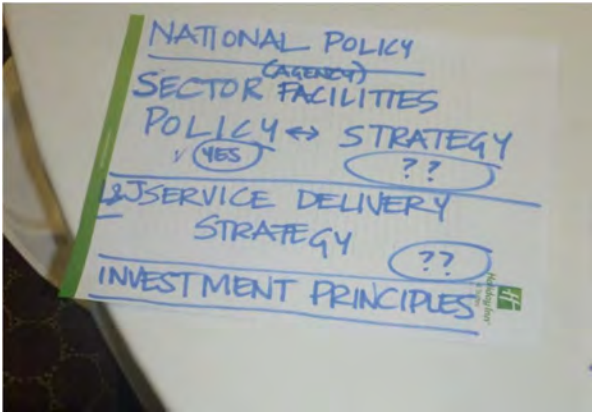


Figure N-16 Policy Implications Discussion at Law and Justice Facility Level

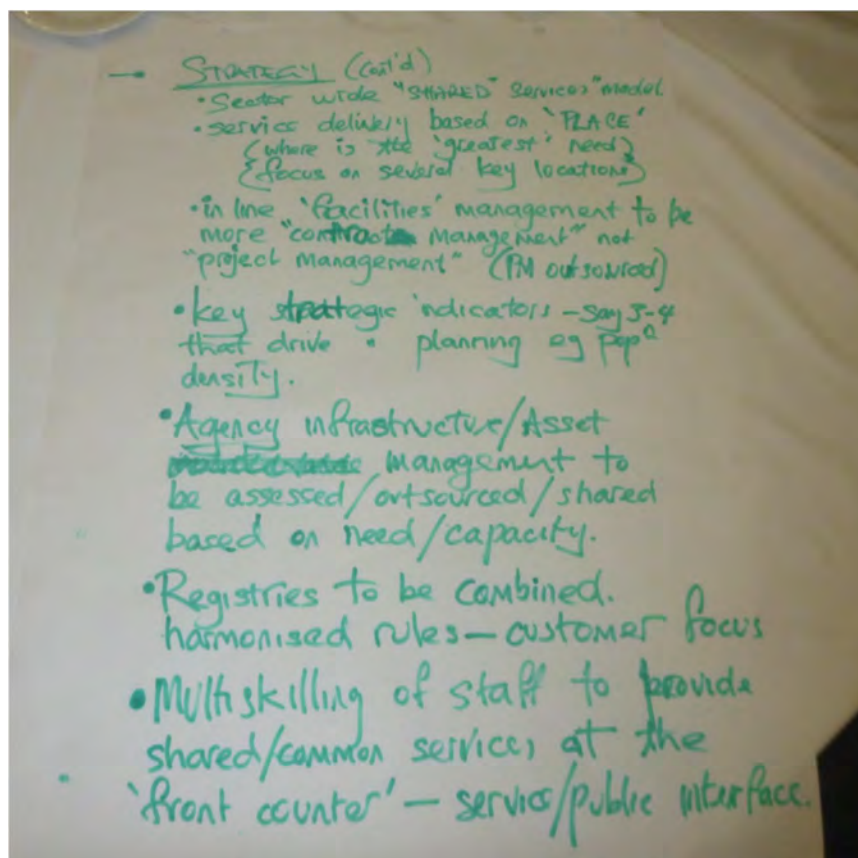
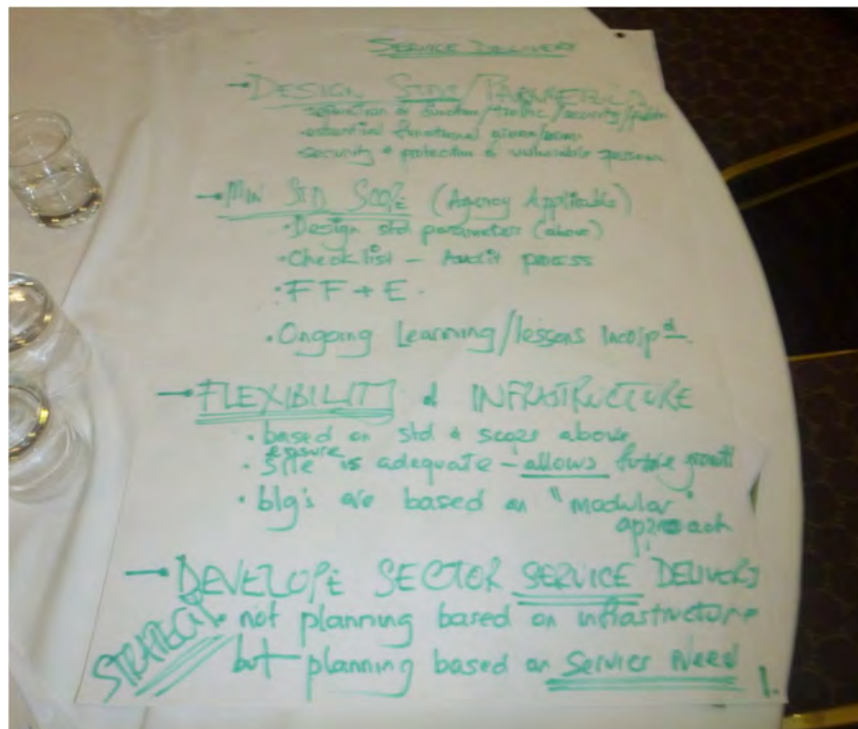


Table P1 - Summary of Policy Implications Identified by Workshop Working Groups

LAW AND JUSTICE SECTOR PERSPECTIVE	POLICY IMPLICATIONS
National/Sectoral Level	<ol style="list-style-type: none"> 1. Need for a Sector Masterplan for Infrastructure 2. A Sector PID/PFD (PIP) submission 3. Consultative Steps Amongst Agencies in Planning Infrastructure 4. Strategic Infrastructure Checklist 5. Procurement issues addressed <ul style="list-style-type: none"> – Scope – Refurbishment/New Build – Cost Estimates – CSTB –
LJS Agency Level	<ol style="list-style-type: none"> 1. Need to address the security of staff and users in all the different agencies (victims versus perpetrators, separation of ablutions, parking, design scoping, location (convenience vs separation, remandees access to courts). 2. Housing is a major issue; not necessarily a <i>condition</i> of employment. Explore the rent/own/buy relationships. Rent responsibilities of Department of Finance. 3. Need to <i>explore</i> arrangements with Provincial Governments for support of facilities; including housing. Support integrated expansion to provinces which is currently driven by NJSS. 4. Need for Asset Management Policy, <i>management</i> system, asset register. 5. Agencies need a National Policy that <i>encourages</i> Sector Facilities Policy/Strategy ie investment principles. 6. Explore the option of developing a Law and <i>Justice</i> Service Delivery Strategy. <p><i>Procurement</i></p> <ol style="list-style-type: none"> 7. Build procurement skills in the places that do <i>more</i> construction (NJSS, MS, CS, RPNGC). 8. Rules aren't <i>a/ways</i> followed so approaches to promote adherence to the existing procedures need to be developed

LAW AND JUSTICE SECTOR PERSPECTIVE	POLICY IMPLICATIONS
Facility Level (Service Delivery)	<ol style="list-style-type: none"> 1. Design Standards/Parameters (separation of function/traffic/security/public; essential functional areas/rooms; security/protection of vulnerable persons.) 2. Minimum standard scope (Agency applicable) - Design standard parameters (above); checklist (audit process); FFE; Ongoing learning/lessons learned; 3. Flexibility of Infrastructure – based on standard and scope above; ensure site is adequate (allows future growth); Buildings are based on “modular approach.” 4. Develop Sector Service Delivery Strategy- <ol style="list-style-type: none"> a. Strategy not planned on infrastructure but on service need. b. Sector wide “shared” services model c. Service delivery based on “place” (where is the greatest need; focus on several key locations). d. In Line ‘facilities’ management to be more contract management and not project management. Outsource project management. e. Key strategic indicators (3-4) that drive planning ie. Population density. f. Agency infrastructure/asset management to be assessed/outsourced/shared based on need/capacity. g. Registries to be combined. Harmonised rules, customer focus. h. shared/common services at the “front counter” – service/public interface.

3 Data Validation and Policy Workshop, Bougainville

The Data Validation and Policy Workshop was held in the offices of the Law & Justice Program, in Buka on 24 July, 2013.

The purpose and format of the workshop were similar to those of the Data Validation and Testing and Policy Workshops held in Port Moresby on 17th and 18th of July 2013. The workshop was attended by staff/advisers of the Law & Justice Program, Bougainville Police Service, Correctional Services, Community-based Corrections, Office of the Public Solicitor, and Magistrate Services. The event provided an opportunity to report the findings of the evaluation team to stakeholders in Bougainville from the fieldwork and data analysis phases, and to seek their feedback. It provided participants with an overview of the findings and, through some participatory activities, it enabled key stakeholders to offer their perspectives on the interpretation of the data.

Table P2 - Summary of Discussions in Bougainville Following Presentations on the Findings of the LJS Infrastructure Impact Evaluation

QUESTION EXPLORED	RESPONSES
What do they do well in the Law and Justice Sector in ARoB	<ul style="list-style-type: none"> – Work across functions – Talk to each other and regularly communicate to resolve issues collectively. – Regular meetings. – Respect and support each other – Excellent relationships - cooperation – ABG has had some autonomy over its priorities – Flexibility of approach – Local funds provided a mechanism to support local activities in a timely manner.
What do they need to do in ARoB to further improve Law and Justice Services	<p>Develop an overall planning strategy for Law and Justice infrastructure which should include not only the LJS but also consider broader planning issues such as road, water and sanitation infrastructure.</p> <p>Need to improve and strengthen their procurement processes to provide greater consistency across their infrastructure procurements. Tools need to be developed to assist with this process including the establishment of a checklist that would assist administrative staff to manage and monitor contract files.</p> <p>Important to continue to emphasise community consultation as part of the ABG infrastructure development program. Development of tools that could assist those responsible for developing infrastructure to consult with both service providers and users would be helpful.</p>

APPENDIX A – Invitations and Programs



PAPUA NEW GUINEA–AUSTRALIA LAW AND JUSTICE PARTNERSHIP

INFRASTRUCTURE IMPACT EVALUATION DATA VALIDATION AND FINDINGS TESTING WORKSHOP

Wednesday 17 July 2013

Venue: Holiday Inn

Meeting Room: Ballroom

Time: 9.00 – 4.00 pm (Including morning tea and lunch)

Purpose:

To have key 'information use' stakeholders participate in:

- Considering and validating the various sets of data collected throughout the Infrastructure Impact Evaluation process
- Reviewing, refining and confirming draft key findings developed by the consultancy team with key stakeholders, to be presented at the Policy Forum the next day

Attendees will include: (Approx 25 people)

- Project Reference Group - LJS agency representatives – CS, OPS, NJSS, DJAG, RPNGC, MS, ABG, OPP
- AusAID – Anneke Outred
- PALJP – Bruce Kelly (Deputy Team Leader), Jo Roberts (Program Associate-Effectiveness & IIE Project Manager), Charles Vee (Senior Adviser, Facilities and Infrastructure Team), FAST team
- The IIE Consultancy Team

INFRASTRUCTURE IMPACT EVALUATION

POLICY FORUM

Thursday 18 July 2013

Venue: Holiday Inn

Meeting Room: Ballroom

Time: 9.00 – 1.00 pm (including morning tea and lunch)

Purpose:

- To present draft findings to Law and Justice Sector agency heads
- To have agency heads consider how the information collected and draft findings can be used to inform policy
- To discuss some appropriate L&J sector and agency policy directions
- To discuss some appropriate *Beyond PALJP* directions

Attendees will include: (Approximately 40 people)

- Law and Justice Sector Agency heads (NCM)
- Project Reference Group - LJS agency representatives – CS, OPS, NJSS, DJAG, RPNGC, MS, ABG, OPP
- AusAID - Program Director Law and Justice, Richelle Tickle, Second secretary, Anneke Outred
- PALJP – Bruce Kelly (Deputy Team Leader), Jo Roberts (Program Associate-Effectiveness & IIE Project Manager), Charles Vee (Senior Adviser, Facilities and Infrastructure Team), FAST team,
- The IIE Consultancy Team



SENIOR MANAGEMENT TEAM
Australian Aid—managed by Cardno on behalf of AusAID.





PAPUA NEW GUINEA–AUSTRALIA LAW AND JUSTICE PARTNERSHIP

INFRASTRUCTURE IMPACT EVALUATION DATA VALIDATION AND FINDINGS TESTING WORKSHOP

Wednesday 24 July 2013

Venue: Bougainville

Meeting Room: TBD

Time: 9:00 – 2:30 pm (Including morning tea and lunch)

Purpose:

To have key 'information use' stakeholders participate in:

- Considering and validating the various sets of data collected throughout the Infrastructure Impact Evaluation process, in particular those sites in Bougainville
- Reviewing, refining and confirming draft key findings developed by the consultancy team with key stakeholders as it relates to Bougainville context
- To have agency representatives consider how the information collected and draft findings can be used to inform policy
- To discuss some appropriate L&J sector and agency policy directions for Bougainville

Attendees will include: (Approx 20 people)

- ABG L&J agency representatives
- AusAID
- The IIE Consultancy Team
- Craig Johnson (PALP ABG Infrastructure Adviser), Kate Saxton (PALP), Stanley (PALP Facilities Manager),



SENIOR MANAGEMENT TEAM
Australian Aid—managed by Cardno on behalf of AusAID



Appendix P – Report on the Data Validation and Verification Workshops and the Policy Implications Workshops

INFRASTRUCTURE IMPACT EVALUATION: DATA VALIDATION AND FINDINGS TESTING WORKSHOP Wednesday 17 July 2013

Purpose:

To have key 'information use' stakeholders participate in:

- Considering and validating the various sets of data collected throughout the Infrastructure Impact Evaluation process
- Reviewing, refining and confirming draft key findings developed by the consultancy team with key stakeholders, to be presented at the Policy Forum the next day

Time	Activity	Person
9 am	Opening remarks	Jo Roberts
9-9.30 am	Overview of the evaluation (evaluation and fieldwork)	Alison Baker
9.30-10.15 am	Introduction to what is service delivery? Why is it important? Time, cost and customer satisfaction Do you need infrastructure for service delivery? Group Discussion – understanding infrastructure as an enabler Break into group work on different characteristics of service delivery (mixing people among agencies). Focus: Identify common characteristics as a sector. Infrastructure is a part and parcel of this.	Russell Hawken
10.15-10.45	Introducing findings with regards infrastructure and fit for purpose: Has infrastructure been built/ refurbished at an adequate level. Discussing data per activity undertaken and per quality	Russ Streader
10.45-11	Morning tea	
11-11.45	Discussion: What is 'fit for purpose' in PNG context? PWD – does it matter? Sustainability (energy design, materials used, etc.) Women, men, boys and girls	Russ Streader
11.45-12.15	Procurement: Rating and examples of contracting in three different sites	David Mayo
12.15-1.15	Lunch	
1.15-1.45	Impact: Service delivery – Findings from fieldwork Examples of a good piece of infrastructure Other components required in addition to infrastructure Equipment Services Housing	Russ Streader and Mariana Cifuentes
1.45-2.15	What makes infrastructure a successful piece of service delivery? Staffing, data collection and management	Mariana Cifuentes
2.15-3 pm	Tea	
3-4	L&J as a continuum? Sector discussion (Add egg diagram) Observations: 1 Recommendations - A minimum criteria for 'strategic infrastructure' that supports service delivery of the sector?	Alison Baker

Attendees will include: (Approx. –30 people)

- Project Reference Group - IIS agency representatives – CS, OPS, NISS, NIAG, RPNGC, MS, ARG, OPP
- AusAID – Anneke Outred
- PAUP – Bruce Kelly (Deputy Team Leader), Jo Roberts (Program Associate-Effectiveness & IIE Project Manager), Charles Vee (Senior Adviser, Facilities and Infrastructure Team), FAST team
- The IIE Consultancy Team
- A selection of LBJ officers consulted during provincial data collection.

APPENDIX B – List of Workshop Attendees

Attendees at PALJP Infrastructure Impact Evaluation Data Validation and Testing Workshop 17 July 2013

First Name	Last Name	Position/ Agency	Mobile	email	gender
Joanne	Roberts	PALJP – Project Manager	76386407	Joanne.roberts@paljp.org.pg	f
Myra	Navarro-Mukii	M&E adviser, PALJP	71805010	Myra.navarro-mukii@paljp.org.pg	F
Misty	Talowani	Asset Manager/ Magisterial Services	70309645	mtalowani@magisterialservices.gov.pg	m
Gerega	Kila	Magisterial Services	70733029	gkila@magisterialservices.gov.pg	m
Tom	Dangiaba	NJSS	72870999	tdangiaba@pngjudiciary.gov.pg	m
Tony	Duwang	A/ACP Logistics, RPNGC	72010037	tonyduwang@gmail.com	m
Charles	Vee	PALJP, Lead Infrastructure Adviser	76248811	Charles.vee@paljp.org.pg	m
Bob	Shillabeer	PALJP, Infrastructure Adviser	7687 9887	Bob.shillabeer@paljp.org.pg	m
Jason	Stewart	PALJP, Infrastructure Adviser	73468244	Jason.stewart@paljp.org.pg	m
Mariana	Cifuentes	Consultant, Anglo Pacific	73558685	mzcifuentes@gmail.com	f
David	Mayo	Procurement Consultant,	72098955	Davidmayo36@gmail.com	m
Russ	Streader	Infrastructure Consultant	72591146	osraloo@yahoo.com.au	m
Alison	Baker	GHD, Team Leader	70481165	Alison.baker@ghd.com	f
Russell	Hawken	GHD, Technical Director	+64 276464208	rshawken@ghd.com	m
Rosa	Au	Social Research Team	72409092	scorpio@unpg.ac.pg	f
Jill	Pavogue	Anglo Pacific	71631333		f
Baliong	Erewiong	Anglo Pacific	71061682	Baliong.erewing@gmail.com	m
Karen	Javati	Anglo Pacific	71030977	Karensuri221@yahoo.com	f
Vani	Igo	Country Manager, GHD	72598882	Vani.igo@ghd.com	m
Richelle	Tickle	AusAID	7200 7815	richelle.tickle@ausaid.gov.au	f
Anneke		AusAID	7200 7833	Anneke.Outred@ausaid.gov.au	f

Attendees at PALJP Infrastructure Impact Evaluation Policy Implications Workshop 18 July 2013

First Name	Last Name	Position/ Agency	Mobile	email	gender
Nerrie	Eliakim;	Magisterial Services: Chief Magistrate			f
Gerega	Kila	Magisterial Services: Chief Magistrate	70733029	gkila@magisterialservices.gov.pg	m
Jim	Wan	RPNGC: ACP			
Tom	Dangiaba	NJSS	72870999	tdangiaba@pngjudiciary.gov.pg	m
Jeffrey	Saa	DJAG			m
Francesca	Tamate	Office of Public Prosecutor:			f
Richelle	Tickle	AusAID	7200 7815	richelle.tickle@ausaid.gov.au	f
Anneke	Outred	AusAID	7200 7833	Anneke.Outred@ausaid.gov.au	f
Albert	Sambre	AusAID			
Alison	Baker	IIE Consultancy Team	70481165	Alison.baker@ghd.com	f
Mariana	Cifuentes	IIE Consultancy Team	73558685	mzcifuentes@gmail.com	f
Russell	Hawken	IIE Consultancy Team	+64 276464208	rshawken@ghd.com	m
Russ	Streader	IIE Consultancy Team	72591146	osraloo@yahoo.com.au	m
David	Mayo	IIE Consultancy Team	72098955	Davidmayo36@gmail.com	m
Bob	Shillabeer	PALJP: FAST	7687 9887	Bob.shillabeer@paljp.org.pg	m
Ezekiel	Brown	PALJP: FAST			
Bruce	Kelly	SMT			
Jo	Roberts	SMT			

Apologies:

RPNGC: A/G ACP Joanne Clarkson

Appendix P – Report on the Data Validation and Verification Workshops and the Policy Implications Workshops

Attendees at ABG Inception Meeting 24 July 2013

First Name	Surname	Position/ Agency	Phone/ Mobile	Email address	Gender (M/F)
Jeffrey	Kop	AusAID - Buka	9739222	Jeffrey.kop@ausaid.gov.au	m
Friedrich	Kirriwom	Public solicitor, Buka	71642185	Friedrich_kirriwom@publicsolicitor.gov.pg	m
Peter	Rendall	Adviser BPS	73694885	Peter.rendell@gmail.com	m
Paul	Kamuai	a/ACP B'ville	71561675	N/A	m
Moses	Kulapia	BPS	9739733/76721632	Moses.kulapia@gmail.com	m
Martin	Tisivua	CBC	73742797	m.tisivua@gmail.com	m
Luke Walter	Keria	MS	73391556	lkeria@magisterialservices.gov.pg	m
Ephraim	Eminori	ABG SPO			m
Kate	Saxton	PALJP	70488844	Kate.saxton@paljp.org.pg	f
Bruno	Kokiai	Commanding Officer	7212357		m
Julianne	Sapaka	L&J finance Officer	9739131/72574458	Julianne.Sapaka@lawandjustice.gov.pg	F
Stanley	Lusan	LJSP Facilities Tech officer	9739131/71915362	Stanley.lusan@gmail.com	m
Ruth	Lund	PALJP L&J Training adviser	72648813	Ruth.lund@paljp.org.pg	f
Tracy	Grimberg	Financial Adviser, L&J	70488845	tlgrimberg@gmail.com	f
Craig	Johnson	PALJP Adviser	70680383	Craig.Johnson@paljp.org.pg	m
Russ	Streader	L&J IIE team	72591146	osraloo@yahoo	m
David	Mayo	L&J IIE team	72098955	Davidmayo36@gmail.com	m
Alison	Baker	L&J IIE team	70481165	Alison.baker@ghd.com	f
Mariana	Cifuentes	L&J IIE team		mzcifuentes@gmail.com	f

APPENDIX C – Presentations




*Law and Justice Sector Infrastructure
Investment Evaluation*

DATA VALIDATION AND FINDINGS
TESTING WORKSHOP


17 July, 2013





OVERALL EVALUATION
QUESTION

“To what extent is investment in *infrastructure* contributing to improved *service delivery* and *access* to law and justice for women, men, girls and boys of PNG”



Summary of Fieldwork



- Meetings with National Agencies
- Visited 6 provinces and 34 Sites:
 - NCD, Bougainville, Eastern Highlands Province, East New Britain, Morobe, Western Highlands Province
 - Overview 300 interviews
 - Social Research
 - Infrastructure
 - Procurement
 - Approx 40% of investment
- Identified key themes



DATA COLLECTION



Preliminary Data Analysis



- Further analysis was performed on the social research/functionality data to confirm all key themes from the fieldwork were identified
- A list of infrastructure characteristics was confirmed based on the field work
- Key aspects of the procurement process were identified
- These themes provided a basis for developing a system to evaluate and comparing the different pieces of infrastructure

WORD COUNT



access area attend before big building cases case cell centre children
 clerk clients close community computer court as district
 democracy engaged enough education facilities harvest files fit fairness funds given
 government hoped holding house improve it measures inmates
 engaged employees issues judge justice justice justice lawyers
 magistrates maintenance new men mentioned moment money motion not
 national needs new number observation officers
 open opp ops outside over pay people place police prison
 problem process provider services public purpose
 refurbishment registry reports room security seems
 service small space staff station sub suggestion support
 system toilet training user village waiting visitor women years

Examples of Key Themes

Key Theme	Comments
Delivery of LSI activity	<ul style="list-style-type: none"> • Timely access to judge/magistrate (NUS/MS) • Segregation of prisoners/remandees (CS/Police) • Timely access to legal services (OPP/OPS) • Effective protection of victims (Police) • Rehabilitation of offenders (CS) • Privacy of individuals (NUS/MS) • Poor flow of people throughout the facility • Easy access to information/files/support services
Functionality	<ul style="list-style-type: none"> • Proximity to other services; multiple uses
Merging Assets	<ul style="list-style-type: none"> • There is little to no maintenance being conducted due to lack of funds
Housing	<ul style="list-style-type: none"> • It is fundamental for service delivery as without housing agencies cannot recruit staff
Refurbishment	<ul style="list-style-type: none"> • Refurbishment often uplifts infrastructure that has not had any maintenance for the last 10 years. If refurbishment did not take place then many of these buildings would have to be replaced by new ones
Procurement Processes	<ul style="list-style-type: none"> • Budgeting processes often hindered the contracting processes

Comprehensive Data Analysis

- A set of criteria and rating scales were developed based on the data
- Social research was coded using these criteria in order to be able to interrogate the data using Nvivo and its different qualitative data research tools
- Social research, infrastructure and procurement data was rated using the rating scales to enable aggregation and comparison

Example of a Rating Scale



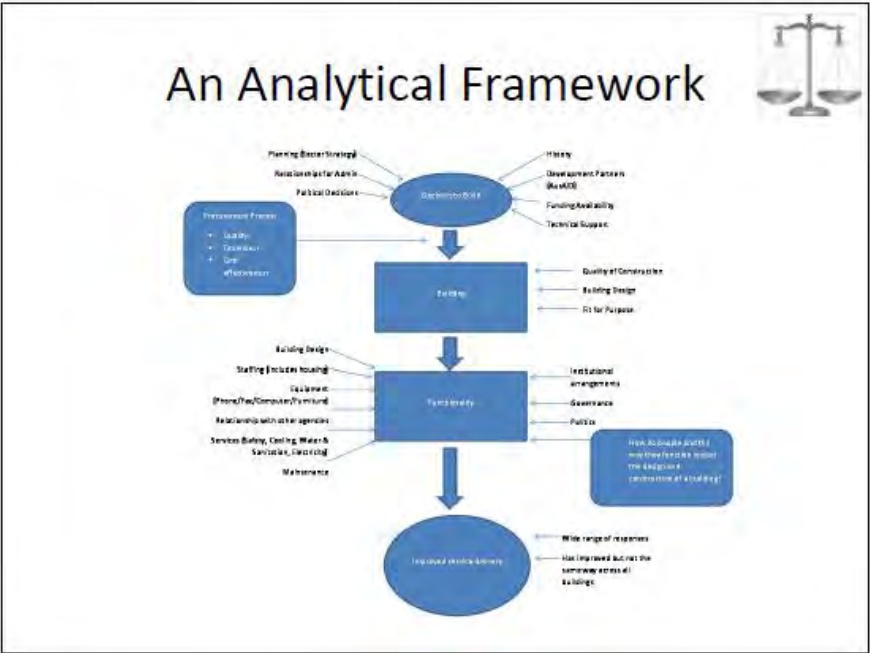
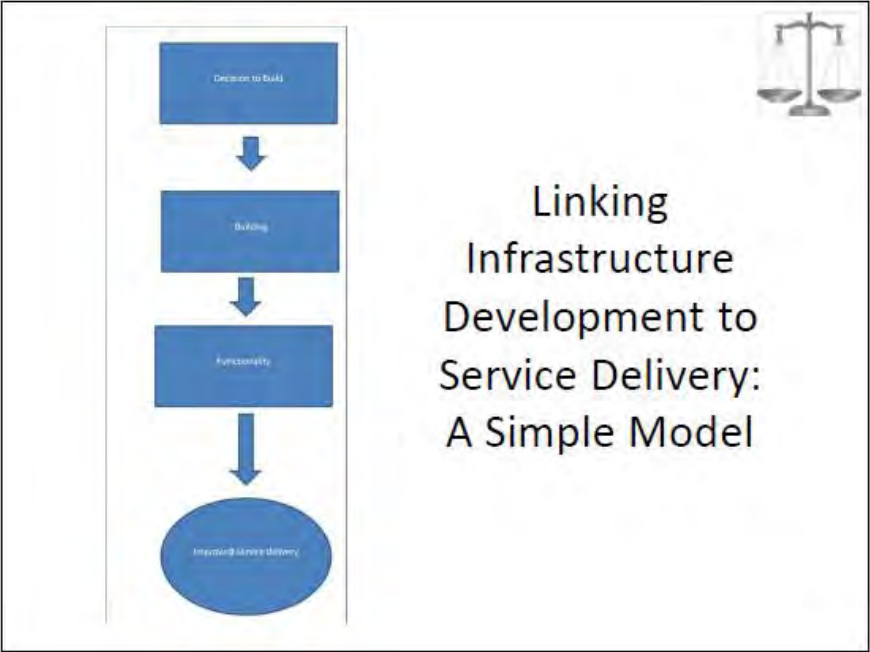
Evaluation	Design					Furniture	Land	Gender Issues
	Appropriate building design	Capacity/size	Security/Safety (Infrastructure)	Safety of staff for disabled people	Accessibility			
Poor (1)								
Tolerable (2)								
Adequate (3)								
Very good (4)								
Excellent (5)								

Defining the Ratings



Factors that determine quality of infrastructure	1. Unacceptable (only for infrastructure)	2. Poor (requires major improvements)	3. Tolerable (improvements are not ideal but it serves basic purpose)	4. Adequate (infrastructure & services followed the minimum specifications)	5. Very Good (few improvements required)	6. Excellent (nothing required)	N/A. Not Applicable (Social Team uses -)
Safety of staff		High risk to personnel	Some staff could be hurt	Staff feels safe despite building conditions not being adequate	Building conditions are adequate	Building conditions are excellent	
Fit for Purpose		Very uncomfortable; Does not meet standards; Not being used	Uncomfortable; Overcrowded	Comfortable; Overcrowded can easily be fixed	Staff feel at ease in place of work	Comfortable enough to adapt to place of work	

Numerical Ratings = Descriptive Ranges				
1	2	3	4	5
"Poor"		"Good"	"Very Good"	
"Below Average"		"Average"	"Above Average"	
"Unacceptable"		"Acceptable"	"Exceeds Expectation"	



The Results



- Detailed set of spreadsheets with rankings of the different criteria
- Series of Graphs illustrating the condition of the infrastructure, its appropriateness (fit for purpose), perceptions of quality, effectiveness and service delivery
- Word trees
- Tree (Bush Diagram)
- Maps

Access to Law and Justice Services



Infrastructure and Increased Access

- New Courthouse with local magistrate
- New village court
- Housing for Judge

District Court Statistics				
Year	Completed Cases	Pending Cases	Total Cases	% Completed
2010	28510	11252	39762	71.7
2011	35138	11489	46647	75.37
2012	37281	11993	49234	75.72

What Does Service Delivery Involve?



The Evaluation



Evaluation Sub-Questions



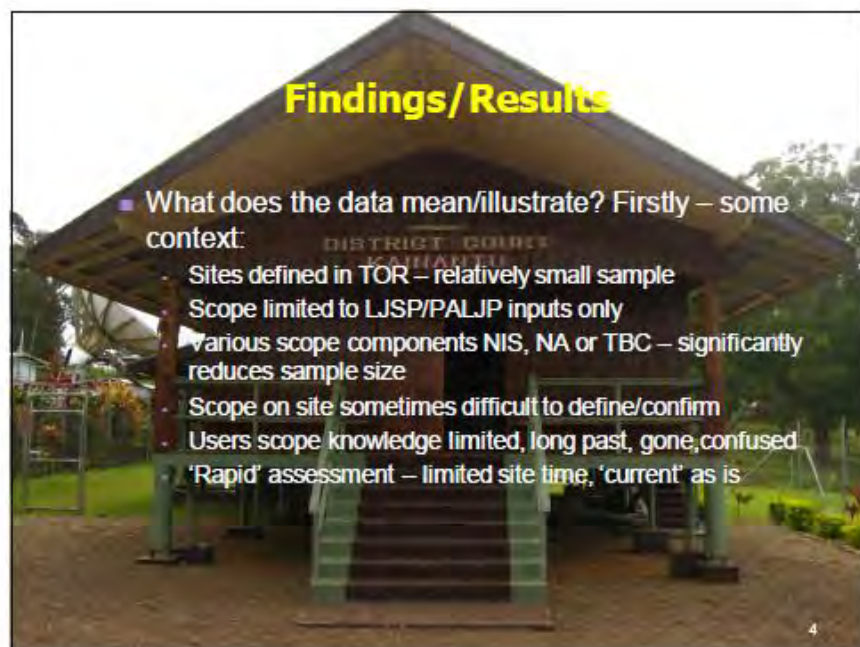
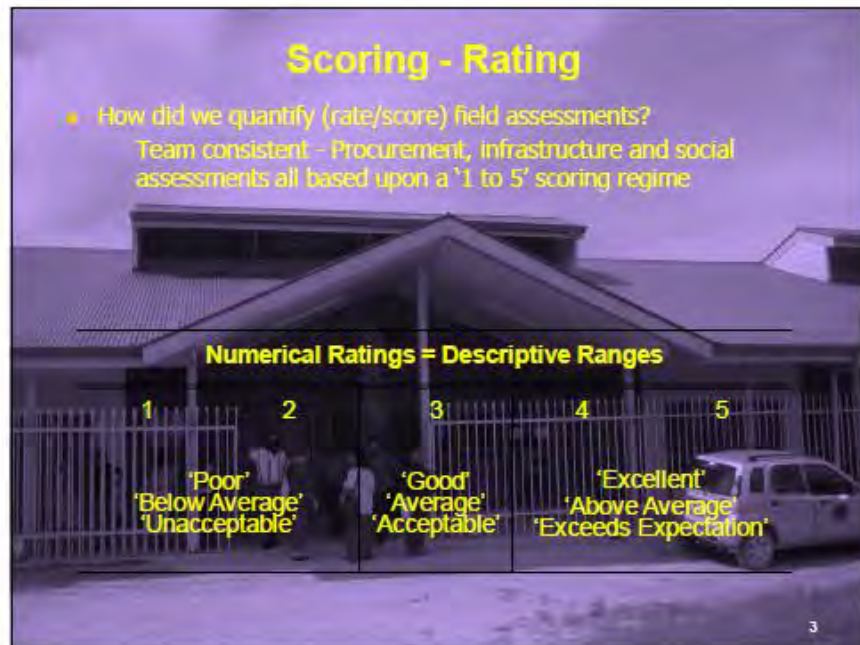
- **Efficiency** – procurement processes
- **Effectiveness and Appropriateness** – are needs of users being met
- **Impact**
 - What difference has the infrastructure provided and how has it impacted people's lives
- **Sustainability** – current condition of the asset
 - Is a maintenance program in place

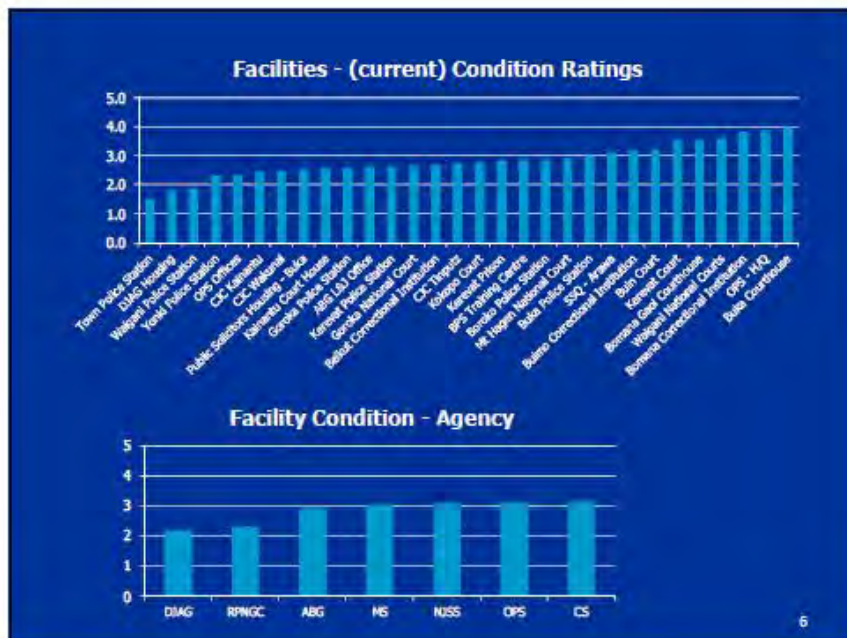


Infrastructure Field Assessments

- Facilities inspected 32
- Individual infrastructure 60
- Provinces/regions ARB/ENBP/EHP/Morobe/NCD/WHP
- Agencies ARB/CS/DJAG/MS/NJSS/OPS/RPNGC
- Type Training Centre/Residential/CJCentres/Police Stations/District Court Houses/Prisons/OPS Offices/National Court Houses
- Rapid Condition Assessments
 - 3 Data Sets – Regional/Agency/Type
- Fit for Purpose Ratings
 - 4 Data sets – Regional/Agency/Type/Date

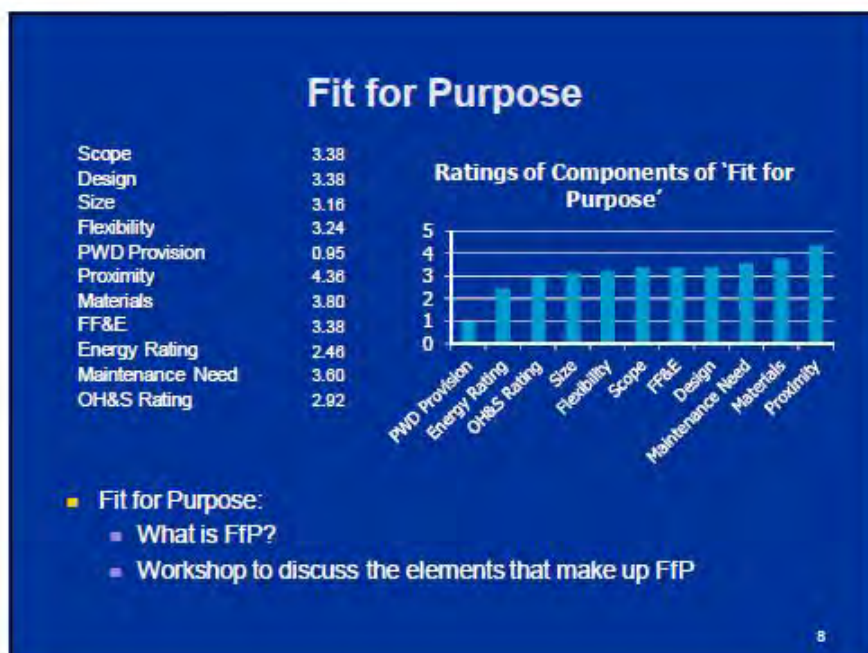
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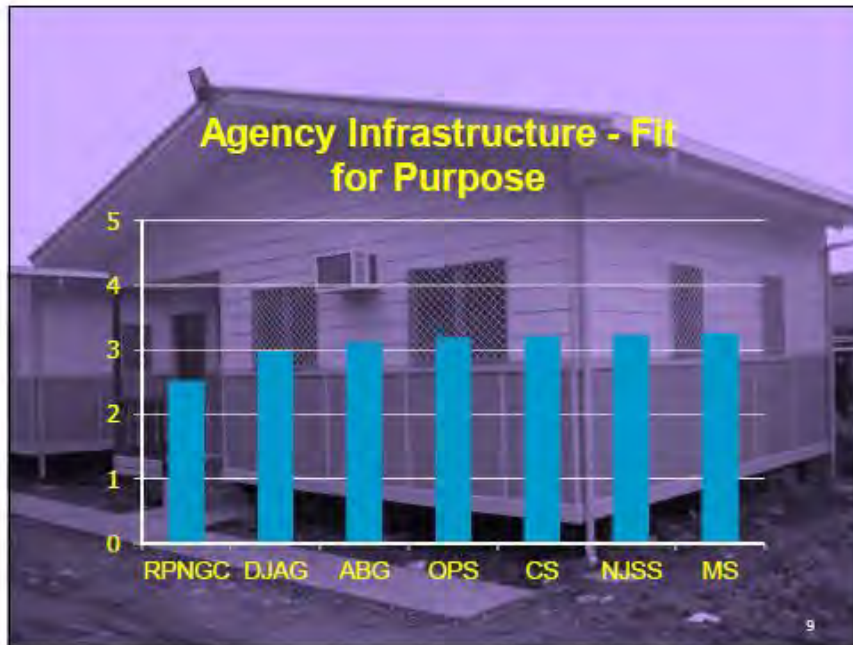




Overall 'Rapid' condition observations:

- Overall average is 2.9 - very close to the mean (3)
- Data indicates L&J infrastructure = industry standard
- Condition deteriorate proportionally to POM (excl ARB)
- Police stations, holding stations, parts of prisons & housing generally poor/unacceptable condition
- Condition of courts, offices generally exceeds expectations
- 'Worst' elements include ablutions, fans, hardware, vermin proofing
- 'Best' elements include materials, security, structure, external linings

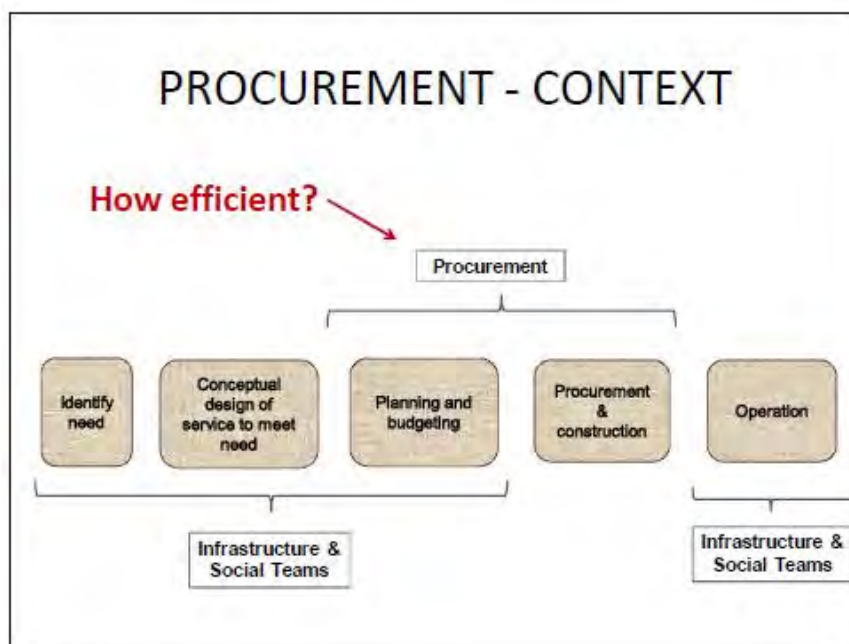




Overall 'Fit for Purpose' observations:

- Overall average is 3.1 – slightly above the mean (3)
- Scope, design size and flexibility overall rates reasonably well
- Overall, regionally, EHP FitP is assessed as being worst – NCD sites visited being rated best
- Overall, by Agency, RPNGC FitP is assessed as being worst – CS, MS and NJSS rated best
- Overall, by Type, Housing is assessed as being worst – Prisons are rated best
- Conflicting issues on 'scope' and/or 'design' needs more exploration
- Design for PWD inclusion is typically poor or non-existent
- Design for Energy rating ('green') buildings is typically non-existent
- Appropriate materials selection rates well – i.e. reducing future maintenance needs is a demonstrated high priority





Terms of Reference

“To what extent are the procurement processes used for infrastructure maintenance and construction projects providing value for money? How could the procurement processes be refined to improve:

- a. Timeliness of construction and**
- b. Quality of construction and**
- c. Value for money?”**

Procurement - Objectives

- Aim was not to audit every contract, but to look at the efficiency of the procurement process.
- In particular:
 - Competitive price
 - Enforceable schedule
 - Quality standards
 - More generally, value for money

Review methodology - 1

Two sources of data:

- **Contract files:** Files held by each agency. Parallel files held by PALJP.
 - Relied mainly on PALJP files. More easily accessed. Generally more systematic.
- **Interviews and informal discussions with people involved with the procurements.**

Review methodology - 2

1. Review files to determine:

- Compliance with PFMA, FMM, GPM and international good practice;
- Application of tender procedures – fairness, transparency and competitiveness;
- Post-tender price negotiations;
- Quality and completeness of records;
- Contract documentation, CoC, spec, BOQ
- Contract administration – variations, extensions of time, payments, compliance with spec;
- Supervision of the works;
- Outcomes – time, quality and cost.

Public Finance (Management) Act, 2003 (PFMA) –Part VII. The PFMA is the principal piece of legislation setting out the procurement requirements in PNG. The PFMA establishes the CSTB as the authority to control and regulate procurement of works and services.

Financial Management Manual (FMM) is a part of Financial Instruction 1/2005, issued under the PFMA, and therefore has the force of law. Procedures for major procurements are contained in Volume 1:

- Part 11 - Procurement – Framework and Principles
- Part 12 - Minor Procurement
- Part 13 - Major Procurements
- Part 14 - Supply and Tenders Boards – Operation and Accountability

Good Procurement Manual (GPM), issued by CSTB. The document provides 'good practice' guidance . Advice is not always consistent with the PFMA and FMM.

Review methodology - 3

Analyse information:

- Use simple multi-criteria evaluation method.
- Nominate criteria that describe the efficiency of the procurements.
- Give weightings to each to reflect their relative importance.
- For each contract, award marks according to the performance against each criterion.
- Calculate the weighted average outcome for each contract.

Observations - 1

- Overall efficiency okay: achieving time, quality and cost objectives on most occasions.
- Contract administration:
 - Contract files systematic but incomplete.
 - Informal. Non-compliance with terms of contract by both parties. (Often compromises to get job done.)
- Importance of good supervision in the contracting environment in PNG.
- Procurement bottlenecks – long delays at CSTB.
- Role of State Solicitor – no legal review of documents until pre-signature check.

Observations - 2

- Procurement framework:
 - Inconsistencies between FMM and GPM
 - Prequalification
- Quality of tender documentation – CoC, standard clauses of specs, integrity of the contract as a whole.
- Adherence to procurement procedures: CSTB standard documents not always used; pro forma reports in GPM not completed.
- Institutional capacity – FAST team perform line functions in addition to advisory role.



DATA VALIDATION AND FINDINGS TESTING WORKSHOP

INFRASTRUCTURE IMPACT EVALUATION

HOLIDAY INN

17 July 2013

What is service delivery?

“Firstly I **greet them** with a smile and then I talk to them in a manner that is **more welcoming**. I offer them a place to sit. I give them something to chew, specifically betel nut. You know, I do these [things] to calm them down because usually **people who come to lay a complaint are filled with grief and temper** so in order **to identify their problem you have to calm them down** first before ... decide on the next course of action to take” (Provider at Community Justice Centre, DJAG).

... customer satisfaction, time, cost?

'Fit for Purpose' infrastructure? Views from users and providers

Quality of infrastructure	Planning deficiencies
<p>The Kainantu district court was built with <u>high standards</u>. It provides a <u>good working atmosphere</u>. The holding cell was built <u>close</u> to court.</p>	<p>The Kainantu district court <u>sub-registry not included</u> in the construction. As a result files <u>cannot be filed</u> appropriately. The court <u>holding cell not done with high standards</u> and was recently kicked open.</p>

Design of infrastructure: Perceptions from users and providers

Construction/refurbishment had led to increase in access. But, the following areas need improvement

- **Size** is not considered adequate for needs of both providers and users (court rooms, holding cells, CS dormitories)
- Infrastructure **not built with users' needs** in mind (sub-registries, OPS, court houses)
- Infrastructure **not always prioritizes safety** of users (CS female dormitories, judges/magistrates safety, housing)

Infrastructure **design does not consider users' needs** at the heart of its operations

How to address the lack of user-friendly infrastructure design?

Suggestions given by providers and users:

- Separate ablution blocks for providers and users, especially within correctional institutions
- Safety measures within government provided housing (fences, locks, safety of location, etc.)
- Long-life and maintenance measures for sewerage system
- Safety of juveniles and women when in detention (correctional institutions, police stations)

Question 1: Are these issues the result of lack of sufficient funding or what is behind them?

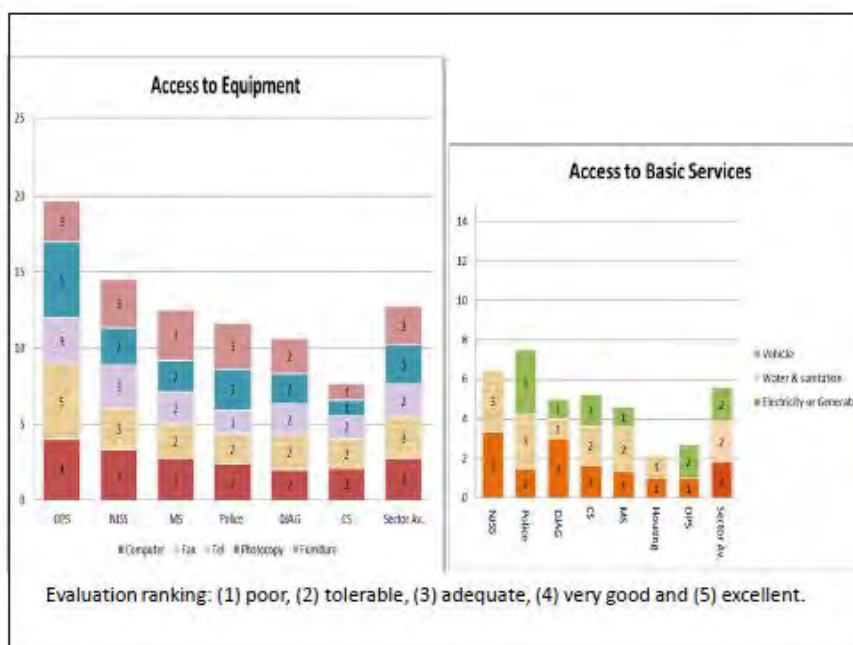
Question 2: How are the needs of users being considered?

Impact: Access to service delivery

- Infrastructure development **has improved access** to L&J services
- Increase in **access was rated highly by users and providers** (4 rating) as there is not sufficient infrastructure within provinces visited
- Beyond infrastructure: People mentioned that there had been a **change in the attitude of residents towards law and order**
- Sector perspective: **One L&J agency impacts many different aspects in people's lives. Presence of court or police station implies a future engagement with other L&J agencies**
- Expansion: Agreement among providers and users that existing **infrastructure needed to be expanded**. Courts alone cannot provide required L&J services

Basic requirements for providing L&J services

- Provision of services is dependent on sites having access to basic services (water, electricity, safety) and equipment (computers, fax, internet)
- Service providers mentioned that **rarely** do they have access to adequate equipment and basic services
- For example, only court houses have petty cash available to run office. **No maintenance or operational funds available**
- If some of the **equipment breaks down**, it is very likely that it will remain out of service for a long time



Service Delivery: The human element

Staffing: All providers interviewed mentioned facing **insufficient numbers of staff**

Data collection: Not systematic because...

- Space required for filing was cited as **insufficient**
- Constant **power outbreaks** impeded staff to use computers
- Computer illiteracy
- Equipment tends to break down often and **no repair/maintenance**
- Patchy internet services meant that data cannot be shared with HQ

Management: Potentially an important solution in a resource constrained context

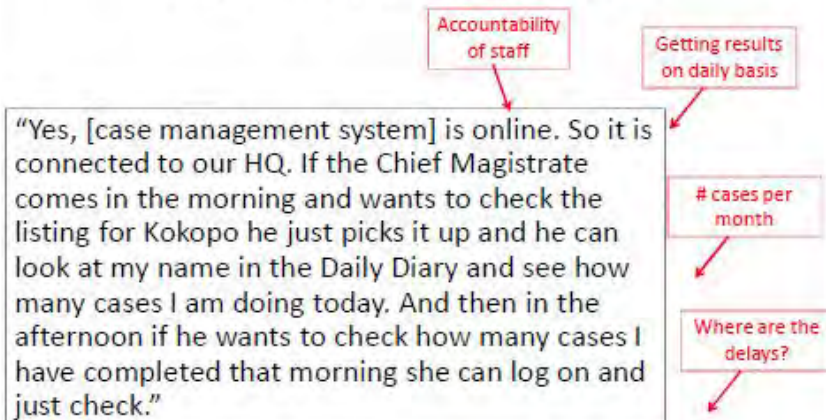
- Management courses in order to benefit as much as possible from the existing infrastructure, even when this is not perfect: OPS, Sub-registries
- For example, better filing practices can greatly help the services provided by OPS and courts.
- Management has a key role in the effective implementation of NJSS and MS case management system

Impact: Quality of service delivery

- Interviewees rated quality of services as adequate
- This rating is surprising in light of understaffing, lack of equipment and services in sites visited
- One of the key factors cited by interviewees was the **hard work and commitment of staff** to provide L&J services

Key finding: Front-line office providers are making a difference. This can be improved with more training

Focus on Management



Focus on L&J Sector

- L&J agencies are part of a cycle of service delivery
- Access and quality of services depend on the cooperation among L&J agencies
- Strategic sectoral points: sub-registries, police reports, legal aid filing, community-based corrections
- Other points of contact among agencies?

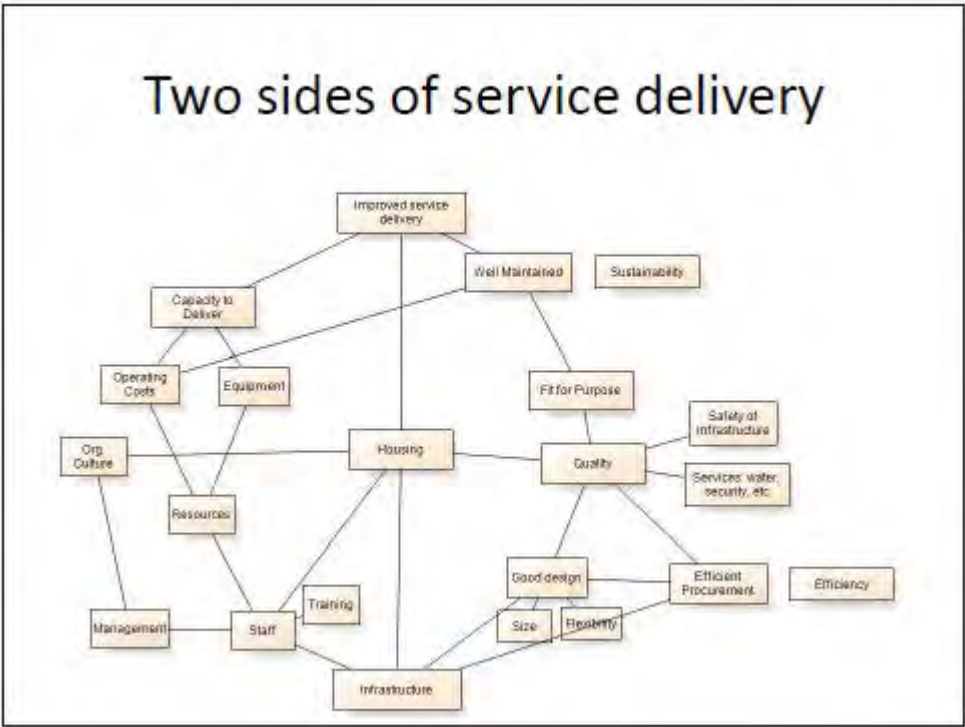
Preliminary answers to questions

- How appropriate is the infrastructure design in meeting the needs of the intended users (women, men, girls and boys)? **Infrastructure is adequate – although design has to be improved.**
- To what extent is the infrastructure being used for its intended purpose? **With exception of two sites, all infrastructure is used for its intended purpose**
- What differences have the services provided as a result of the infrastructure being in place made to the lives of women, men, girls and boys?
 - **Infrastructure has greatly improved access despite absence of maintenance, access to basic services and equipment**
 - **Quality of services was rated as adequate as a result of front-line providers being committed to the work they do**
 - **As a result, an initial observation is that training front-line providers in their work place can have an important effect on quality of L&J services**
 - **Management training and strategic infrastructure development can improve delivery of services as a sector**

What is first: the sector or the agency?



Key finding: Increase in infrastructure cannot happen in isolation





*Law and Justice Sector Infrastructure
Investment Evaluation*
POLICY IMPLICATIONS WORKSHOP

18 July, 2013




OVERALL EVALUATION
QUESTION


“To what extent is investment in *infrastructure* contributing to improved *service delivery* and *access* to law and justice for women, men, girls and boys of PNG”





Summary of Fieldwork



- Meetings with National Agencies
- Visited 6 provinces and 34 Sites:
 - NCD, Bougainville, Eastern Highlands Province, East New Britain, Morobe, Western Highlands Province
 - Overview 300 interviews
 - Social Research
 - Infrastructure
 - Procurement
 - Approx 40% of GoA investment
- Identified key themes



DATA COLLECTION



Data Analysis



- Further analysis was performed on the social research/functionality data to confirm all key themes from the fieldwork (providers/users)
- A detailed analysis was conducted on a broad range of infrastructure characteristics to identify the condition of the building and if it was fit for purpose
- Key constraints of the procurement process were identified
- Themes provided a basis for developing a system to evaluate and aggregate data

Examples of Key Themes



- Size of the rooms
- Appropriate flow of people in buildings (judges, magistrates, remandees, public)
- Lack of water and sanitation
- Limited electricity supply
- Proximity



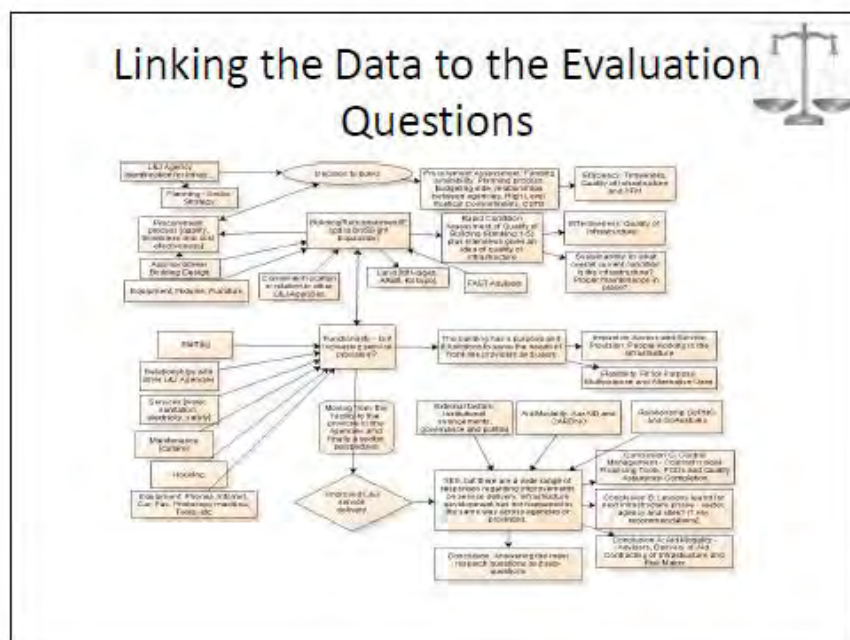
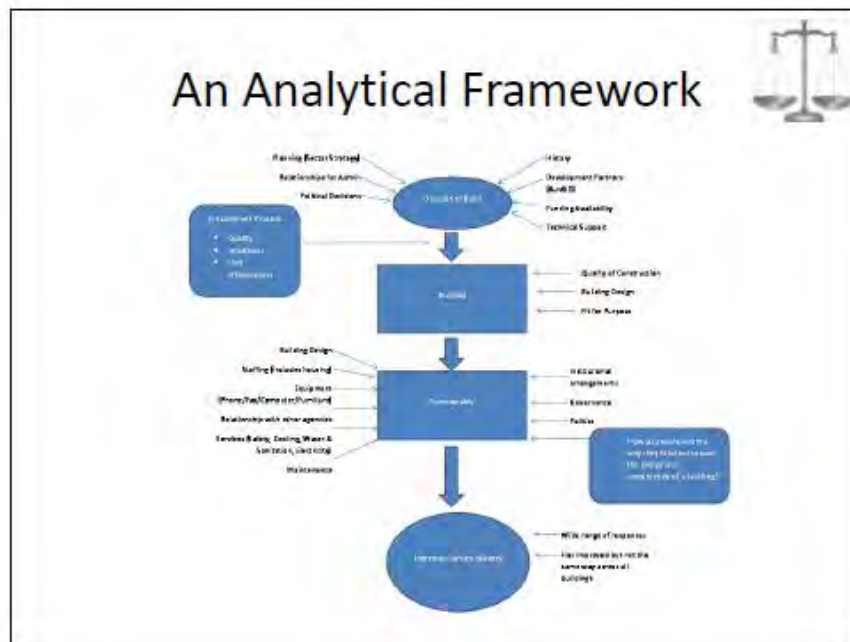
Comprehensive Data Analysis

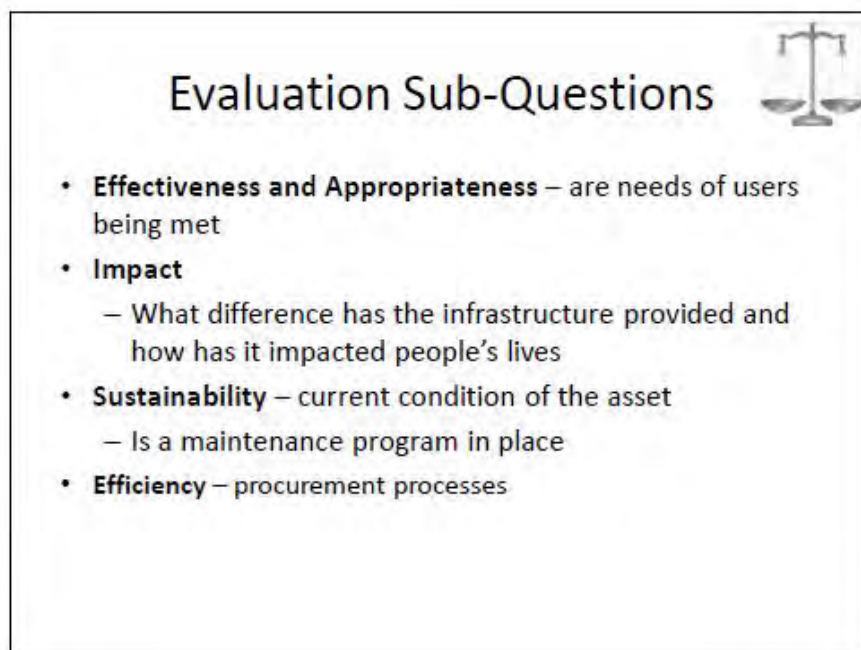
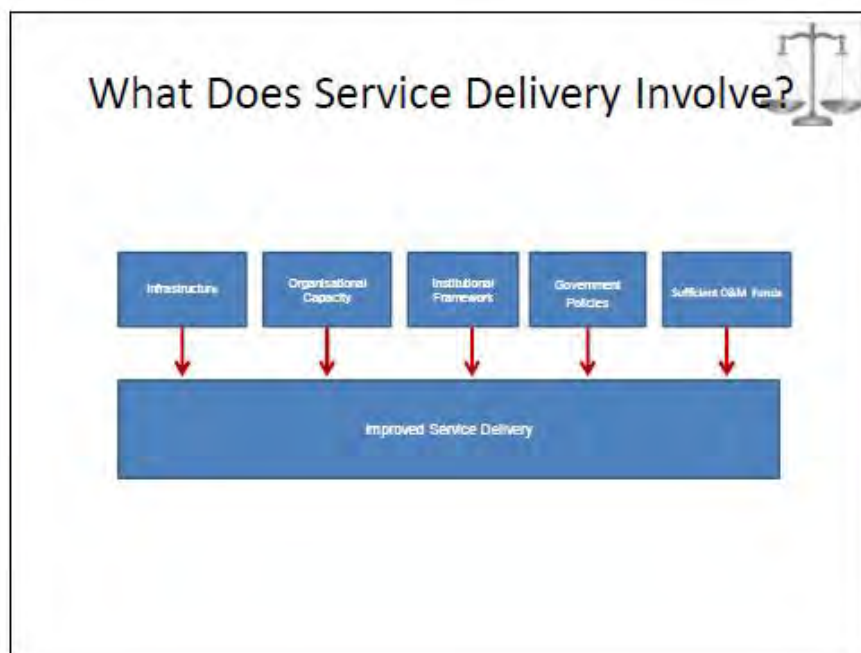


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Linking Infrastructure Development to Service Delivery: A Simple Model







Views of Service Delivery

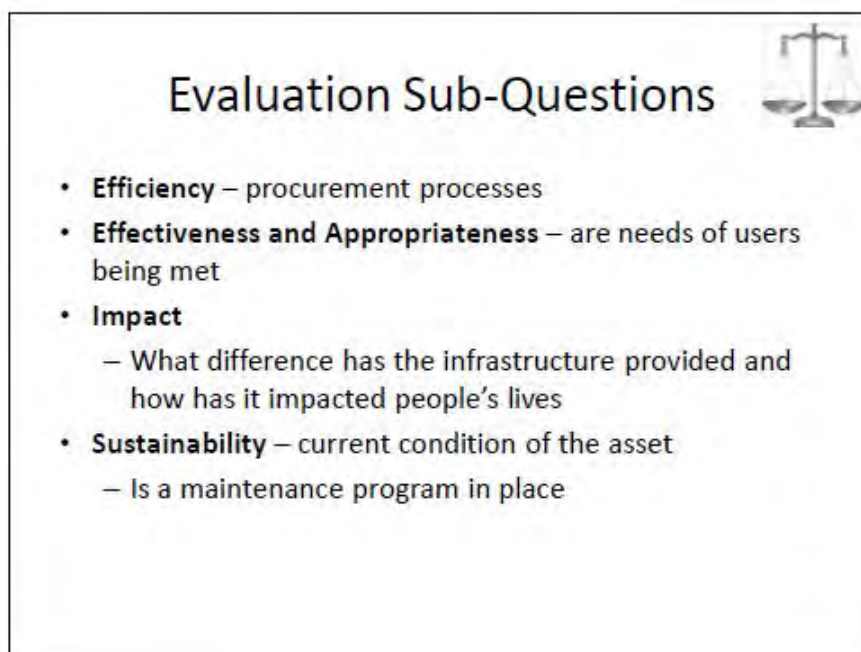
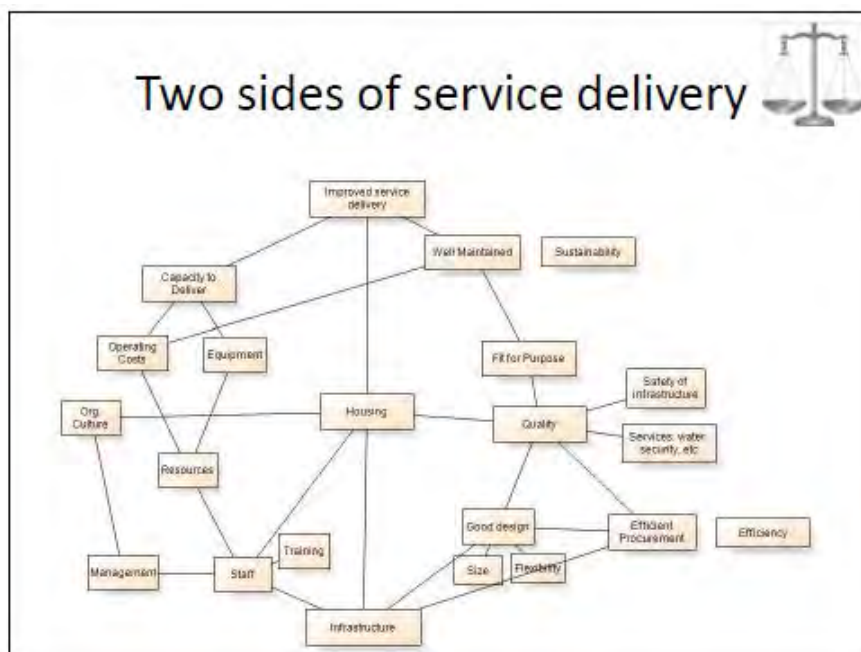


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- Facility/Building – Infrastructure (80)
- Housing (87)
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- Quality/Adequacy (91)
- Cost of Infrastructure (134)
- Symbols (135)

SUMMARY OF DRAFT FINDINGS

17 July 2013





Effectiveness and Appropriateness



- The majority of infrastructure reviewed was adequate quality & fit for purpose.
- It was difficult to determine if appropriate scoping occurred during the development of the infrastructure, but improved scoping prior to design would benefit service delivery.
- With the exception of 2 sites all infrastructure is used for its intended purpose.
- Overall quality of infrastructure has shown gradual improvement.
- Quality of infrastructure varies geographically

Impact



- The investment in infrastructure has positively impacted service delivery
- Scoping and design decisions impact the ability of L&J staff to deliver effective services and users to access services efficiently
- In order to maximise service delivery of one agency it is important that the services of other agencies are also working effectively
- Planning and prioritisation of infrastructure is important for maximising service delivery

Sustainability



- Appropriate selection of materials reduces maintenance requirements
- Improved design of energy efficient buildings will reduce the need and cost of electricity supply
- Lack of appropriate maintenance programs decreases the lifespan of infrastructure
- Infrastructure management would benefit from whole of life asset management

Efficiency



- PNG budget and procurement processes delay the contracting of infrastructure and therefore the provision of services.
- There is room for improvement in the administration of contracts.
- Construction supervision is a critical factor in infrastructure development.

Suggestions for Moving Forward



- Continue to fund law and justice infrastructure
- Establish a set of criteria for short term strategic infrastructure development based on local priorities, and focussed on sectoral needs
- Establish a series of checklists to assist with scoping of infrastructure prior to design in order to maximise functionality.
- Apply whole of life asset management thinking to L&J infrastructure and increase maintenance budgets

Suggestions Moving Forward



- Develop a mechanism/process for reviewing and updating infrastructure requirements periodically (every 5 -10 years)
- Continue to improve consultation with facility users (ie. Court User Forums)
- Improve and implement quality assurance/quality control systems



Infrastructure Field Assessments	
■ Facilities inspected	32
■ Individual infrastructure	60
■ Provinces/regions	ARB/ENBP/EHP/Morobe/NCD/WHP
■ Agencies	ARB/CS/DJAG/MS/NJSS/OPS/RPNGC
■ Type	Training Centre/Residential/CJCentres/Police Stations/District Court Houses/Prisons/OPS Offices/National Court Houses
■ Rapid Condition Assessments	
- 3 Data Sets – Regional/Agency/Type – 23 infrastructure elements	
■ Fit for Purpose Ratings	
- 4 Data sets – Regional/Agency/Type/Date – 11 ffp criteria	

Scoring - Rating

- How did we quantify (rate/score) field assessments?
Team consistent – Procurement, infrastructure and social assessments all based upon a '1 to 5' scoring regime

Numerical Ratings = Descriptive Ranges

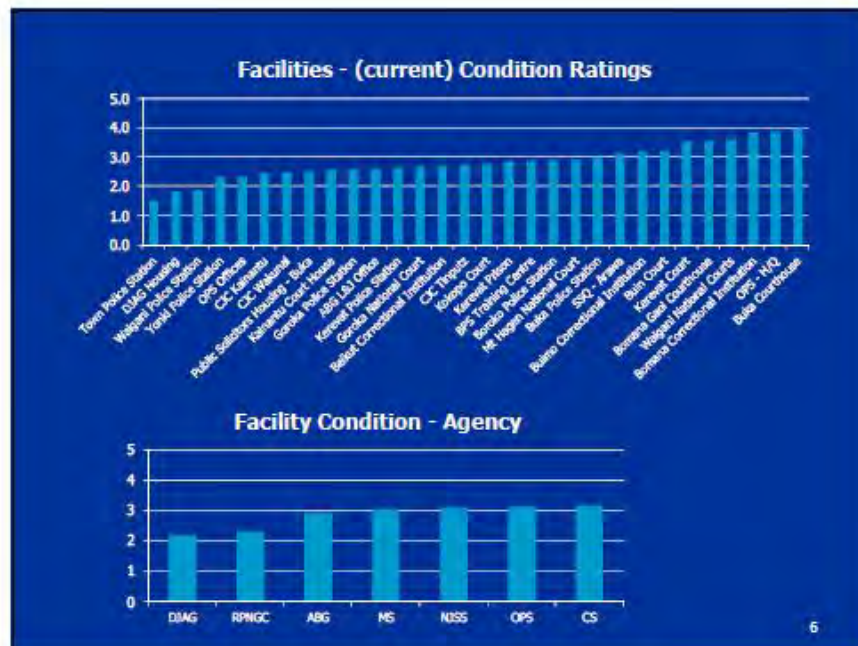
1	2	3	4	5
'Poor'		'Good'		'Excellent'
'Below Average'		'Average'		'Above Average'
'Unacceptable'		'Acceptable'		'Exceeds Expectation'

3

Findings/Results

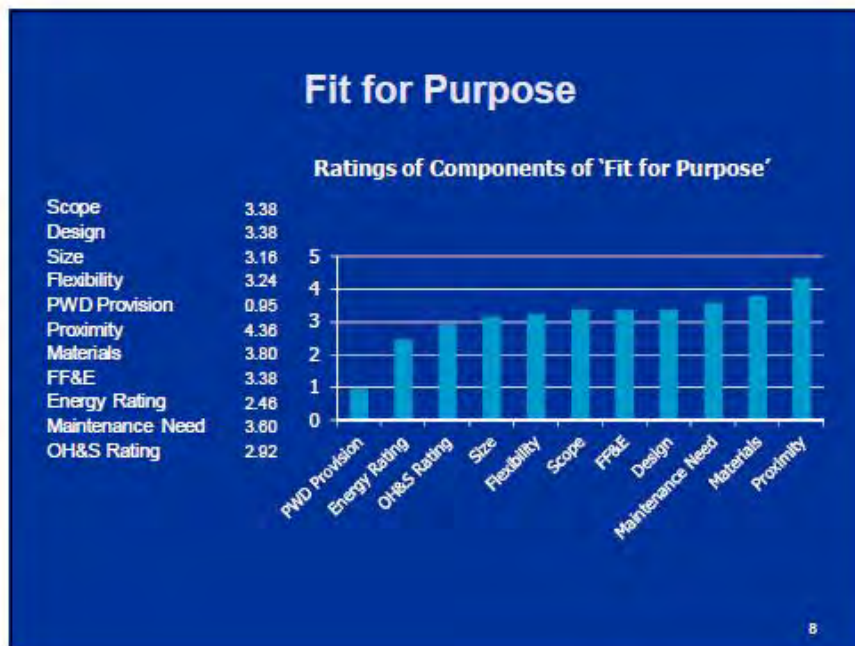
- What does the data mean/illustrate? Firstly – some context:
 - Sites defined in TOR – relatively small sample
 - Assessments limited to LJSP/PALJP inputs only
 - Various scope components NIS, NA or TBC – significantly reduces sample size
 - LJSP/PALJP Scope on site sometimes difficult to define/confirm
 - Users scope knowledge limited, long past, gone, confused
 - 'Rapid' assessment – limited site time, no testing, measurement setc

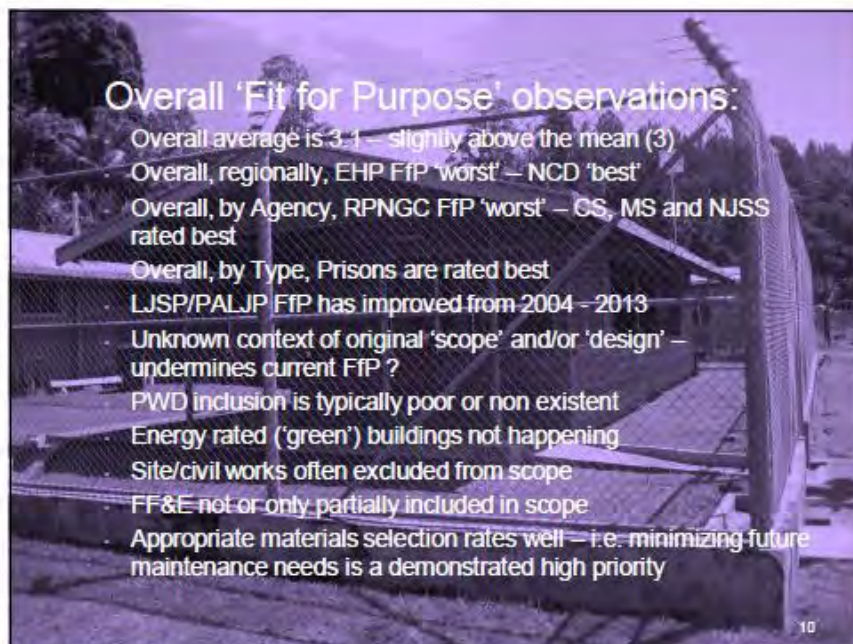
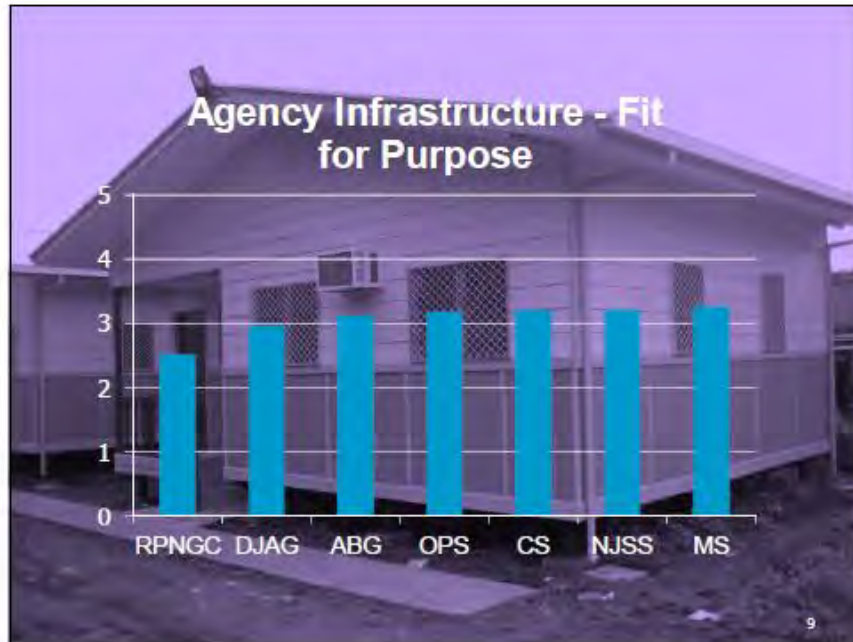
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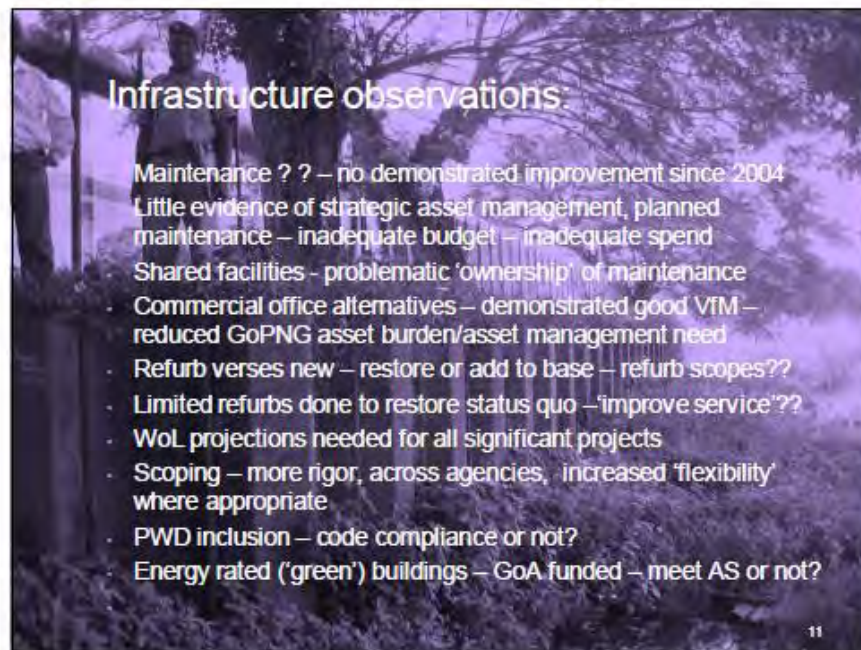


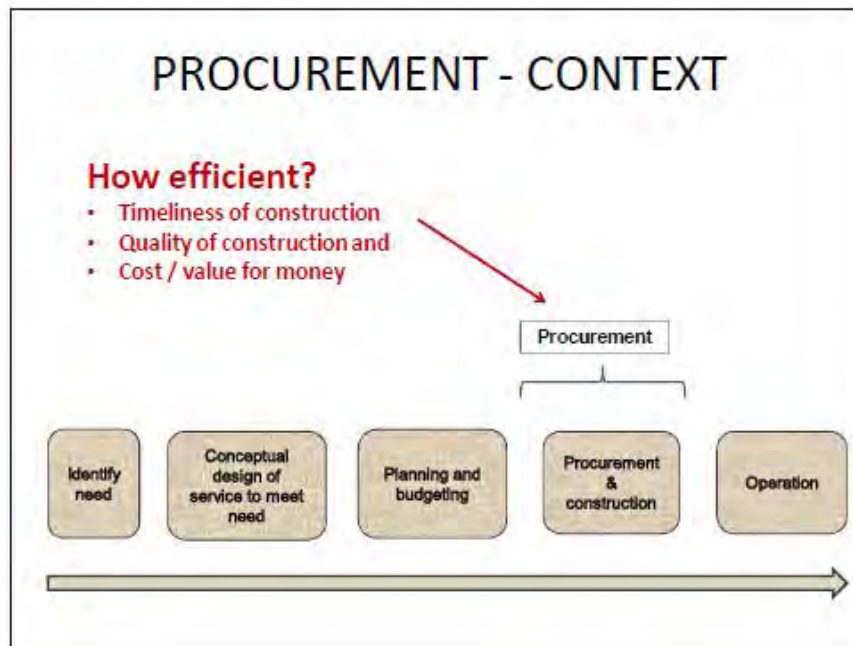
Overall 'Rapid' condition observations:

- Overall average is 2.9 - very close to the mean (3) – indicates that overall condition of L&J infrastructure generally = local standard
- Condition generally deteriorates proportionally to distance from POM (excl ARB, Lae)
- Police stations, holding cells & housing 'worst' – Courts, offices, prisons 'best'
- 'Worst' elements include ablutions, signage, fans, hardware, vermin proofing - 'Best' includes structure, external linings
- Maintenance – lacking, no OMM, not planned - reactive, very slow









Procurement - Objectives

Aim was not to audit every contract, but to look more generally at the efficiency of the procurement process.

Two sources of data:

- Project files
- Interviews and informal discussions with people involved with the procurements.

Observations - 1

- Procurement framework: inconsistencies between Financial Management Manual and Good Procurement Manual
- Procurement conducted with reasonable efficiency: achieved quality and cost objectives on most occasions.
- Not as successful with time. Procurement bottlenecks: long delays getting approval of tender recommendations; time overruns in construction. This contributes to imbalance between allocation and expenditure.
- Quality of tender documentation patchy. CSTB standard documents not always used; pro forma reports in GPM not completed. No legal review of documents until pre-signature check.

Observations - 2

- Contract administration: Reasonable, but loose. Not a major problem in current environment but will need to tighten as contracts get bigger and PNG contractors get more savvy.
- Supervision good. Important in the contracting environment in PNG.
- Institutional capacity:
 - FAST team perform line functions in addition to advisory role.
 - Use of CSTB standard RFT documents and model documents not always enforced.
 - Need to upgrade skills of agencies to meet future challenges



DATA VALIDATION AND FINDINGS TESTING WORKSHOP

INFRASTRUCTURE IMPACT EVALUATION

HOLIDAY INN

18 July 2013

What is service delivery?

"Firstly I **greet them** with a smile and then I talk to them in a manner that is **more welcoming**. I offer them a place to sit. I give them something to chew, specifically betel nut. You know, I do these [things] to calm them down because usually **people who come to lay a complaint are filled with grief and temper** so in order **to identify their problem you have to calm them down** first before ... decide on the next course of action to take" (Provider at Community Justice Centre, DJAG).

... customer satisfaction, time, cost?

'Fit for Purpose' infrastructure? Views from users and providers

Quality of infrastructure	Planning deficiencies
<p>The district court was built with high standards. It provides a good working atmosphere.</p> <p>The holding cell was built close to court.</p>	<p>The district court <u>sub-registry not included</u> in the construction. As a result files <u>cannot be filed appropriately</u>.</p> <p>The court <u>holding cell not done with high standards</u> and was recently kicked open.</p>

Impact: Access to service delivery

- Infrastructure development **has improved access** to L&J services
- Beyond infrastructure: People mentioned that there had been a **change in the attitude of residents towards law and order**
- Increase in **access was rated highly by users and providers** as there is not sufficient infrastructure within provinces visited
- Sector perspective: **One L&J agency impacts many different aspects in people's lives**. Presence of court or police station **implies a future engagement with other L&J agencies**

Key finding: L&J infrastructure **needs to be expanded**. However, this expansion has to consider **users' needs** in its design

Impact: Quality of service delivery

- Interviewees rated quality of services as adequate
- This rating is surprising in light of understaffing, lack of equipment and services in sites visited
- One of the key factors cited by interviewees was the **hard work and commitment of staff** to provide L&J services

Key finding: Front-line office providers are making a difference. Training can reduce the time it takes to get services

Service Delivery: The human element

Staffing: All providers interviewed mentioned facing understaffing

Data collection: Not systematic because...

- Space required for filing was cited as **insufficient**
- Constant **power outbreaks** impeded staff to use computers
- Computer illiteracy
- Equipment tends to break down often and **no repair/maintenance**
- Patchy internet services meant that data cannot be shared with HQ

Management: Potentially an important solution in a resource constrained context

- Management courses in order to benefit as much as possible from the existing infrastructure, even when this is not perfect
- For example, better filing practices can greatly help the services provided by OPS, police and courts
- Management has a key role in the effective implementation of NJSS and MS case management system

Policy Suggestion (1)

- **Expansion of L&J infrastructure** is already taking place at agency level
- More consideration has to be made on the needs of users in the **infrastructure design**
- Staff needs to be **trained** on how to better cater for users' needs in terms of time of delivery
- In practice, L&J services operate as a **cycle**
- Improvements in access and quality of services can only be achieved based on the **cooperation among L&J agencies**
- Shared management practices can help

Policy Suggestion (2)

Infrastructure development has had clear benefits in terms of access to L&J services

Sector approach: Focus on strategic sectoral points

- Population density
- Crime hot spots
- Benefiting at least 2 L&J agencies

Strategic sectoral points: sub-registries, police reports, legal aid filing, community-based corrections, OPP offices, housing projects

Management

- Training front-line providers in their work place can have an important effect on quality of L&J services
- Management training and strategic infrastructure development can improve delivery of services as a sector



*Law and Justice Sector Infrastructure
Investment Evaluation*
ARoB WORKSHOP

24 July, 2013



OVERALL EVALUATION
QUESTION

“To what extent is investment in *infrastructure* contributing to improved *service delivery* and *access* to law and justice for women, men, girls and boys of PNG”



Summary of Fieldwork



- Meetings with National Agencies
- Visited 6 regions and 38 Sites:
 - ARoB, Eastern Highlands Province, East New Britain, Morobe, NCD, Western Highlands Province
 - Overview 300 interviews
 - Social Research
 - Infrastructure
 - Procurement
 - Approx 40% of GoA investment
 - Nearly half sites in ARoB
- Identified key themes



DATA COLLECTION



Data Analysis



- Further analysis was performed on the social research/functionality data to confirm all key themes from the fieldwork (providers/users)
- A detailed analysis was conducted on a broad range of infrastructure characteristics to identify the condition of the building and if it was fit for purpose
- Key constraints of the procurement process were identified
- Themes provided a basis for developing a system to evaluate and aggregate data

Examples of Key Themes



- Size of the rooms
- Appropriate flow of people in buildings (judges, magistrates, remandees, public)
- Lack of water and sanitation
- Limited electricity supply
- Proximity

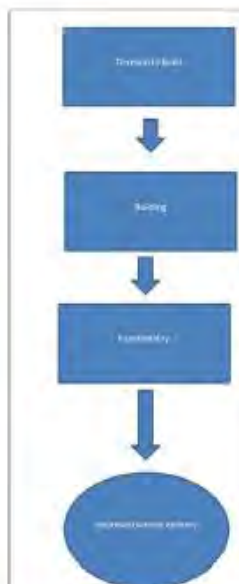
court
 judge
 officers
 people
 provider
 service
 user

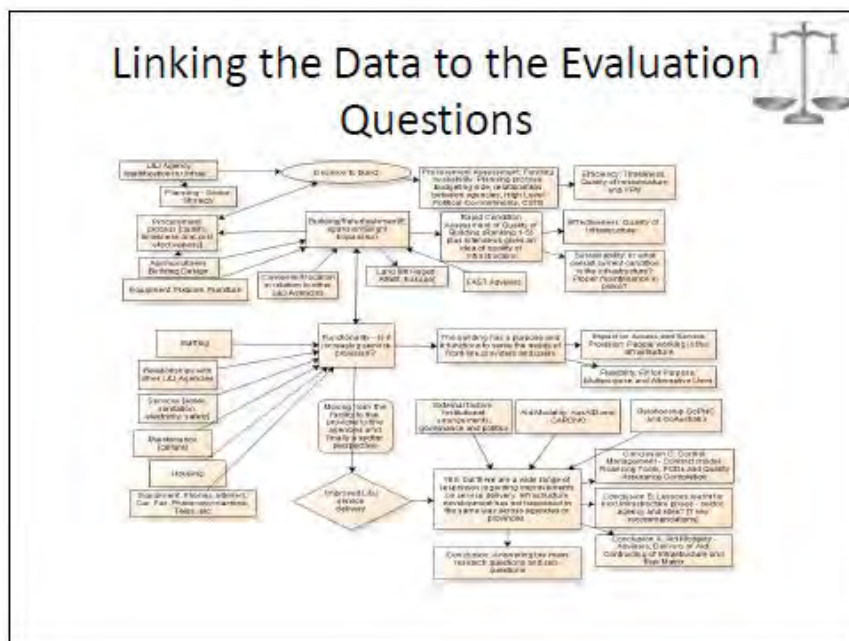
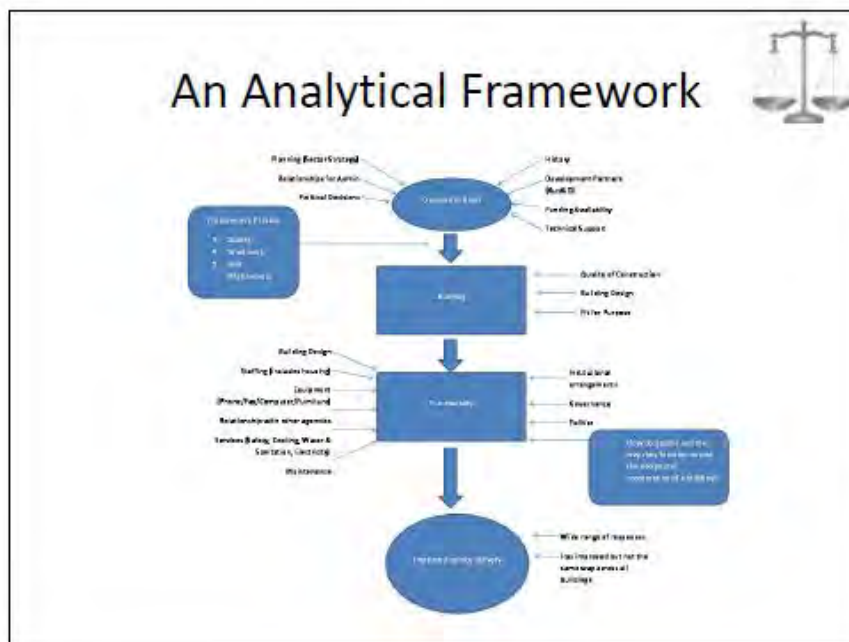
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Linking Infrastructure Development to Service Delivery: A Simple Model





The Results



- Detailed set of spreadsheets with rankings of the different criteria
- Series of Graphs illustrating the condition of the infrastructure, its appropriateness (fit for purpose), perceptions of quality, effectiveness and service delivery
- Word trees
- Tree (Bush Diagram)
- Maps

The Law and Justice Sector



What Does Service Delivery Involve?



Evaluation Sub-Questions



- **Effectiveness and Appropriateness** – are needs of users being met
- **Impact**
 - What difference has the infrastructure provided and how has it impacted people's lives
- **Sustainability** – current condition of the asset
 - Is a maintenance program in place
- **Efficiency** – procurement processes

Views of Service Delivery

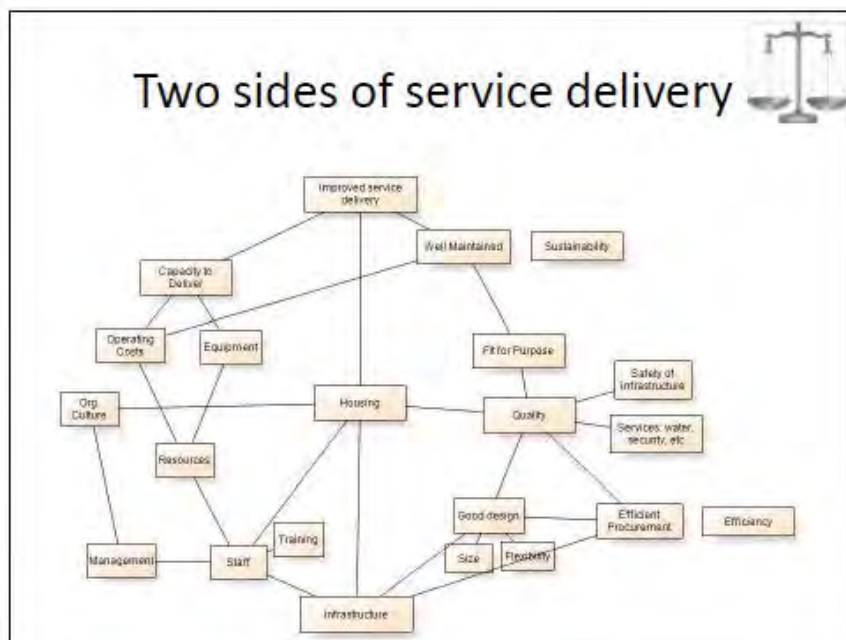


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17 July 2013





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- It was difficult to determine if appropriate scoping occurred during the development of the infrastructure, but improved scoping prior to design would benefit service delivery.
- Quality of infrastructure varies geographically; Bougainville had slightly better quality than around the country.

Impact



- The investment in infrastructure has positively impacted service delivery
- Scoping and design decisions impact the ability of L&J staff to deliver effective services and users to access services efficiently
- In order to maximise service delivery of one agency it is important that the services of other agencies are also working effectively
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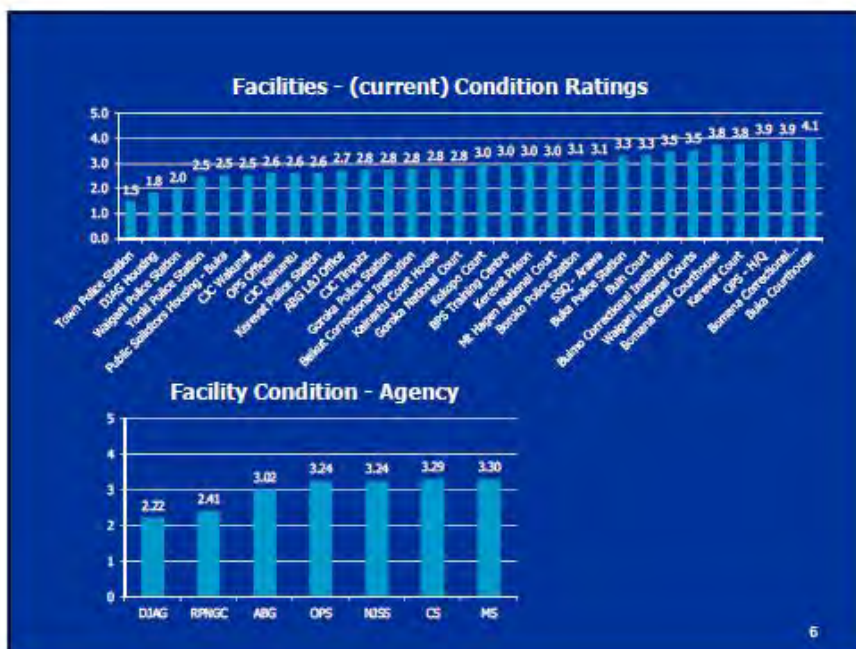
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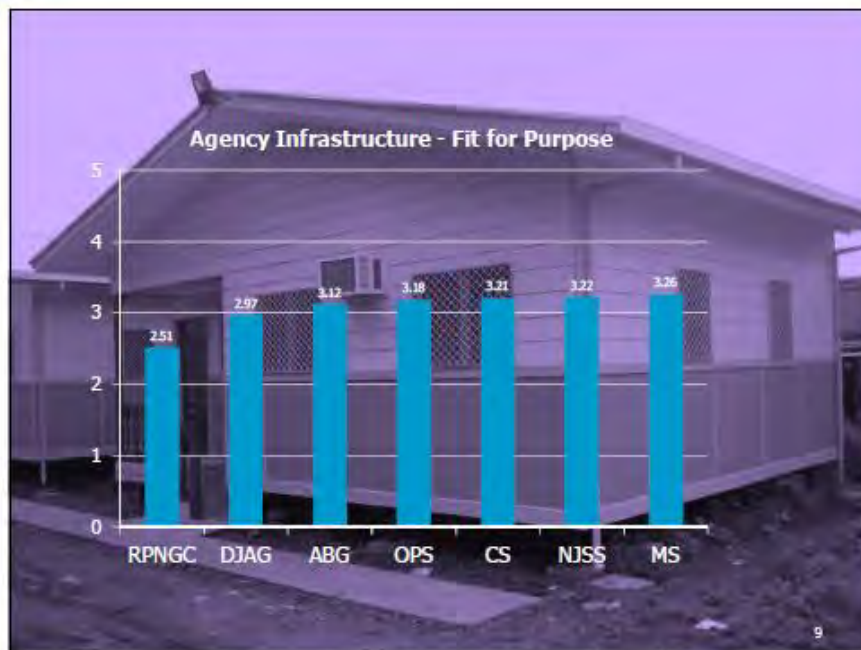
4



Overall 'Rapid' condition observations:

- Overall average is 3 = the mean (3) – indicates that condition of L&J infrastructure generally – overall = local standard
- Condition generally deteriorates proportionally to distance from POM (excluding ARB, Lae)
- Police stations, holding cells & housing 'worst' – Courts, offices, components of some prisons 'best'
- 'Worst' elements include ablutions, signage, fans, hardware, vermin proofing – 'Best' includes structure, security, external linings
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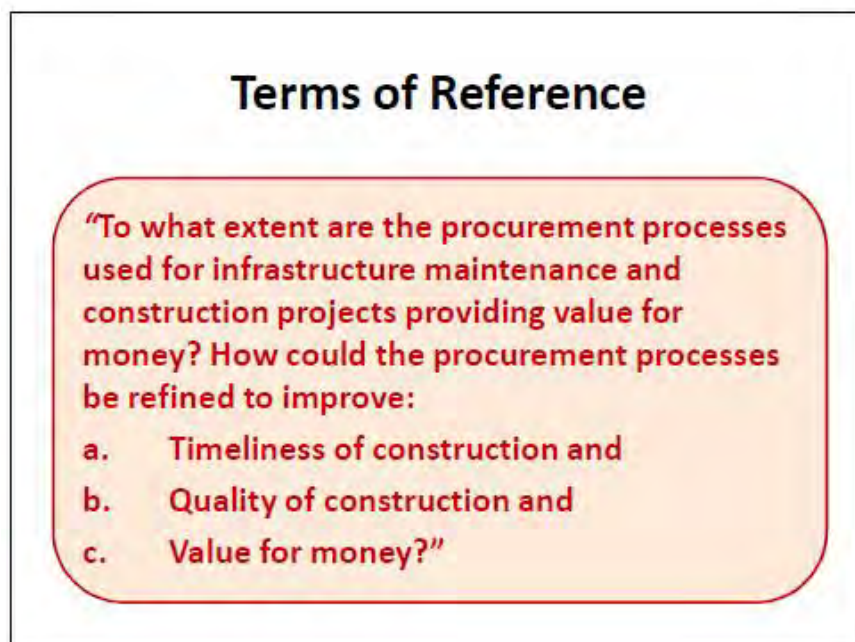
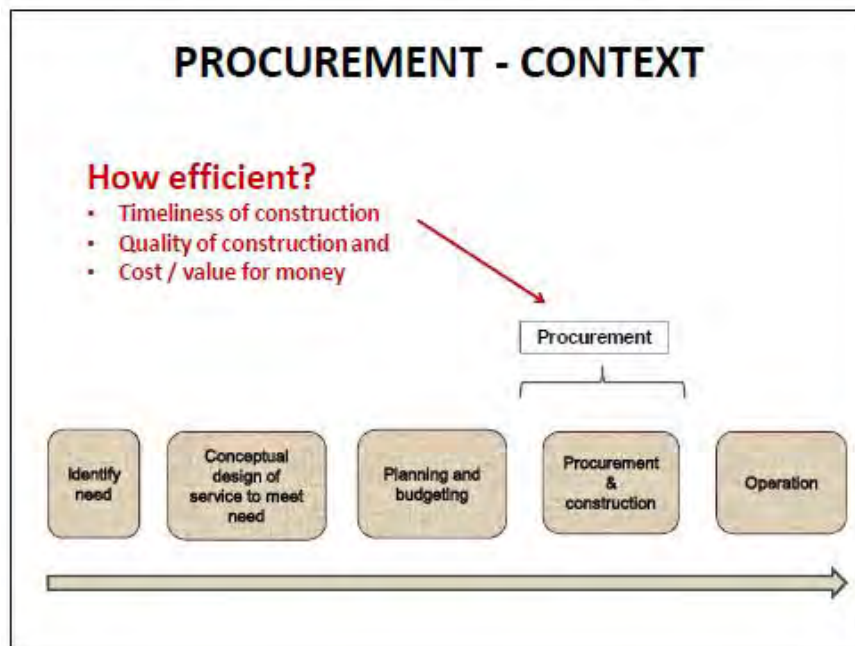




Overall 'Fit for Purpose' observations:

- Overall average is 3.1 – slightly above the mean (3)
- Overall, regionally, EHP FfP 'worst' – NCD 'best'
- Overall, by Agency, RPNGC FfP 'worst' – CS, MS and NJSS rated best
- Overall, by Type, Prisons are rated best
- LJSP/PALJP FfP has improved from 2004 – 2013
- Unknown context of original 'scope' and/or 'design' – undermines current FfP?
- PWD inclusion is typically poor or non-existent
- Energy rated ('green') buildings not happening
- Site/civil works usually excluded from scope
- FF&E not or only partially included in scope
- Appropriate materials selection rates well – i.e. minimizing future maintenance burden is a demonstrated high priority





Procurement - Objectives

Aim was not to audit every contract, but to look more generally at the efficiency of the procurement process.

Two sources of data:

- Project files
- Interviews and informal discussions with people involved with the procurements.

Methodology of Review

Two sources of data:

1. **Contract files:** Files held by each agency and parallel files held by PALIP. For ARB, relied primarily on Buka files.
2. **Interviews:** Informal discussions with people involved with the procurements.
3. Review files to determine:
 - compliance with procurement laws & guidelines
 - Quality of contract documentation
 - Quality of administration and supervision
 - Outcomes: time, cost, quality

Contract Name	Weighted Average	Tender Process	Transparency	Tender Documentation	Timeliness	Cost	Contract Admin.	Supervision
		16.25	12.5	21.25	8.75	12.5	6.75	20
ARS Bekut Jail – Access Road Construction	2.9	3.0	3.0	2.5	2.5	2.5	2.0	4.0
Bekut Jail – Bekut Access Road and Car Park	3.0	3.0	2.5	1.5	4.0	4.5	2.0	4.0
Bekut Jail – Kitet Buildings Perimeter Fence	2.6	2.0	2.0	2.0	3.5	3.0	2.0	3.5
Bekut Jail – Security Services	2.7	3.0	2.5	2.0	3.0	2.5	1.5	4.0
Bekut Jail – Boom Gate and Power Reticulation	3.0	3.5	3.5	2.5	2.5	2.5	2.5	3.5
Bekut Jail – Abution Block	2.9	3.0	2.0	3.0	3.5	3.0	2.0	3.5
Bekut Jail – Sokuan Boxing Club / Kick Boxing Club	2.9	3.5	2.5	2.5	2.5	3.0	2.0	3.5
Bekut Jail – Bush Material Houses	2.7	2.5	3.0	2.0	2.5	3.5	2.0	3.5
Bekut Jail – Two x Semi-Permanent Houses	3.1	3.0	2.5	2.5	3.5	4.0	3.0	3.5
Bekut Jail – Erection of Kitet Bidge & Ext. Works	2.7	2.5	3.0	2.0	2.5	2.5	2.5	3.5
BPS – Q-Store	2.8	2.5	3.0	2.0	2.5	4.0	2.0	3.5
BPS – Training Classroom	2.7	3.0	3.0	2.0	2.5	2.5	2.0	3.5
BNP Goroka Court House – New Registry Office		2.5	2.5	2.0	3.0	4.0	3.0	3.5
MOR CS 100 Person Dormitory, Suimo Prison	2.6	3.0	2.5	2.0	2.5	2.0	2.0	3.5
Solicitor's Office - Stage 2	2.9	3.0	2.5	2.5	4.0	3.5	1.5	3.0
Prosecutor's Office	2.6	2.5	2.5	2.5	2.5	2.5	1.5	3.5
ENB Kokopo Court House - Upgrading and Extension								
Stage 1 - New Judges Chambers	2.9	2.5	2.5	3.0	2.5	2.5	3.0	3.5
Stage 2 - New Registry Bldg (incl. Stage 3 ver.)	2.9	2.5	2.5	3.0	2.5	3.0	3.0	3.5
Kerevat – New Court House & Magistrate's Residence & Police Station Renovations	2.6	1.5	1.5	3.0	2.0	3.5	3.0	3.5
NCD NUS New Case Management Offices	2.7	2.0	3.0	2.5	2.5	2.5	3.0	3.5
Boroko Police Station – Upgrading Police Station	2.9	2.5	2.5	2.0	3.5	4.0	2.5	3.5
Boroko Police Station – New Juvenile Holding Block	2.7	2.5	2.5	2.5	4.0	1.5	2.5	3.5
NUS Dispute Resolution Building, Waigani	2.4	1.5	1.5	2.5	1.5	2.0	4.0	3.5
District Court House at Kaitantu	2.8	2.5	2.5	2.0	3.0	4.0	2.0	3.5
	2.8							

Observations - 1

- Procurement framework: inconsistencies between Financial Management Manual and Good Procurement Manual
- Procurement conducted with reasonable efficiency: achieved quality and cost objectives on most occasions.
- Not as successful with time. Procurement bottlenecks: long delays getting approval of tender recommendations; time overruns in construction. This contributes to imbalance between allocation and expenditure.
- Quality of tender documentation patchy. CSTB standard documents not always used; pro forma reports in GPM not completed. No legal review of documents until pre-signature check.

Observations - 2

- Contract packaging inefficient in some instances:
 - Keep under K300k threshold for public tendering.
 - In ARB, to pitch to capacities of local contractors.
- Institutional capacity:
 - FAST team perform line functions in addition to advisory role.
 - Use of CSTB standard RFT documents and model documents not always enforced.
 - Need to upgrade skills of agencies to meet future challenges
- Supervision good. Important in the contracting environment in PNG.
- Contract administration: Reasonable, but loose. Not a major problem in current environment but will need to tighten as contracts get bigger and PNG contractors get more savvy.



DATA SHARING AND POLICY INITIATIVES WORKSHOP

INFRASTRUCTURE IMPACT EVALUATION

Buka

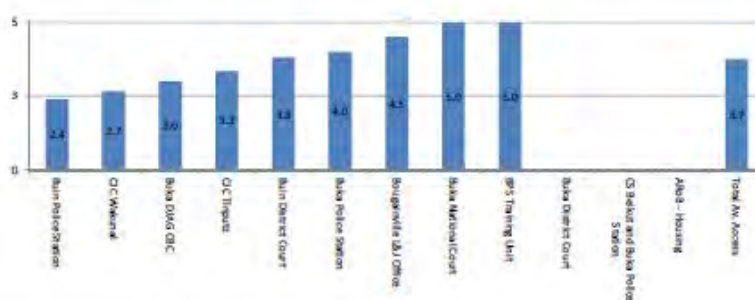
24 July 2013

Is infrastructure fulfilling its purpose?
Views from users and providers

Quality of infrastructure	Planning deficiencies
<p>The district court was built with <u>high standards</u></p> <p>It provides a <u>good working atmosphere</u></p> <p>The holding cell was built <u>close to court</u></p>	<p>The district court <u>sub-registry not included</u> in the construction.</p> <p>As a result files <u>cannot be filed appropriately</u>.</p> <p>The court <u>holding cell not done with high standards</u> and was recently kicked open.</p>

Increase in Access

Providers and users considered that PALJP has had an important increased in the access of L&J services as a result of the expansion in infrastructure



Design of infrastructure: Perceptions from users and providers

Construction/refurbishment had led to increase in access. But, the following areas need improvement

- **Size** is considered inadequate (too small) for needs of both providers and users
- With important exceptions (Buka police and court house), infrastructure was **not built with users' needs** in mind
- Infrastructure **not always prioritizes safety** of users (CS, housing)

Infrastructure **design should consider users' needs** at the heart of its operations

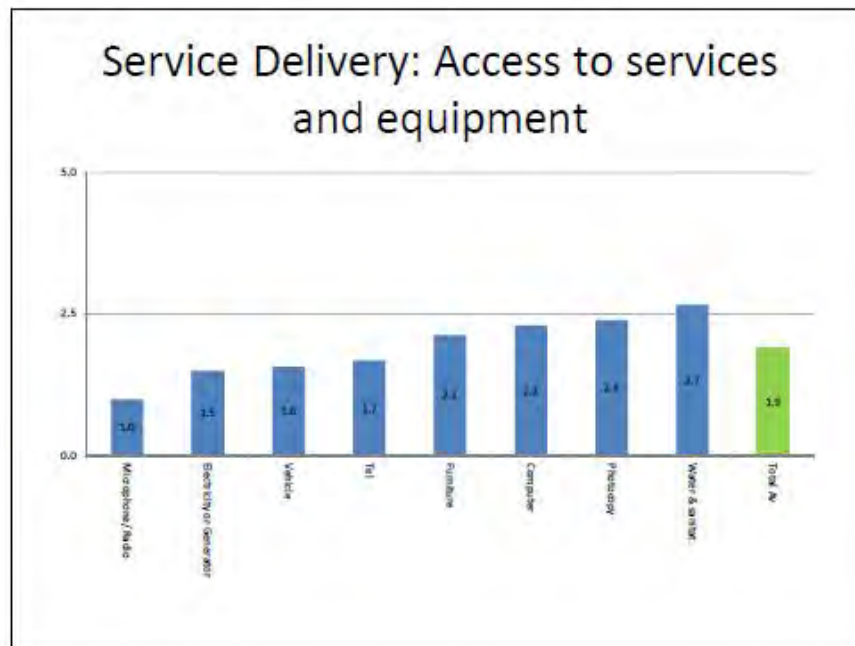
Impact: Access to service delivery

- PALJP funding seems to have **improved access** to L&J services
- Increase in **access was rated highly by users and providers** as there is not sufficient infrastructure
- People mentioned that presence of infrastructure had **change in the attitude of residents towards law and order**
- Sector perspective: **One L&J agency impacts many different aspects in people's lives**. Presence of court or police station **implies a future engagement with other L&J agencies**
- Expansion: Agreement among providers and users that existing **infrastructure needs to continue to be expanded**. Courts alone cannot provide required L&J services. OPS and OPP also need to be considered

Impact: Quality of Service Delivery

- Interviewees rated quality of services as adequate
- This rating is surprising in light of lack of equipment and services in facilities visited
- One of the key factors cited by interviewees was the **hard work and commitment of staff** to provide L&J services

Key finding: Front-line office providers are making a difference. This can be improved with more management training



What constitutes good service delivery?

"Firstly I **greet them** with a smile and then I talk to them in a manner that is **more welcoming**. I offer them a place to sit. I give them something to chew, specifically betel nut. You know, I do these [things] to calm them down because usually **people who come to lay a complaint are filled with grief and temper** so in order **to identify their problem you have to calm them down** first before ... decide on the next course of action to take" (Provider at Community Justice Centre, DJAG).

... customer satisfaction, time, cost

Service Delivery: The human element

Staffing: All providers interviewed mentioned facing **sufficient numbers of staff**

Data collection: Not systematic because...

- Constant **power outbreaks** impeded staff to use computers
- Equipment tends to break down often and **no repair/maintenance**
- Patchy internet services meant that data cannot be shared with HQ

Management: Potentially an important solution in a resource constrained context

- Management courses in order to benefit as much as possible from the existing infrastructure, even when this is not perfect: OPS, Sub-registries
- For example, better filing practices can greatly help the services provided by OPS and courts.
- Management has a key role in the effective implementation of NJSS and MS case management system

Focus on Data & Management

“Yes, [case management system] is online. So it is connected to our HQ. If the Chief Magistrate comes in the morning and wants to check the listing, he just picks it up and he can look at my name in the Daily Diary and see how many cases I am doing today. And then in the afternoon if he wants to check how many cases I have completed that morning she can log on and just check.”

Accountability
of staff

Getting results
on daily basis

cases per
month

Where are the
delays?

Preliminary answers to questions

- How appropriate is the infrastructure design in meeting the needs of the intended users (women, men, girls and boys)? *Infrastructure is adequate – although design has to be improved.*
- To what extent is the infrastructure being used for its intended purpose? *In AROB, all infrastructure is used for its intended purpose*
- What differences have the services provided as a result of the infrastructure being in place made to the lives of women, men, girls and boys?
 - *Infrastructure has greatly improved access despite absence of maintenance, access to basic services and equipment*
 - *Quality of services was rated as adequate as a result of front-line providers being committed to the work they do*
 - *As a result, an initial observation is that training front-line providers in their work place can have an important effect on quality of L&J services*
 - *Management training and strategic infrastructure development can improve delivery of services as a sector*

Focus on L&J Sector

- L&J agencies are part of a cycle of service delivery
- Access and quality of services depend on the cooperation among L&J agencies
- Strategic sectoral points: sub-registries, police reports, legal aid filing, community-based corrections
- Other points of contact among agencies

Appendix Q – Risk Analysis

ITEM - DESCRIPTOR	ASSESSMENT	
Name:		GPS: S: ° ' E: ° ' Location:
What are the key services that this facility provides?	Describe:	
Who 'owns' this infrastructure?	Private – semi government (e.g. Union/Super Fund) – GoPNG	
'Managing entity'	OPP (Public Prosecutor) – OPS (Office Public Solicitor) – RPNGC (Police) – NJSS (Judiciary) – CS (Correctional Services) Is this a - National - District - Provincial - facility?	
Brief description of the infrastructure provided under PALJP or LJSP What did this cost?		
How did the PALJP/LJSP project help improve service provision of this facility? Was this a good way to spend development monies?		

ITEM - DESCRIPTOR	ASSESSMENT
What changes to the building are required to improve services provided?	Describe:
'How many people are based in this facility?	M / F – any PWD

ITEM - DESCRIPTOR	Y/N	ASSESSMENT
1 'Does the facility provide other non-core-function services for the community?'		Do other organisations use this facility? - OPP – OPS – RPNGC – NJSS – CS - others Describe:
2 'Is this building fully utilised?'		Describe:
3 'Does the facility currently function as was originally designed?'		Describe:
4 'Has this facility been modified/amended from the original design?'		Describe:
5 Is this facility located conveniently for its service provision?		Describe:
6 'Could core services be provided without this facility?'		How:

ITEM - DESCRIPTOR		Y/N	ASSESSMENT
7	Do building services (water, power, sewer) adequately support functional need and service provision?		Describe:
8	'Any there land disputes/issues associated with this site?'		What:
9	'Are there any community grievance issues concerning this facility?'		Describe:
10	Are there new services planned that will need changes to the infrastructure?		Describe:
11	Are there other community services that could be provided if the building design was different?		What:
12	Does this facility have specific features or provisions for PWD?		Access ramps, PWD toilets
13	Does this facility need specific features or provisions for children?		Does it have any provisions to accommodate for kids

ITEM - DESCRIPTOR		Y/N	ASSESSMENT
14	Does this facility have copies of its infrastructure documentation – building plans etc		Describe:
15	Does this facility have an operations and maintenance manual?		Warranties, instruction manuals, operation manuals,
16	'Was/is there a donor maintenance agreement or funding with this facility?'		Describe:
17	'Is this facility responsible for managing maintenance of this facility?'		Onsite - Provincial Office - Head Office Does this facility have its own maintenance team/equipment/store'?
18	'Does this facility have a maintenance plan'?		Reactive – Planned - Comment
19	Are there any supplier contracts in place for routine – regular maintenance?		Generator servicing, A/C filter cleaning, photocopiers, etc
20	Maintenance costs - Does this facility know what its annual maintenance budget is?		Budgeted Recurrent - Budgeted Development - Unbudgeted Recurrent - Comment
21	Does this facility know what it spends each year on maintenance?		As budgeted - Under Budget - Much less than Budget - Comment

ITEM - DESCRIPTOR		Y/N	ASSESSMENT
22	Is the time taken to undertake maintenance or repair works acceptable?		How long is the typical wait to get maintenance done?
23	When works are undertaken on this site, is the quality acceptable?		Describe:
24	Does anyone check the quality of works undertaken on this site?		If so who? Describe:
25	'Is the user is responsible for the standby Generator running costs and its maintenance'?		Describe:
26	Is there on site car parking provided?		Describe:
27	'Was staff housing provided along with this facility'?		Describe:
28			

COMMENTS:

EFFICIENCY:

EFFECTIVENESS/APPROPRIATENESS:

IMPACT:

SUSTAINABILITY:

Appendix Q2 Quantitative Facility Infrastructure Survey

FACILITY:		
ITEM - DESCRIPTOR	ASSESSMENT	DATA INPUT
Name		Keyboard input of name of facility
Type	Correctional Centre-Prison/Court/Community Justice Centre/Training Centre/Dwelling	Tick box selection
Location	NCD/Western Highlands/Eastern Highlands/Morobe Province/Bougainville	Tick box selection
Facility building ID		Keyboard input
Access ramps	Timber/Steel /RC/Other/NA	Tick box selection
Decks, balconies	Timber/Steel /RC/Other/NA	Tick box selection
Floor	Timber/Steel /RC/Other/NA	Tick box selection plus keyboard input for 'other'
Floor lining	Timber/Vinyl Tile-Sheet/Ceramic Tile/ Painted/ Concrete/Other	Tick box selection plus keyboard input for 'other'
Power supply	Mains only/Mains with standby	Tick box selection
Roof Lining	Metal Sheet/Terracotta Tile/Concrete Tile/Other/Unknown	Tick box selection plus keyboard input for 'other'
Roof structure	Timber/Steel/Other/Unknown	Tick box selection plus keyboard input for 'other'
Stairs	Timber/Steel /RC/Other/NA	
Wall Lining	Timber/Masonry/FRC/Metal/Other	Tick box selection plus keyboard input for 'other'
Wall Structure	Timber/Steel/Masonry/RC/Other	Tick box selection plus keyboard input for 'other'
Water supply	Mains/onsite collection and storage/both	Tick box selection
Windows	Timber/Alum Louvre/Nylon Louvre/Alum/Other	Tick box selection plus keyboard input for 'other'
Estimated Facility Condition Index	Good / Fair / Poor / Very Poor / Write-off (<5%/5-10%/10-20%/20-40%/>40%)	Tick box selection
Facility maintenance need	Routine / Medium / High / Urgent	Tick box selection
OH&S Compliance need	Routine / Medium / High / Urgent	Tick box selection
Overall Sustainable Construction Index	Unacceptable/Below Average/Average/Above Average/Excellent	Tick box selection

Appendix Q2 Quantitative Facility Infrastructure Survey

BUILDING DATA: CONDITION		
ITEM - DESCRIPTOR	ASSESSMENT	INPUT
Facility building ID		Keyboard input
Ablutions	1 – Unacceptable; 2 – Below Average; 3 – Average; 4 – Above Average; 5 – Excellent; NA – Not Applicable	Tick box selection 1 / 2 / 3 / 4 / 5 / NA
Access ramps	“	“
Air conditioning	“	“
Ambient light levels for work stations/areas	“	“
Building envelope (weatherproof)	“	“
Building finishes	“	“
Building structure	“	“
Ceiling fans	“	“
Door hardware	“	“
Doors	“	“
Eaves	“	“
Facias/barges	“	“
Floor linings	“	“
Insect mesh	“	“
IT – communications, access, data points	“	“
Lighting - electrical	“	“
Natural lighting	“	“
Natural ventilation	“	“
Power outlets	“	“
Sewerage disposal	“	“
Signage – quality and clarity	“	“

Appendix Q2 Quantitative Facility Infrastructure Survey

BUILDING DATA: CONDITION

ITEM - DESCRIPTOR	ASSESSMENT	INPUT
Site provision for stormwater egress	“	“
Stairs, deck, balconies & balustrade	“	“
Standby Power	“	“
Water collection and storage	“	“
Windows	“	“

PALJP : PROCUREMENT INFORMATION REQUIREMENTS FOR EACH SITE

Subject	Comment
Project Planning and Budgeting:	
Function / purpose	Documents stating the need that the infrastructure facility is intended to address - ?
Budget / approvals	Docs showing allocated budget and compliance with budget approval procedures
Source of funds	% contributions by AusAID, GoPNG, provincial governments, private sector, etc.
Scope of work	Documents defining project scope
Work Breakdown:	
Work Packages	Breakdown of scope of work into work packages and method of procuring each: <ul style="list-style-type: none"> • EPC contract (single turnkey package) / EPCM • Site investigations – e.g. geotechnical, survey, remediation, etc. • Design – architectural, civil, structural, services • Construction – design-build, civil, structural, electro-mechanical • Operation, maintenance, management contracts
Contract Formation:	
Tendering rules	Applicable tendering rules (PNG / Commonwealth procurement guidelines)
Tendering process	International / Local Competitive Bidding; direct appointment
Tendering procedure	Adopted process (e.g. prequalification, one or two envelope procedure, etc.)
Eligibility	Open tender or shortlist;
Prequalification criteria	Prequal. Doc - Experience, financial capacity, disputation history, etc.
Prequalification results	Number of applicants / number of prequalified contractors
Number of bids	Number of conforming bids received; alternative bids
Evaluation criteria	Lowest evaluated bid (adj. price), marking system, domestic preference, etc.
Tender recommendation	Successful bidder
Contract Data:	
Conditions of contract	AS; FIDIC; other
Specification / drawings	
Bill of quantities	Guaranteed or remeasured
Schedule	Contract commencement date; site possession; contract completion date
Contract Performance:	
Site possession	
Contract price (base)	Fixed or variable (escalation); Lump sum or schedule of rates / bill of quantities Provisional sums Currencies and exchange rates Allocation of risk between parties
Escalation	Rise & fall adjustments

Subject	Comment
Variations	Variations ordered under the contract; dayworks; provisional sum payments; etc.
Additional payments / deductions	Unsolicited claim settlements; ex gratia payments; etc.
Final price	
Schedule	Commencement Date; Extended contract completion (as adjusted by approved extensions of time); Date of actual completion / practical completion
Liquidated damages	Liquidated damages entitlements / liquidated damages applied
Defects notification period	Performance of defect rectification obligations
Operation:	
Operator	Public or private sector operation
Efficacy of facility	Does the facility achieve its purpose (Russ)

**Semi-Structured Interview Guide
Social Research Team
Infrastructure Impact Evaluation, 2013**

1. Description of the process a service user has to follow to get an issue solved

This discussion has to include a **description of process followed to get an issue solved**, time in which it has been operational and examples of usage.

If possible, ask them for **good and bad experiences with the facility**

- Do you know whether the **service has improved over time?**

-What would you like to **change?**

-Gender and age-sensitive discussion on how infrastructure has increased hours of service to the public.

- **Draw a map** of how users went to different agencies to get their problem solved

2. Questions for women – do you feel safe in this facility? Follow up question if no...Could anything be changed to make you feel safer?

-Access for people with disabilities?

3. In your view, what are the characteristics of good service?

-Do you think there has been an improvement in the services delivered (linked to facility)?

-Tell me about what has changed? (positive, negative and unexpected changes linked to facility?)

4. Links of Law and Justice Agencies with Infrastructure

-How is community directly using infrastructure?

-What use could community give to the infrastructure?

-How is the community involved in looking after the building?

-Is there any flexibility with regards to use of infrastructure?

-Is the infrastructure meeting the needs of the local population?

-How are the local population involved in providing law and justice services?

**Semi-structured interviews with front-line service providers
Infrastructure Impact Evaluation, 2013**

1. Talk about the refurbishment

- When was the infrastructure completed/ commissioned?
- What was done?
- Who did it? (AusAid visibility)
- How were things working before? What was happening before?
- When was the infrastructure completed/ commissioned?
- What was done?
- Who did it? (AusAid visibility)

2. Talk about how improvements in facility has done to day-to-day work

- How were things working before? What was happening before?
- What improvements have you seen?

3. Do you have enough equipment finalized (i.e. computers and communication equipment as telephones and internet)?

4. Staffing levels

- Do you have sufficient staff to deliver the intended services?
- Have you received sufficient staff to manage the building?

5. Draw a map of how users went to different agencies to get their problem solved

6. Good services

- In your view, what are the characteristics of good service?
- How has the new infrastructure/refurbishment increased access to services?
- How would the services be provided otherwise?
- What has been the most significant change since this building was completed/refurbished? (positive, negative and unexpected changes)

7. Document process of data collection regarding services for your day-to-day work

8. How could the facilities improved?

- How assets are maintained (coordination between different government levels, national ownership)?
- How does the community interact with the Law and Justice agency?

**Observations at Infrastructure Facility
Infrastructure Impact Evaluation, 2013**

1. What can you see it is happening for 2 hours at facility?
2. Do you think people are being attended as it should?
3. Is the infrastructure being used for its intended purpose?
4. For what else is the infrastructure being used?
5. Could the design have been more flexible to allow for emerging needs?
6. How flexible has the facility proven to be over time in meeting emerging justice sector and local-level government?

Appendix R – Risk Assessment and Management

Risk Assessment and Management

A. Preamble

The risks involved in supporting the development of PNG law and justice (L&J) infrastructure have been explored under the Law & Justice Infrastructure Impact Evaluation. The objective of GoA's investment in infrastructure is to improve L&J service delivery and any obstacle that might impede the achievement of this is assessed using risk analysis methods.

Risk analysis is a means of understanding risks and focusing resources on critical areas of concern to maximize the effectiveness of responses and safeguard strategies. In making effective decisions, it is necessary to be able to target the risks and predict the effects of those decisions. A risk matrix, by providing a logical listing of risks and an analysis of cause and effect, can be a useful tool in assisting decision makers. In particular, it will assist in:

- Identifying those risks that are likely to impact on infrastructure service delivery;
- Determining problems and points of vulnerability in the existing systems and processes; and
- Designing actions and prioritizing resources to eliminate or counter the threats.

The following risk matrix is structured to:

- Logically group the various risks that might cause GoA infrastructure to fail in their purpose of improving service delivery;
- Explore the consequences should the risks transpire; and
- Propose risk management strategies to eliminate or mitigate the risks.

B. Risk Matrix

Risk Category	Risk Event	Risk Consequence	Risk Management Strategy	Risk Assignment
<u>Planning & Scoping</u>	• Project priorities inconsistent with service needs.	• Strengthen coordination of PID and PFD processes.	<ul style="list-style-type: none"> Develop PIDs from rigorous gap analysis procedure at agency level. Close collaboration between agency staff and technical advisors Strong LJSWG and NCM oversight. 	NCM, LJSWG and Technical Advisers team.
	• Poor coordination of infrastructure between agencies.	• Imbalanced or incomplete services.	<ul style="list-style-type: none"> Prepare sector gap analysis based on consolidation of agency gap analyses; Introduce formal consultative grouping to review L&J infrastructure planning and project priorities before preparation of PIDs and PFDs. Coordinated, consolidated, sector-wide gap analysis driving infrastructure planning 	NCM & LJSWG in consultation with the agencies.
<u>Budgeting</u>	• Funds unavailable to meet contract commitments	<ul style="list-style-type: none"> Contract default/termination Late payment interest Inflated prices on future bids 	• Allocate committed funds to project accounts to cover contracts;	• Ministry of Finance and CSTB
	• Delays in budget approvals	<ul style="list-style-type: none"> Project delay or deferral; Underspend annual budget allocation, resulting in project deferral or cancellation. 	• Streamline budget cycle and improve continuity between budget years.	• Ministry of Finance, agencies and CSTB.
<u>Design</u>	• Design not suited to intended function	<ul style="list-style-type: none"> Diminished service delivery; OHS risks; Security issues; Unnecessary costs 	<ul style="list-style-type: none"> Prepare clear scoping document / design brief; Use standard designs, adapted to PNG conditions; Use standard specifications, where appropriate; Use prefabricated buildings, where appropriate; Design review procedure. 	• Agencies, Technical Adviser Team, NCM and

Appendix R – Risk Assessment and Management

Risk Category	Risk Event	Risk Consequence	Risk Management Strategy	Risk Assignment
	<ul style="list-style-type: none"> Design unnecessarily costly (i.e. "gold-plated"). 	<ul style="list-style-type: none"> Unnecessary costs, reducing budget for other infrastructure. 	<ul style="list-style-type: none"> Prepare clear scoping document / design brief; Design review procedure. 	<ul style="list-style-type: none"> Agencies, Technical Adviser team and LJSWG
	<ul style="list-style-type: none"> Building used for purposes it was not designed for 	<ul style="list-style-type: none"> Diminished service delivery; OHS risks; Security issues. 	<ul style="list-style-type: none"> Improved sector and agency-level planning; Contingency budget for responding to emergencies and changes in circumstances. 	<ul style="list-style-type: none"> Ministry of Finance, agencies
<u>Procurement</u>	<ul style="list-style-type: none"> Poor documentation; 	<ul style="list-style-type: none"> Claims, variations and disputes during construction. 	<ul style="list-style-type: none"> Greater use of CSTB standard documents. Strengthen agency internal documentation review processes. State Solicitor to review tender documents. 	<ul style="list-style-type: none"> Agencies, OSS, PALJP, AusAID,
	<ul style="list-style-type: none"> Delays in procurement 	<ul style="list-style-type: none"> Bid validities expire, allowing bidders to re-open tenders. Projects are delayed. Under-spending of allocated annual budget. 	<ul style="list-style-type: none"> Reform of CSTB approval processes; Approval of tender documents by OSS before advertising; Parallel tender approval process governed by CPR. 	<ul style="list-style-type: none"> CSTB, OSS, PALJP, AusAID,
	<ul style="list-style-type: none"> Non-selection of best tenderer 	<ul style="list-style-type: none"> Higher price paid for infrastructure Incompetent contractor 	<ul style="list-style-type: none"> Enforce GPM tender evaluation, tender recommendation and approval procedures. Parallel tender approval process governed by CPR. 	<ul style="list-style-type: none"> CSTB, PALJP, AusAID,
	<ul style="list-style-type: none"> Corruption 	<ul style="list-style-type: none"> Overlook the best tenderer, resulting in higher prices and less qualified contractors. 	<ul style="list-style-type: none"> Enforce anti-corruption laws and contract provisions. Parallel tender approval process governed by CPR. 	<ul style="list-style-type: none"> CSTB, OPS, AusAID,
<u>Construction</u>	<ul style="list-style-type: none"> Cost overruns and schedule delays 	<ul style="list-style-type: none"> Delayed infrastructure; Increased costs, reducing available budget for other infrastructure. 	<ul style="list-style-type: none"> Thorough project preparation (including site investigations) and simple design concepts; Fixed price-certain contracts (but bid prices will be higher). Use prefabricated buildings, where appropriate; Include budget contingencies; Include performance bonds, insurances and liquidated damages in contract. 	<ul style="list-style-type: none"> Agencies, CSTB, PALJP, DOW, AusAID,

Appendix R – Risk Assessment and Management

Risk Category	Risk Event	Risk Consequence	Risk Management Strategy	Risk Assignment
	• Poor quality construction	• High maintenance; • Diminished service delivery; • OHS risks;	• Strong supervision, especially in provinces and ARB; • Good design using appropriate materials and technologies; • Use prefabricated buildings, where appropriate.	• Agencies, Technical Advisers, CSTB, DOW, AusAID
	• Corruption	• Increased costs, reducing available budget for other infrastructure.	• Enforce anti-corruption laws and contract provisions.	• CSTB, OPS, AusAID,
<u>Maintenance</u>	• Poor maintenance resulting in deterioration of infrastructure.	• Diminished service delivery; • High refurbishment costs.	• Careful site selection and thorough investigations and studies at design stage; • Low maintenance design; • Implementation of well-prepared asset management plan. • Use of established and understood technologies	• Agencies, PALJP, DOW, AusAID,
	• Poor maintenance resulting in Infrastructure becoming unfit for purpose.	• Replacement of infrastructure.	• Provide a maintenance budget under local control to undertake preventative maintenance at their discretion. • Provide periodic maintenance inspection and services by centralized unit.	• Agencies
<u>Operation / Use of Infrastructure</u>	• Poorly trained staff	• Diminished service delivery;	• Development of training and personnel development strategies and programs	• GoPNG and GoA
	• Lack of basic support services and equipment	• Diminished service delivery	• Commitment of funds for operational support prior to infrastructure development	• GoPNG and GoA
	• Poor Management Practices	• Diminished service delivery	• Focus on improving management and organizational support systems	• GoPNG and GoA

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