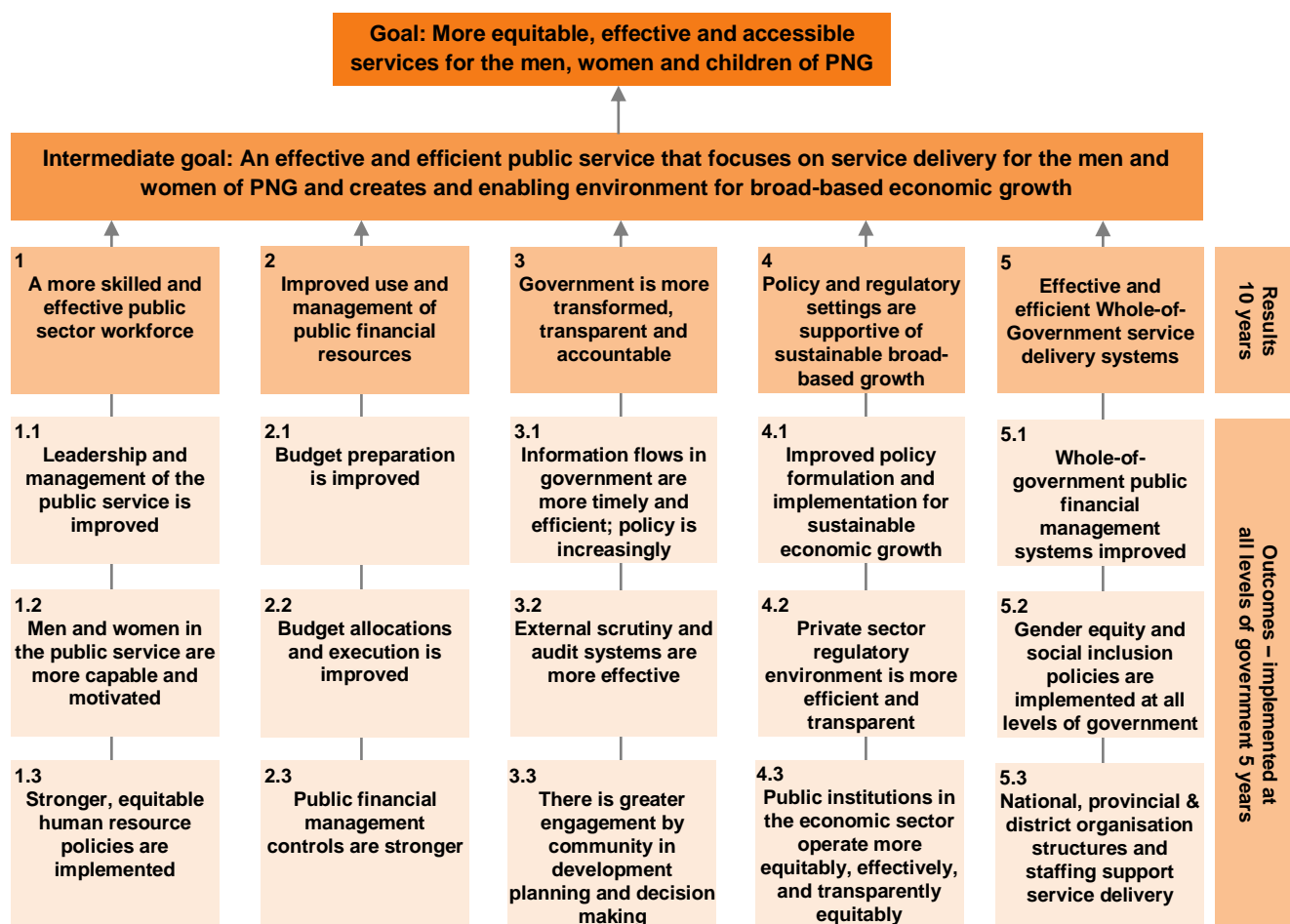


# Annex 1

## EPSP Results and Outcomes Framework



## Annex 2

### **Additional Activities Commenced 2015**

Task	Activity	Resource	Status (30 June 2015)
<b>The Pacific Leadership and Governance Precinct</b>	Recruit, contract and mobilise Strategic Management Adviser	PMO	Completed by April.
	Recruit, contract and mobilise Operations Adviser		Completed by May.
<b>PNG IPA</b>	Recruit, contract and mobilise Quality Assurance Adviser		Completed by May.
	Assess IT capability of PNG IPA		Completed by May.
	Develop Resource Centre requirements for architecture brief		Completed by May.
	Weekly briefings for AHC		Weekly and on-going
	Secretariat for Inaugural PNG IPA Steering Committee		First meeting held in April.
	Support for PNG IPA 'Bully Beef Club' ground breaking ceremony		Completed in March.
	Support for The Hon. Senator Parry's visit to PNG IPA		Completed in April.
<b>The Pacific Leadership and Governance Precinct</b>	Further inputs to the design of the Precinct	PMO	Completed in May.
	Providing specifications and oversight to development of Precinct logo to external design company	PMO and Comms team	Logo completed and approved in June.
<b>The Precinct</b>	Development of visuals for Precinct (video, flyer, brochure)		Completed in June.
	Event management support for the launch of the Precinct (plaques, invitations, panel discussions, venue)		Minister's visit scheduled for June was deferred.
	Recruitment of short term communications specialist	PMO	Completed by January.
	Recruitment of long term communications specialist		Completed by June.
	Recruitment of short term media specialist		Completed by May.
	Recruitment of periodic M&E Specialist		Completed by April.
	Recruitment of short term Gender and Social Inclusion Precinct Design Consultant		In progress. Commencement in late July.

Task	Activity	Resource	Status (30 June 2015)
<b>HR ConNECT (payroll cleansing)</b>	Implement Oro pilot	HR ConNECT team with DPM	Oro visit and review completed by April.
	Implement Oro pilot recommendations in regard to pay roll cleansing		In progress.
<b>GESI – Action research at district level</b>	Identify research team and facilitate visits to Abau District	PMO	Two visits completed (one in April and one in June).
<b>Public opinion survey - pilots</b>	Consultation with GoPNG stakeholders at district level (Alotau and Unggai Bena)	PMO	Completed by March.
	Alotau - Develop survey (questions), identify suitable service provider and carry out survey		Completed by May.
	Analyse data of Alotau survey		Completed by June.
	Alotau - Meet with and discuss survey data with District Administrator, LLG Presidents, Provincial Administrator		Completed by June.
	Unggai Bena – Develop survey (questions) in Tok Pidgin		Completed by May.
<b>District Accountability Initiative</b>	Consult with stakeholders and identify partners for delivery	PMO	Completed by June.
	Develop proposal and consult with stakeholders		In progress.
<b>Dep. of Finance</b>	Development of ToR for four adviser positions	PMO	In progress.
<b>Dep. of Treasury</b>	Recruitment and mobilisation of three short term tax advisers	PMO	Completed by May.
<b>Ministry of Sports</b>	Development of ToR for long term adviser	PMO	Completed.
	Recruitment of adviser position		In progress.
<b>Provincial Administration West New Britain</b>	Development of ToR for short term adviser	PMO	Completed.
	Recruitment of adviser position		In progress.
<b>Electoral Commission</b>	A Budget Adviser has been appointed to commence with the Electoral Commission in July 2015.	PMO	Completed by June

Task	Activity	Resource	Status (30 June 2015)
<b>Issues papers</b>	Development of topics and ToR for 5 Issues papers	PMO	Completed and approved by March.
	Identifying and recruitment of suitable consultants		Two commenced by May. One in progress.
<b>Support for National Intelligence Organisation (NIO)</b>	Development of ToR and recruitment of Design team	PMO	Completed by March.
	Procurement of 11 vehicles and various office equipment		Completed by May.
	Costing of Design team design brief		Completed by June.
	Procurement of short term asset management adviser		In progress.
<b>Support for Daru – cross agency border activities</b>	Development of ToR for short term scoping consultant	PMO	Completed.
<b>NRI</b>	Development of ToR and recruitment of 3 long term adviser positions	PMO	In progress.
<b>INA</b>	Development of ToR and recruitment of short term adviser	PMO	In progress.
<b>DPM</b>	Development of ToR and recruitment of short term adviser	PMO	In progress.
<b>Contract Amendment</b>	Review and adjust budget for program extension to June	PMO	Completed by March. Program extension approved in May.
<b>EPSP transition into PGF</b>	Develop transition plan for PGF transition	PMO	Completed by June.
	Develop Communications plan		In progress.

# Annex 3

**Program Management Office**

## Human Resources

In line with good business practice the PMO organisational structure has been reviewed so it continues to meet the needs of the program.

### 1. PMO: During the period the following staff movements occurred:

- Sue Richards (Deputy Director Technical) was recruited
- Jane Kesno (GESI Specialist) commenced new short term contract.
- Glen Hurley (moved from Deputy Director Technical role back to his previous role with PM&NEC)
- PMO numbers: 8 (3 female, 5 male) this includes Samson Vartovo and Jane Kesno

### 2. LES: During the period the following staff movements occurred:

- Margaret Frank Chapman (Project Coordinator HR) resigned
- Henry Pupu (HR Coordinator) was recruited
- Monika Diapong (Go PNG Snr. Grants and Liaison Officer) resigned
- Currently recruiting (Go PNG Snr. Grants and Liaison Officer)
- LES numbers: 20 (14 female, 6 male)

### 3. Adviser Recruitment

- Recruitment completed during the period included:
  - Helen Cherry – Operations Management Adviser – PNG IPA - SoG
  - John Steer – Quality Improvement Adviser – PNG IPA - SoG
  - Pauline Whitley – Strategic Planning and Management Adviser – PNG - SoG
  - Tom Leute – Budget and Finance Adviser (short term) – IRC
  - Tom Leute – General Ledger Adviser – DoF
  - Willie Yeo – ICT Consultant (short term) – IRC
  - Mike Rawstron – Personal and Retirement Income Taxation Specialist (short term) – DoT
  - Patrick Colmer – Indirect Taxation Specialist (short term) – DoT
  - Neil Motteram – Tax Policy Specialist (short term) – DoT
  - Felicity Spurrett - Communications Specialist (short term) – Pacific Leadership and Governance Precinct
  - Stephen Fisher – Gender Specialist Trainer (short term) – GESI
  - Wendy Duncan – Monitoring and Evaluation Specialist (short term) – Pacific Leadership and Governance Precinct
  - Ben Packham – Multimedia Communications Specialist (short term) – Pacific Leadership and Governance Precinct
  - Paul Tippet – Interim Assistance Planning and Management Adviser (short term) – Pacific Leadership and Governance Precinct
  - Louise Fairley – Strategic Business Planning Adviser (short term) – INA
  - Ron Hickey – Corporate Planning Adviser (short term) – DPM
  - Tony Salindong – Financial Management Adviser – PNGEC
  - Catherine Butcher (short term) – Gender and Social Inclusion Scoping and Design Consultant - Pacific Leadership and Governance Precinct
  - Rawena Russell – Communications Specialist – Pacific Leadership and Governance Precinct
  - David Osborne – Issues paper consultant (short term)
  - Michael Pilbrow – Design consultant (short term) – NIO
  - Carolyn Peterken – Scoping consultant (short term) – NIO
  - Jo Kemp – Issues paper consultant (short term)



## **Recruitment analysis – a changing environment**

Recruitment in this reporting period increased by more than 50% compared to the previous reporting period. 58% of positions in this reporting period were recruited through a competitive approach and 42% through a direct approach/direct appointment; in the previous reporting period only 27% were recruited through a direct approach. During this reporting period, 33% were recruited for placements of less than 30 days and 25% were required to commence work almost immediately. The data suggests that there is a change to the previous recruitment process for long term advisers where positions were advertised widely in print and social media. This appears to be driven by an environment that requires highly technical experts often for short term inputs and often on short notice. Such requirements cannot be met by traditional advertising and sourcing practices. Highly specialised technical experts are not actively searching and therefore not responsive to advertisements. Instead, they need to be identified through networks, e.g. AHC and SGP.

The contracting of short term technical experts has also led to a change in contracts. Long term advisers continue to be contracted through traditional employment contracts; short term consultants have often established their own businesses or are contracted to consultancy businesses and sub-contracting arrangements are occurring more often.

EPSP's recruitment and contracting mechanisms have been sufficiently flexible to deal with this changing environment.

- Recruitment in progress includes:
  1. Deputy Director – NRI
  2. Two Senior Researchers – NRI
  3. Provincial Business Planner – Provincial Government West New Britain
  4. GESI Specialist – Whole of Government
  5. ICT Consultant (short term) – IRC
  6. Michael Anderson – Issues papers
  7. Senior Grants and Liaison officer (LES - PMO)
- Recruitment likely to commence in second half of 2015:
  - GESI Senior Coordinator (LES – PMO) Strategic Management Adviser – DPM
  - Asset Management Adviser (short term) – NIO
  - Financial Framework Review Adviser – DoF
  - Change Management Adviser – DoF
  - PEFA Implementation Adviser – DoF
  - Economic Business Planning Adviser – Ministry of Sports
  - Scoping Adviser (short term) – Daru
  - Up to six positions which will be re-scoped and advertised in preparation for the transition to PGF

## **4. Number of long term advisers by gender at end of June 2015**

- Long Term: 20 (female 9, male 11)

## **5. Number of short term advisers by gender at end of June 2015**

- Short Term: 12 (female 4, male 8)

## **6. Continuing issues around ARF**

- Remuneration is inflexible making it difficult to attract some key specialist positions. In addition the interpretation of the ARF classifications is open to inconsistent interpretation.
- The lack of provision of school fees makes it difficult to attract potentially good candidates with families, particularly women - EPSP will lose one of our current advisers this year for this reason.
- The Adviser Performance Assessment process for advisers is not consistent with good HR practice and is of no value to advisers nor the program in terms of managing work performance.
- Ex senior Australian public servants can only be attracted with premium rates. During this reporting period four requests for premium rates were approved by AHC.

#### **7. Issues relating to recruitment**

- Having to deal more regularly with the requirement to fill positions with highly technical experts and often at short notice. Standard recruitment processes with advertisement, etc. are not flexible and fast enough to meet such needs. Filling positions through referrals and AHC and SGP networks is an option, but leads to an increase of direct appointments.
- Increase in short term/periodic positions – recruitment of which is as time-consuming as for long term positions and puts a lot of pressure on the recruitment and mobilisation teams.
- The visa application process remains one of the challenges to recruiting people within required timelines.

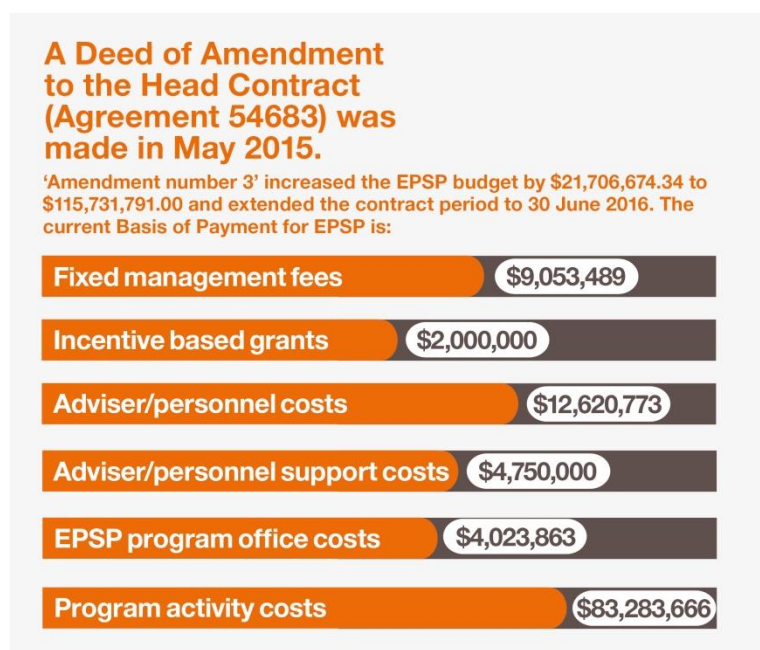
#### **8. Harmonisation**

- Moving into the new premises has provided opportunities within the PMO for working together with colleagues from PLGP. Many specialist areas are now working closely together, providing support and sharing resources. Communications and HR have made plans to work more formally together. Other specialist areas such as M&E, Logistics, GESI have been working more collaboratively for some time.

## Operations Section

### 1. Program Finance

Figure 6: EPSP Budget – Deed of Amendment



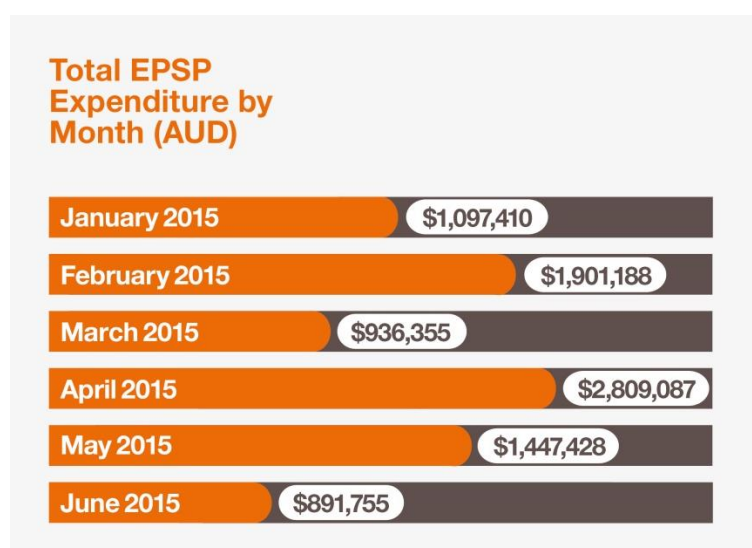
EPSP undertakes regular analysis of budgetary commitment and expenditure to ensure that our activities are meeting schedules and that any developing issues and risks are recognised and treated. Within this period EPSP has met budgetary forecasting within relatively tight margins, indicating that the program progress against budget is achieving well managed results.

### 2. Program Expenditure

Amendment 3 to Agreement 54683 was signed in May 2015 to increase the EPSP budget by AUD21,706,674.34 to AUD115,731,791.00 and extend the term to 30 June 2016.

Expenditure across the period was consistent with forecasting however, the financial year reporting period was closed early due to Commonwealth business requirements.

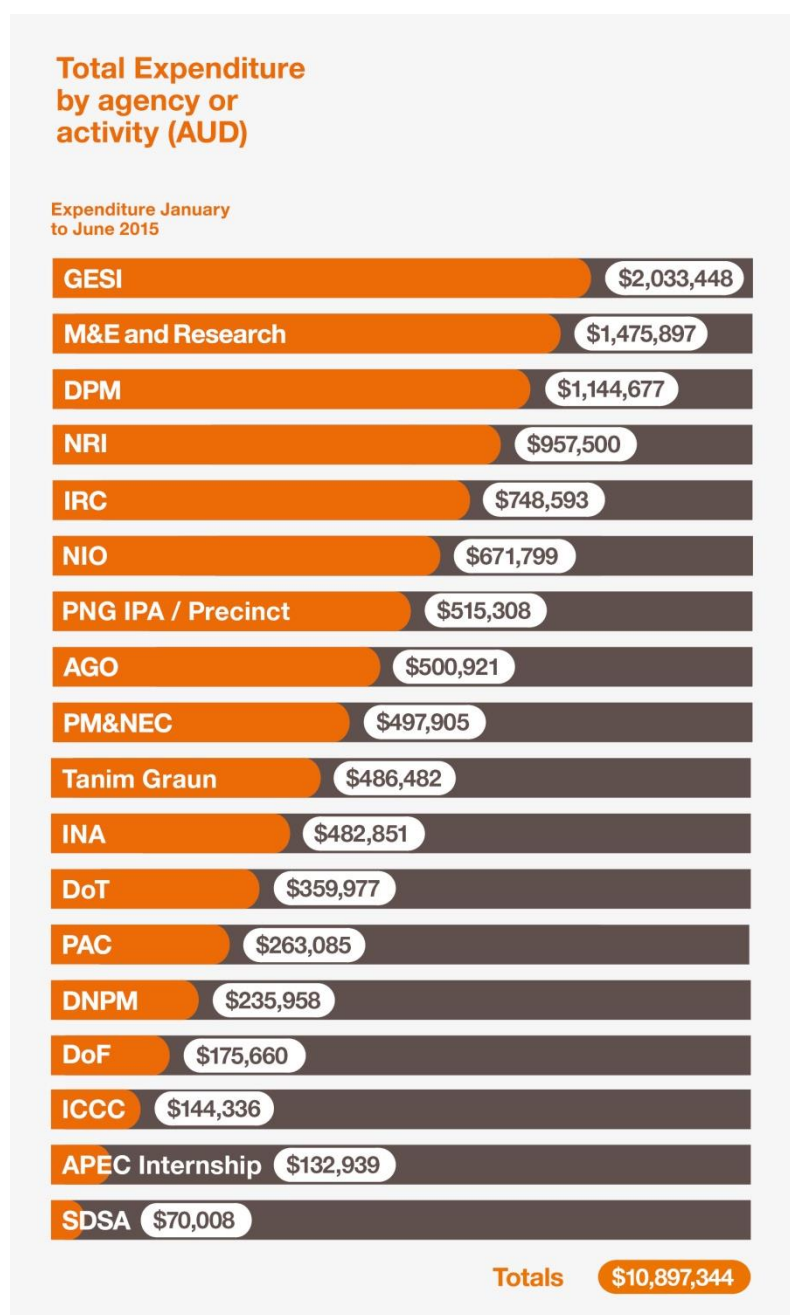
Figure 7: Total Expenditure by Month (AUD)



Total EPSP expenditure for the period (Figure 7) was AUD 15,038,406 representing 13% of the total EPSP budget of AUD 115,731,791. The fluctuation in expenditure over the period is attributed to varying program activity adviser inputs, higher levels of consultancies, late supplier invoicing and the timing of payments in accordance with funding agreements such as that with the Australian National University. The low June total represents the early closure of the accounting period to accord with DFAT requirements; it is expected that the full June expenditure will be in the vicinity of AUD1,700,000.

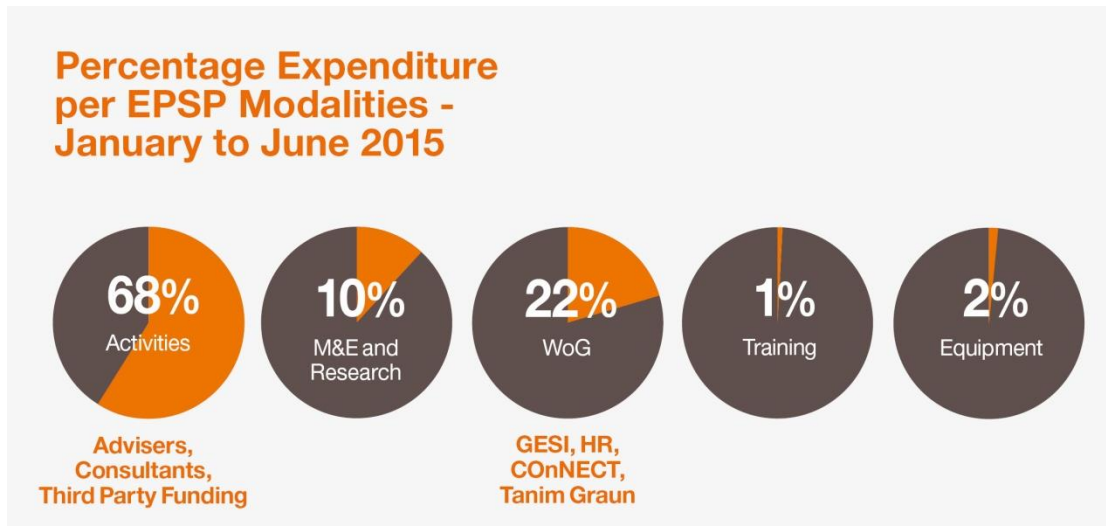
### 3. Expenditure by agency or activity

Figure 8: Total Expenditure by Agency



#### 4. Percentage expenditure of EPSP modalities

Figure 9: EPSP Expenditure by Modality (Percentage)



## Annex 4

### Grants

## Grants

Two grants continued during this reporting period.

1. The IRC grant of K220,000 for Communication and Change Management aimed at creating awareness about the introduction of online submission of tax returns by individuals and the private sector and a more efficient method to manage client request for assistance. This grant will be finalised by November 2015.

The Communication grant progress has been slow this reporting period due to much of the work done in 2014. Only one activity was done this reporting period with the purchase of a customer (taxpayer) Queuing System.

The current customer service system has taxpayers queuing up for service which is inefficient for both the taxpayer and for IRC. The preferred solution for improving service delivery and making the experience more pleasant for the taxpayer is to install a reception management/ taxpayer queuing system. These intelligent management systems allow to increase productivity, reduce turnaround times and reduce operating costs by ensuring that the taxpayer is served by the staff that is the most qualified according to the request. Reception management solutions are above all a way of increasing customer satisfaction by reducing the perceived and actual waiting time, creating a pleasant environment and a fair reception. These innovative reception management solutions also contribute to the satisfaction of working teams by reducing the amount of stress and optimizing the processing of requests. Reception management solutions also enable to generate data about how customers wait and how staff can best serve them. This type of information will assist IRC in improving organisation processes and in increasing the quality of customer service.

“Improved service delivery by IRC” is one of four expected outcomes of this grant. The purchase of a reception management/ taxpayer queuing system directly contributed to this outcome.

2. The other continuing grant is with DoF. This grant of K240,000 has been ongoing for some time due to competing demands on the human resources of DoF, and the agency has agreed that the grant will be finalised no later than November 2015.

Progress was slow this reporting period due to circumstances beyond our control. During this period 10 replacement computers, printers and UPS were purchased. These new equipment purchased are now compatible to the current system PGAS and would be used for the computerised receipting system (CRS) in the National Department and Overseas Missions.

The DoF continues to work in partnership with PCaB (II) to conduct basic computer training for staff in the provinces as most officers are computer illiterate. The training has resulted in staff learning the necessary computer skills to operate computers minimising manual processing and paper work.

This reporting period was focused mainly on the CRS/Revenue Tracking and Review and Inspection trips to the Highlands provinces namely EHP, Simbu, Jiwaka, Western Highlands, Southern Highlands and Enga. EPSP is yet to receive a report on these trips.

A new grant was approved by AHC in 2014 to the Department of Higher Education, Research, Science and Technology (DHERST). It will commence in second semester 2015 to support the development of quality assurance in tertiary programs throughout the country. It follows a previous successful grant to support 18 representatives from universities aimed at improving the quality of courses and programs.

## Annex 5

### Agency Report Cards



# Department of Prime Minister and National Executive Council

<b>Governance Support agreement signed</b>	September 2014
<b>Activity start date</b>	April 2014
<b>EPSP Result Area</b>	Area 1 – A More Skilled & Effective Public Sector Workforce
<b>MTDP Priority Area</b>	Area 5.9 Governance & Public Sector Management
<b>Vision 2050</b>	Strategic Focus Area - 3.8.3 Institutional Development and Service Delivery



**Chief Secretary Manasupe Zurenuoc**

## Assistance provided to the Agency for:

- Support PM&NEC to prepare timely and high quality briefing material for the Prime Minister and other Ministers
- Strengthen financial accounting systems and processes.

Activity	Expected Outputs	Expected Outcomes	Status of Support	Evaluation of Progress
<b>Policy and Legal Adviser</b> Contract 21/10/2012 to 30/11/2015	Legal and policy briefing material prepared.	Improved decision making and implementation of NEC decisions consistent with government priorities  Policy advice provided on the basis of quality policy analysis, research and consultation  NEC decision implementation improved and monitored for implementation  Quality and strategic coordination of other EPSP adviser in DPM&NEC to maximise capacity building opportunities with counterparts	Continuous work on Lae City Authority and proposed Mount Hagen City Authority Bill and more recently the Kokopo Authority has been a struggle. NEC has constantly made policy changes and it proved difficult to hold the Minister's attention on this issue until Parliament resumed in May  Various NEC submissions were prepared as well as briefing materials  Continuous ad hoc advice provided on various legal & policy matters that arose in May/June Parliamentary session  DPLGA have now rolled out initial info sessions on the DDA to all provinces. Ongoing support provided to department to ensure they remain on track	Lae City Authority Bill passed  Proposed Mount Hagen City Authority Bill approved by NEC  Drafting instructions approved for proposed Kokopo City Authority  NEC Approved proposed Manam Resettlement City Authority  Ministers and backbenchers properly informed in relation to various issues  DPLGA has assumed full ownership of the DDA  Backbenchers remain highly supportive of DDAs
<b>Finance Planning &amp; Management Adviser</b> Contract 21/11/2011 to 31/08/2014 New placement contract 01/02/2015 to 30/11/2015	Financial issues in Auditor General and internal PM&NEC audit reports addressed; basic systems, processes, templates developed and financial compliance monitoring conducted  IFMS implemented  Procurement centralised  Internal Audit branch and Internal Audit Committee operational	Improved management of financial resources and better compliance with PFMA and financial instructions  Financial management (internally) and trust accounts operating, leading to improved planning, allocation of and access to resources to support staff  Improved accountability and transparency of spending of funds  More effective use of resources in a given timeframe, preventing waste of GoPNG funds	Planning & Budget workshop held 9–12 June.  2015 Q1 Report prepared and submitted to Treasury and Finance. Reporting from IFMS continues to be a problem. Different reports produce different results, none of them correct.  2014 Annual Report tabled in Parliament in May sitting.  2016 Annual Work Plan drafted during planning & budget workshop. Will be finalised during Q3  Internal management reports not prepared from IFMS due to system problems. However, M&E Report for Q1 was completed and submitted to management  No bank reconciliation completed due to ongoing problems with IFMS	Workshop produced: <ul style="list-style-type: none"> <li>• Revision of Corporate Plan 2015-2017 to caption new Government priorities, APEC, ICAC etc., and minor restructure</li> <li>• Draft work plan for all Branches for 2016</li> <li>• Baseline for 2016 budget estimates.</li> </ul> PM&NEC working with IFMS to identify a solution  PM&NEC is the only agency to have all prior year reports completed and tabled in Parliament – an excellent achievement  PM&NEC is working closely with IFMS, Technology 1 consultant and DoF General Ledger Branch to resolve – target is to have properly configured accounts with accurate balances and reconciliations completed by end July.

## Department of Finance

<b>Governance Support Agreement</b>	September 2014
<b>Activity start date</b>	April 2014
<b>EPSP Result Area</b>	Area 2 - Improved Use and Management of Public Financial Resources
<b>MTDP Priority Area:</b>	TBA
<b>Vision 2050</b>	TBA



*Department of Finance Secretary Dr Ken Ngangan*

### Assistance provided to agency:

- Operations
- Trust accounting
- General ledger
- Information and communication technology (cost-benefit)
- Review of Public Sector Audit Program (PSAP)
- Review of Provincial Capacity Building and Enhancement Program (PCaBE)

Activity	Expected Outputs	Expected Outcomes	Status of Support	Evaluation of Progress
<b>Trust Accounting Adviser (Long Term)</b> Contract 30/01/2015 to 30/11/2015	Suitable HR resources secured, training needs analysis completed, assessment of internal systems and processes that influence cultural change around performance completed	Improved understanding of accountability requirements of Trust Accounting Branch Improved whole-of-government accountability of public funds Improved record keeping and reporting from TAB to GoPNG stakeholders Improved whole-of-government accountability of public funds	Trust Account reporting: <ul style="list-style-type: none"> <li>- Instructions sent to banks regarding DoF requirements to receive monthly bank account statement for Trust bank accounts</li> <li>- DoF letters sent to non-complying agencies, reminders as required</li> </ul> Review of workload undertaken resulting in the need for additional recruitment and some rationalization of branch activities to deal with an increase in workload Process established for branch meetings and record keeping of minutes including action items Proposal and ToR developed as a result of recommendations of a review of WoG Cash Management. Short term IMF consultancy now placed to assist with strengthening Cash Management Branch cash flow processes Report on the findings of the AGO and IA reports has been provided to the Audit Committee Transfers for SIP payment have been replaced by direct payment processing; Cheques no longer issued. An EFT project is now underway to provide payments for Grant payments Discussions on-going with IFMS team to provide capability for trust account data to be maintained on IFMS Providing advice on strengthening existing legal frameworks	Good working relationship established with executive management including SGP advisers and who willingly provide support to branch activities Significant increase in compliance resulting from instructions and letters from DoF Secretary Staff are more comfortable in seeking advice and assistance. They are also now more aware of their role and responsibility they have and are more willing to question and challenge All staff now have access to IFMS appropriate for their work responsibilities The Trust Account Branch is increasingly working as a team with common objective There has been an improvement in the turnaround of correspondence and other work activities

Activity	Expected Outputs	Expected Outcomes	Status of Support	Evaluation of Progress
<b>General Ledger Adviser (Long Term)</b> Contract from commencement in 2015 to 30/11/2015	Suitable HR resources secured, training needs analysis completed, assessment of internal systems and processes that influence cultural change around performance completed	Enhanced quality assurance of the financial processes and procedures of GL Improved statutory and management reporting Improved management of interface between the IFMS and other GoPNG financial systems	Baseline analysis has been completed and submitted Analysis lists a number of major issues and key recommendations requiring urgent assistance and management action. Issues relate to lack of compliance by agencies and IFMS implementation issues	Executive management continue to provide overall leadership and management of adviser and counterparts activities

## Department of Treasury

<b>Governance Support Agreement signed</b>	September 2014
<b>Activity start date</b>	April 2014
<b>EPSP Result Area</b>	Area 2 – Improved use and management of public financial resources
<b>MTDP Priority Area</b>	TBA
<b>Vision 2050</b>	TBA



Department of Treasury Secretary Mr Dairi Vele

### Assistance provided to the agency:

- Budget process review
- Economic policy coordination and governance
- Financial and corporate management

Activity	Expected Outputs	Expected Outcomes	Status of Support	Evaluation of Progress
<b>Financial Management Adviser</b>  Contract February 2013 to 30/11/2015  <i>GSA activity changed to expand role from Financial management to broader corporate services role</i>	'Whole of Executive' planning, briefing and reporting framework and processes developed within Strategy and Corporate Services Divisions Support for the creation of an internal audit committee  Monitoring and direct input to Treasury budgeting processes  Support centralisation of key corporate functions including procurement and asset management  Assist with creation of internal audit functions	Improved internal communications at the Executive and Divisional levels  Improved operational performance and reporting including improvement in resource management/budget preparation with IFMS  Improved execution and budget using IFMS  Improved resource management per allocated budget  Enhanced Strategic and Corporate planning for Treasury  Establishment of internal audit processes  Enhanced internal communications and data management  Greater level of competencies of primary and secondary counterparts	Much focus and on-going support for project management of move to new building:  <ul style="list-style-type: none"> <li>• Activation of full functionality of the asset module in IFMS is being delayed in view of the more immediate need to manage transition planning for the move to the new treasury building</li> <li>• Final work on the IT/AV fit out completed and awaiting commissioning ahead of the move into new building</li> </ul> Draft Fraud Control Policy yet to be finalised  Commenced process to produce an internal financial planning framework and notional budgets with a 3-5 year horizon  Engaged with each operational Divisions to quantify and review their forecast future requirement options	There has been limited engagement between Adviser and Chief Internal Auditor and amongst other issues, DoT have indicated re-advertising the Chief Auditor role  Accounts payable team have improved in timely payment processing and timelier matching of the raising of Warrants and the cash flow requirements for the Department
<b>Budget Process Review Consultant (Short term periodic)</b>  Contract June 2014 to December 2015	Budget review report conducted by representatives from key GoPNG agencies with recommendations  Budget Reform Implementation Plan  NEC Submission including recommendations for improvements to the budget development and delivery processes  Training plan  M&E Plan	Improved understanding of strengths and weaknesses of budget planning processes  Enhanced and efficient budget planning process with monitoring mechanisms  Improved understanding of roles and responsibilities and relationships between stakeholders involved in the delivery of national budgets	Complete although only one output delivered –Discussion Paper; Enhancing the Budget Process of PNG	Completed in-house document Kauffman Report

Activity	Expected Outputs	Expected Outcomes	Status of Support	Evaluation of Progress
<b>Tax Policy Specialist</b>  <b>Contract May to July 2015</b>	Report drafted including recommendations on revenue reform directions	Secretariat and Committee improved understanding on packaging and sequencing reforms	<p>Initial input provided from Canberra prior to in-country inputs</p> <p>On-going dialogue with the Committee</p> <p>Framework of Final Report delivered. Structure of Final report endorsed by Committee</p> <p>Developed issues paper on small business tax. Overview was presented to the Secretariat. This issues paper is now 60% completed</p> <p>Developed commentaries on aspects of stamp duty, departure tax, GST policy and rent withholding tax</p>	<p>The Taxation Review Secretariat continue to provide overall leadership for this activity</p> <p>Technical advice is benefiting Review staff through understanding of key concepts, issues and policy operations in the preparation of the consultation papers</p>
<b>Tax Review Adviser – Indirect Taxation</b>	<p>Issues paper on GST, Excise and other indirect taxes finalised for discussion</p> <p>Possible reform directions for PNGs other indirect taxes identified</p>	Secretariat and Committee improved understanding about the issues in this area of taxation and implication of possible reform directions	<p>Excise issues – Discussion paper has been released and submissions are being examined by the Committee</p> <p>Other Indirect Taxes paper – First draft completed and detailed response developed</p> <p>GST discussion paper – first draft completed and currently being analysed</p> <p>On-going dialogue with the Committee on development of the discussion paper</p>	<p>The Taxation Review Secretariat and DoT continue to provide overall leadership for this activity</p> <p>Technical advice is benefiting Review staff through understanding of key concepts, issues and policy operations in the preparation of the consultation papers</p>
<b>Tax Review Adviser – Personal &amp; Retirement Income taxation</b>	Issues paper outlining reform directions for PNGs personal and retirement income taxation system finalised	Secretariat and Committee improved understanding about the issues in this area of taxation and implication of possible reform directions	<p>Initial input provided from Canberra prior to in-country inputs</p> <p>Discussion paper drafted and including number of meetings held with Review staff on the evolution of the paper and the thinking behind the papers conclusions</p> <p>Provided briefings to staff and Committee in the way forward and identified key issues for consultations</p> <p>Power point presentations and briefing papers prepared</p> <p>On-going dialogue with the Committee and DoT on development of the discussion paper</p>	<p>The Taxation Review Secretariat continue to provide overall leadership for this activity</p> <p>Technical advice is benefiting Review staff through understanding of key concepts, issues and policy operations in the preparation of the consultation papers</p>

## Department of National Planning and Monitoring

Governance support agreement signed	Yet to be signed
Activity start date	April 2014
EPSP Result Area	Area
MTDP Priority Area	TBA
Vision 2050	TBA

### *Assistance provided to the agency:*

- Monitoring and evaluation

Activity	Expected Outputs	Expected Outcomes	Status of Support	Evaluation of Progress
<b>Monitoring and Evaluation Adviser</b> Contract 15/10/2014 to 30/11/2015	National M&E Steering Committee established National/Provincial/District and sector stakeholder consultations to develop MEF program logic and M&E processes held National MEF and sector MEFs including rationale, methodology, roles and responsibilities Data collection and reporting templates and timelines developed MEF Implementation strategies developed and activated Agency ICT capacity to support MEF reviewed and report submitted with recommendations including training needs analysis	Enhanced understanding by government of service provision achievements and limitations across all GoPNG agencies Greater monitoring of budget execution and assessment of benefits from increased spending on service delivery Increase transparency and ability of government to identify misuse and waste of resources resulting in improved effectiveness of spending and service delivery	Further in-house workshops with counterparts on check relevance and consistency of the Framework with existing government policies and national plans Consultations held with key agencies, development partners, NGOs, CSOs, private sector to validate and/or elicit views on the third draft of the Policy MEF On-going meetings with DPLG, DIRD and others have clarified institutional arrangements and specific roles of service delivery sectors and agencies Preliminary agreement made to pilot test the toolkits with sector agencies, provinces and districts in the next 3-5 months	The consultations have generated much enthusiasm and some participants requested more follow up consultations The on-going dialogue with DPLGA, DIRD and others have opened up communication and information sharing barriers between DNPM and these agencies and, contributed mutual understanding and a closer working relationship with sector officers. The interactions have also clarified DNPM's and central agencies' roles in Policy MEF In line of the policy MEF and the need to streamline M&E initiatives, changes have been proposed to the department organisational structure and raising the profile of DNPM's M&E functions. This is expected to support the successful implementation of the Policy MEF No progress on budget execution at this time



## Department of Personnel Management



L to R: Secretary Kali with Alfred Wapiri

<b>Governance Support Agreement signed</b>	24 September 2014
<b>Activity start date</b>	April 2014
<b>EPSP Result Area</b>	Area 1 – A More Skilled & Effective Public Sector Workforce
<b>MTDP Priority Area</b>	3.6 Human Resource Development and Training
<b>Vision 2050</b>	Strategic Focus Area - 3.8.3 Institutional Development and Service Delivery and Human Capital Development, Gender, Youth and People Empowerment

### Assistance provided to agency:

- Corporate Planning
  - Human Resources
  - Inclusion and equity mainstreaming
  - Public Employment Non Citizens Act review GESI Champion
- For the whole-of-government working group HR ConNECT program assistance for following areas has been identified:
  - HR management information system
  - Training for using the HR MIS and cleansing data.

Activity	Expected Outputs	Expected Outcomes	Status of Support	Evaluation of Progress
<b>Corporate Planning Consultant</b>  <b>Contract (short term)</b>	Endorsed DPM 2016–2018 Corporate Plan  Endorsed Annual Budget  MEF for the Corporate Plan endorsed  Developed mechanisms and templates for formal reporting on the Corporate Plan	Stronger alignment of agency practices with key GoPNG planning documents (Vision 2050, etc.)  Management have increased understanding on processes of developing strategic plans  Increased efficiencies and effectiveness in implementation of key agency planning document to support improved service delivery by the agency	Terms of reference approved  Consultant scheduled to commence in Q3	Continuous consultations between DPM and PMO on this activity
<b>HR Adviser</b>  Contract 02/07/2013 to 30/11/2015	Capacity Enhancement Programs (CEP) for Senior Executive Managers and HR Practitioners on HR Business Processes provided  A monitoring and evaluation framework for conducting PS HR Policy reviews and audits established  A reporting framework to identify areas of compliance and non-compliance established  Audit strategies to improve governance and control of Personnel Emolument (PE) expenditure reviewed and developed	Improved HR Policy and process knowledge of Senior Executive Managers and HR Practitioners to effectively deliver HR services across the Public Service  An enhanced and coordinated, systematic approach used by DPM for monitoring and evaluating HR policy compliance and non-compliance by Q2 2015  Strategies developed to address areas of HR compliance and non-compliance by end 2014  Governance and control of GoPNG personnel emoluments is achieved  DPM has effective HR reform, processes and procedures to meet service delivery obligations	S&E Review Pilot: <ul style="list-style-type: none"> <li>• Report endorsed by DPM Secretary</li> <li>• Progress slow in completing actions recommended in report</li> <li>• Letter from DPM Secretary drafted to invite Governor of Oro, Provincial Administrator, CEO Hospital and DoF Secretary to discuss progress on actions</li> </ul> Project Plan for Components 3 and 4 revised  Business Process workshop scheduled for Oro in Q3  Counterparts delivered a presentation to PNGIPA students on Recruitment and Selection processes  Presentation delivered to NEFC senior management	DPM have a more detailed understanding of the issues and complexities involved provinces and agencies maintaining and managing their staffing and establishment  There is a need for improved collaboration between DPM, DoF, DoT, DPLGA and NDoE. This will assist in the provision of PGAS data, control of budget appropriation for casual staff and joint ownership of HR payroll over expenditure

Activity	Expected Outputs	Expected Outcomes	Status of Support	Evaluation of Progress
	<p>HR reforms, processes and policies implemented</p> <p>Audit strategies reviewed to improve governance and control of GoPNG personnel emoluments expenditure (Component 3 of the HR CONNECT Program)</p> <p>Develop and deliver a sustainable HR Capacity Enhancement Program for GoPNG executive management and HR practitioners in line with Component 4 of HR CONNECT</p>	<p>More effective reporting of information to GoPNG and targeted service delivery outcomes such as regular reporting on non-compliance and capacity development activities for Agencies and Provinces</p>	<p>on HR CONNECT program</p> <p>Assisted a committee to identify a plan and process for updating Senior Contracts Officers allowances and which included development of an internal process for DPM staff</p> <p>Assisted EM HRAS in the development of new learning sessions for DPM staff. This will be held fortnightly for 2 hours on various HR topics</p>	
<p><b>HR MIS Adviser</b></p> <p>Contract 04/05/2012 to 30/11/2015</p>	<p>Finalise data cleansing for Phases 1 and 2</p> <p>Identify, develop and implement integrated reporting tools for provinces</p> <p>System controls tightened to ensure they are not compromised</p> <p>HR Systems Enhancement developed and implemented</p>	<p>Integrated HR payroll system fully rolled out to hospitals and provincial administrations</p> <p>Improved data available to senior DPM management and provincial HR managers within hospitals to make evidence based and informed decisions around HR decisions</p> <p>Improved reporting of HR matters by provinces and hospitals</p> <p>Corruption of the HR payroll eliminated by effective system controls</p> <p>Integrated HR payroll system fully rolled out to hospitals and provincial administrations</p> <p>Development of leave management processing and documentation gathering</p> <p>Development and documentation of HR management reports to facilitate better decision making and improve overall control by DPM and agencies</p> <p>Improved and accurate HR data available to DPM and DoF senior management and HR managers in hospitals and provincial administrations to make informed HR decisions</p>	<p>100 GoPNG sites now have the 1PPP system control operational – 59 national departments, all hospitals (17) and PHAs (3) and all except 2 Provincial Administrations (19)</p> <p>Rollout of the position/occupancy linking functionality has commenced with currently 32 agencies switched on</p> <p>Data cleansing phase 2 (allowance) progressing with a workshop held in April and with 1 report delivered and another due to be delivered in Q3</p> <p>Software for placing an upper limit on unattached officers now fully implemented</p> <p>Discussions with DoF SGP and EPSP Research Consultant progressing well on a SMS pay slip solution for remote area employees</p> <p>DPM counterparts presented at the Alesco User Group conference in Cairns during May</p> <p>Site rollout for East Sepik province placed on hold until political issues in province are resolved</p> <p>Initial site audit undertaken in New Ireland Province during April</p> <p>Advice and assistance on HRMIS matters has been given to advisers from the Australia–PNG Policing Partnership, DoF SGP and PNGIPA</p>	<p>DPM counterparts have undertaken new tasks with regards to data cleansing</p> <p>The increased cooperation between agencies and DPM staff in these activities have ensured progress and demonstrates commitment on the part of the agencies</p> <p>Outcomes of the workshop include a clearer path on how the allowance data cleansing would progress. Consensus was that an allowance by allowance approach was more achievable than the previous site by site approach taken with 1PPP</p> <p>Unattached officers now monitored on a weekly basis and limits adjusted within the HRMIS. Since implementation of software, unattached officers have stabilised at 6, 600 from a peak of 7,700 in March 2014</p> <p>DPM MIS staff are developing new skills as the project moves into the next phases of data cleansing alongside the continued rollout of the HRMIS</p> <p>Progress on S&amp;E review pilot in Oro Province has been slow due to lack of communication from the province. This issue has now being escalated to DPM Deputy Secretary Operations</p>



Activity	Expected Outputs	Expected Outcomes	Status of Support	Evaluation of Progress
<b>HR ConNECT Project Management Adviser</b>  Contract August 2013 to December 2014	Corporate plan implemented  Annual plans and work plans developed and embedded in M&E framework	DPM has effective and efficient service delivery to line agencies HR data available and transparent Improved planning and budgeting Effective management of projects within DPM Effective implementation of HR payroll in hospitals and provincial administrations  Integrated HR payroll system is rolled out to hospitals and provincial administrations Improved data available to senior DPM management and provincial HR managers within hospitals to make evidence based and informed decisions around staffing  Improved project management capacity within DPM	<b>Placement Completed</b> DPM Revised Corporate Plan approved and implemented Corporate Report Card produced as a mechanism to track performance and agency outputs against key result areas identified in the Corporate Plan Activity completed end December 2014. The HR ConNECT Review made a number of recommendations including the cessation of this adviser role as well review of roles of other HR ConNECT advisers	<b>100% of placement outputs delivered. Placement completed 31 Dec 2014</b>  DPM addressed the need to adjust its organisational structure and staffing profile to ensure it best meets and supports implementation and new GoPNG initiatives and reforms  Adopting a structured reporting format has provided a shared understanding among those responsible for driving the implementation process of the issues and interdependencies to be considered in successfully delivering on change
<b>Whole-of-Government (WoG) Gender Equity and Social Inclusion Adviser</b>  Contract October 2012 to 30/11/2015	Equity and inclusion principles and practices are integrated into internal DPM and DPLGA core functions, processes, policies and activities  Public Service human resource functions, processes, policies and activities integrate equity and inclusion principles and practices	Improved communication and coordination between DPM and key central agencies, DPLGA and pilot provinces with implementation of GESI policies and practices across the Public Service  Increased capacity development opportunities for agency focal points and support staff and key provincial stakeholders understanding of GESI within each agency and across the Public Sector  Significant and measurable progress made towards mainstreaming gender and equity principles and practices into policy and workplace activities of key central agencies	Adviser resigned end Q2 2015  Reports and performance review completed  <b>WNB</b> – Focal Point at the GESI Help Desk progressing well with activities. Focal Point participating in training to build capacity so as to support role of the Desk  <b>Gulf</b> – Coordination and leadership of the pilot has been poor. More support is needed.  <b>DPM</b> - improving their partnership with others in implementing the Policy - there have been cases where DPM have failed to monitor agencies restructure to include GESI managers (per Circular #7 and #8 of 2013)  <b>PMNEC</b> – Committee now showing commitment to GESI implementation and mainstreaming policy throughout PMNEC  <b>DNPM</b> – Officers working closely with DPM in preparation for another WoG funding of the policy. initial proposal was not approved previously  <b>DoT</b> – Despite a number of approaches yet to	<b>IRC</b> – Trained MAN advocate dealing appropriately with issues indicating a willingness to address inappropriate behavior in a way that is best practice  Appointed focal points to agencies Public Service Help desks require further training to enhance their knowledge and skills hence more effective support provided to their agencies  There is improved partnership and commitment with other agencies including DPLGA who continue to support implementation in the provinces and districts.  PALJAP in partnership with EPSP and DPM facilitated a conference with nearly all provincial police commanders in attendance. The objective was to identify options for implementing the GESI Policy across RPNGC workplace procedures and, support for a GESI focal point and committee to coordinate development of its own GESI policy or action plan  Continued assistance to MAN now resulting in a decision by the MAN to develop a set of standards for male advocacy and imbedding these in the GO

Activity	Expected Outputs	Expected Outcomes	Status of Support	Evaluation of Progress
			<p>implement its own GESI policy</p> <p><b>DoF</b> – Developed action plans and has budget for GESI activities. GESI Manager requires on-going training</p> <p>Assisted DPM for discussions with PNGIPA. PNGIPA have now appointed a fulltime GESI manager</p>	
<p><b>GESI Champion</b> Contract November 2014 to 30 June 2015</p> <p><b>Role to become an in-line DPM position</b></p>	<p>Increase integration of equity and inclusion principles and practices into internal DPM, other key stakeholders and targeted provincial administrations core functions, processes, policies and activities</p> <p>Establish strong and effective public sector Male Advocacy focal points in government agencies and women's human rights organisations to address gender based violence.</p>	<p>All GoPNG agencies develop workplace GESI policy consistent with DPM Secretary circular</p> <p>Focal points established in all GoPNG agencies consistent with DPM Secretary Circular re focal points</p>	<p>Continuous support to the DPM GESI unit – delegating duties and providing feedback.</p> <p>Support being provided by the WoG GESI adviser to conduct GESI induction package to new inductees</p> <p>The officer has participated in a number of workshops and trainings to build her capacity</p> <p>This role will be managed by DPM by end 2015</p>	<p>Recent discussions between WoG GESI Adviser and UNDP have highlighted the need for the GESI Champion to undergo further training to enable her to perform her role</p>

# Auditor-General's Office



*Philip Nauga, Auditor General*

<b>Governance Support agreement signed</b>	September 2014
<b>Activity start date</b>	April 2014
<b>EPSP Result Area</b>	Area 2 – Improved Use and Management of Public Financial Resources Area 3 – Government is more informed, transparent and accountable Area 5 – Effective and efficient whole-of-government service delivery systems
<b>MTDP Priority Area</b>	5.9 Governance and Public Sector Management
<b>Vision 2050</b>	Strategic Focus Area – 3.8.3 Institutional Development and Service Delivery

## Assistance provided to agency:

- Support project management related activities: contracting, reporting, vendor and stakeholder engagement, risk management, human resource and financial training, and logistical support for the Team Mate Audit Management System Project
- Support and provide direction to AGO Provincial Government Audit Division (PGAD) staff.

Activity	Expected Outputs	Expected Outcomes	Status of Support	Evaluation of Progress
<b>Audit Management System Project Manager</b>  Contract for 12 months – October 2014 to October 2015	Lead and manage a project team to implement the Team Mate Electronic Working Paper module at the AGO  Develop a standard compliant financial audit methodology	Increased efficiencies and effectiveness of AGO systems and processes for production of audit papers leading to improved quality and timeliness of audit reports tabled in the National Parliament  Enhanced knowledge of audit methodologies of AGO staff affecting business processes and procedures of AGO  Skills and knowledge of AGO audit staff developed to effectively use of Team Mate electronic system  AGO audit capability is raised to be more consistent with recognised international standards	New finance statement and compliance audit methodology endorsed by relevant methodology champions  Review of AGO's entire IT environment was conducted in late April. The review highlighted numerous issues which would have a significant impact of the success of this project  Plans for an off-site back-up server for disaster recovery have been made  The adviser has encouraged open and regular communication of the projects progress with the office. This has helped to alleviate some resistance to the implementation of the project	Methodologies submitted to the Auditor General for his approval and endorsement. Once endorsed by the AG, methodologies will be submitted to PASAI for compliance certification  A remediation place was developed by the IT Manager to address these issues. AG has asked the adviser to manage the progress of this work in the absence of the IT Manager  New servers have been ordered to provide adequate capacity for TeamMate and supporting SQL database  Audit staff are becoming increasingly supportive of the TeamMate implementation project
<b>Provincial Service Performance Adviser</b>  Contract for 12 months 26/05/2014 to 30/11/2015	Review financial and non-financial reporting of service performance generated by departments and development partners of two selected provinces for 2012  Review adequacy of existing reporting 'framework' and performance information for reporting service performance indicating improvements	Improved reporting protocols established for audit reporting from selected provinces  Improved content quality of reporting from two selected provinces  Strong emphasis on the provision of provincial performance information for targeted provinces, AGO and other stakeholders that is consistent, reliable and appropriate and tells the performance story on how well a	Service Delivery Performance Review team has been concentrating on identifying issues that impact on service delivery within the trial provinces – Milne Bay and New Ireland  The team is currently completing management letters at the request of the AG for the Districts and Provinces which have been reviewed as part of the trial. This was not	If information provided is satisfactory this would mean that the SDP team would not have to repeat the fieldwork component for Districts and Provinces that have been audited recently  The final report is due at the end of June

Activity	Expected Outputs	Expected Outcomes	Status of Support	Evaluation of Progress
	<p>Promote effective leadership and management in PGAD</p> <p>Develop workforce capacity, systems and procedures to meet AGO's needs</p> <p>Maintain close relationships with stakeholders, central agencies and like organisations within PNG</p>	<p>province is delivering the services it is mandated to deliver</p>	<p>planned as part of the review but is consistent with the methodology employed by the AGO for other audits</p> <p>The report for Parliament is currently underway to be completed in draft form by end of next week.</p>	

# Internal Revenue Commission

<b>Governance Support agreement signed</b>	September 2014
<b>Activity start date</b>	April 2014
<b>EPSP Result Area</b>	Area 1 – A more skilled and effective public sector workforce
<b>MTDP Priority Area</b>	5.9 Governance and Public sector Management
<b>Vision 2050</b>	Strategic Focus Area – 3.8.3 Institutional Development and Service Delivery



*L to R: IRC Commissioner General Betty Palaso with staff at the launch of the IRC Corporate Plan (2013)*

## Assistance provided to agency:

- Support IRC's transformation to a modern tax administration and implementation of 2013-2017 Corporate Plan.
- Develop a strong operating environment resilient to internal and external threats.
- Support development and testing of mission critical server systems
- Support IRC review the current finance and budget processes and procedures; strengthen them to ensure that IRC can effectively and efficiently meet all the legislated financial management and reporting requirements of a statutory authority.

Activity	Expected Outputs	Expected Outcomes	Status of Support	Evaluation of Progress
<b>Governance and Change Management Adviser</b> Contract 16/05/2012 to 30/11/2015	Mentoring, capacity development workshops with IRC executive and middle managers on leadership, governance and change management occur on a continuous basis  Review of progress of implementation of Corporate Plan	IRC's organisational capacity in leadership, management, governance and change management is strengthened consistent with a modern tax administration  Significant progress is made in achieving stated objectives in 2013-2017 Corporate Plan	Three Executive Governance Meetings were facilitated during Q2  2014 IRC Annual Report finalisation/submission has been delayed due to AGO not providing an Audit opinion on IRC's Financial Statements  The structure of IRC's policy framework was simplified to reduce the number of sections required  <b>HR Recruitment Project</b> IRC needs to grow the organisation from approximately 420 to over 1000 people in five years to meet the growing expectations of the government	There is a continual degree of reliance on the adviser to drive many of the activities associated with the modernisation of IRC  These meetings are required under the new legislation to provide strategic leadership of the IRC and oversight of its accountability and performance  The 2014 Annual Report is finished, subject to final formatting and printing  Several policies were either finalised and/or amended during Q2  The new HRD has been able to recruit 135 new staff in Q2. HR's service delivery has already considerably improved under its new leadership
<b>Integrity and Investigation Adviser (IAID)</b> Contract 24/09/12 to 30/11/2015	Recruit and retain appropriately skilled and experienced staff for Internal Audit and Integrity Division (IAID)  Completion of an Agency wide Risk Assessment and the development of an IRC Fraud Control Plan	More effective, efficient and confident management of IAID to detect, prevent, investigate and successfully prosecute fraud and corruption matters  Improved streamlining of processes and enhanced proactive	12 Matters have been finalised in respect of the investigative process. The Matters are with the Legal Services Unit for final vetting prior to charges being drafted or termination notices being prepared  Five Internal Audits have been completed  During Q2, a total of 349 IRC attended the Fraud Awareness & Education Presentations over 23 sessions. Once all POM officers have attended the presentations, roll-out to	An improvement in productivity reflects the will of the Assistant Commissioner to embed an environment of continuous improvement within the Internal Investigation Unit   Resulting in over 80 recommendations being made to improve the effectiveness and responsiveness of IRC Operations  Presentations provide an

Activity	Expected Outputs	Expected Outcomes	Status of Support	Evaluation of Progress
	Develop capacity of IAID staff to address crime and malfeasance	operational environment in IAID Reduction in the backlog of fraud and corruption matters, and increase in the number of investigations finalised Improved efficiencies in quality service delivery to internal and external stakeholders, in line with corporate objectives resulting in a stronger, more accountable, robust and transparent IRC	provincial offices will be addressed to ensure consistent message is delivered 2 <sup>nd</sup> Audit Committee Meeting for the year was held in early May Communication with RPNGC regarding the establishment of the IRC Reserve Police unit	environment where staff can ask questions, get answers and make comments about the new regime Envisaged to progress to Commissioners level to discuss, agree and sign off MoU in Q3, 2015 The Fraud Control Plans is still awaiting endorsement
<b>ICT Consultant</b> Contract 3 months, commencing Q1 2015	Legacy RAS Production system tested and commissioned SIGTAS Production and HQ Network Servers tested and commissioned	Efficient and effective IT system in place	Consultant completed his placement in late May The consultant should provide Computer Engineering support and support the development and testing of mission critical server systems (Legacy RAS Productions, SIGTAS Production and HQ Network Servers for Administrative Applications and information Sharing) Counterparts reported satisfaction with consultant's engagement, with all outcomes being achieved in a timely manner. However, certain significant tasks not being achieved (upgrade of server applications-additional task) an extension has been requested and granted	Amended Terms of Reference approved and sent to DFAT for approval Intention for Consultant to commence August – November 2015
<b>Budget &amp; Finance Strengthening Consultant</b> Placement contract 4 months: 22/01/2015 to 31/05/2015	Report & recommendations completed and submitted	Draft a Financial Policy and Accounting Policy Procedures Manual	Consultant completed his placement in May The consultant was engaged to review IRC's finance and budget capability, make recommendations for improvement, and to support the implantation of the agreed improvements The consultant completed the draft Financial Policy and Accounting Procedures Manual to be used as the primary reference of the Finance and Budget Branch of Corporate Services Division	The manual was approved by the Commission on 21 May 15, and was placed in the IRC's policy framework under the cover a Commission Administrative Order (CAO 3-02 Financial Management)



# Public Accounts Committee Secretariat

<b>Governance Support agreement signed</b>	Yet to be signed
<b>Activity start date</b>	April 2014
<b>EPSP Result Area</b>	Area 1 – A more skilled and effective public sector workforce
<b>MTDP Priority Area</b>	5.9 Governance and Public sector Management
<b>Vision 2050</b>	Strategic Focus Area – 3.8.3 Institutional Development and Service Delivery



**Repe Rambe (Secretary PAC) and Ravu Verenagi (Former Deputy Secretary, DPM)**

## Assistance provided to Agency for:

- Legal advice and support for PAC Secretariat
- Transcription and shorthand services outsourced for a period of six months
- Enable PAC Secretariat a more efficient and effective electronic filing system.

Activity	Expected Outputs	Expected Outcomes	Status of Support	Evaluation of Progress
<b>General Counsel</b> Contract 11/11/2012 to 30/06/2015 Approval received to extend contract to 30/11/2015	Expert legal advice provided to the Secretariat, including preparation and supervision of inquiries, briefings and comments on Government financial accounts, and parliamentary reports written in accordance with Secretariat Protocols Assist with review of PAC Act for presentation to Parliament for approval	A more effective and efficient PAC Secretariat Improved ability of PAC Secretariat by providing timely responses to referrals, request and reports Internal legal capacity of the Secretariat is improved Increased capacity of the Secretariat and PAC members to manage duties and functions	Expert legal advice provided to the Secretariat. National Lawyer position is being re-advertised	Counterpart appreciates adviser's input
<b>National Lawyer</b>	Provide advice, and support to PAC Secretariat Prepare and manage committee business and inquiries Prepare and table committee reports to National Parliament. Provide legal advice, and management support to the PAC Committee	PAC Secretariat operational capability is enhanced with suitable internal legal capacity	Re-advertised in March 2015 on Coffey website and Australian Award Recipient	
<b>Transcription Services (Outsourced project)</b>	Transcripts provided to PAC Secretariat of hearings and evidence gathering by outsourced provider	The PAC Secretariat has a reliable database and record of contemporary hearings and evidence available for storage, review, reporting and responding to legal challenges	EPSP agrees to extend this support to November 2015	Issues with long term funding remain
<b>Electronic Archiving</b>	All past and present files, reports, investigations saved and stored electronically Training provided by installer of software and equipment	Enhanced staff skills and knowledge in accessing, data input and maintenance of electronic database Faster access by Secretariat for data files and records to respond to stakeholders needs and requests	Software and equipment installed. Training still to be implemented pending installation of additional software	70% complete





## Annex 6

### **Publications and Health Call Centre Models**

## M4D Publications

Watson, A H A, Sabumei, G, Mola, G and Iedema, R (2015), Maternal Health Phone Line: Saving Women in Papua New Guinea, *Journal of Personalized Medicine*, 5, pp. 120-139.

Watson, A H A (2015), Remote data collection in Papua New Guinea: an aid to policy deliberations, Devpolicy blog, Australian National University, posted 7 July 2015, accessible at: <http://devpolicy.org/remote-data-collection-in-papua-new-guinea-an-aid-to-policy-deliberations-20150707/>

Watson, A H A (2015), Not Appy in Melanesia, The Interpreter, Lowy Institute for International Policy, posted 16 June, as part of a series called Digital Disruption, accessible at: <http://www.lowyinterpreter.org/post/2015/06/16/Not-appy-in-Melanesia.aspx?COLLCC=2317657416&>

Watson, A H A, Wingi, T, Tiki, T, Cvetanovska, M, Balboa, T, Erepan, S, Jackson, C (2015), Phones against corruption: preliminary findings of user experience research, paper to be presented at 2015 PNG Update, jointly organised by the University of Papua New Guinea and the Development Policy Centre at Australian National University, 18-19 June, Port Moresby, Papua New Guinea.

Watson, A H A, Kintwa, J, Poima, R, Dat, M, Melua, R (2015), Healthy phoning: Papua New Guinea's first ever health call centre, paper presented at Creating Futures 2015: Practice, Evidence and Creativity in Tropical and Remote Settings, 11-14 May, Cairns, Australia.

Watson, A H A (2015), Facilitating development through the use of mobile phones, *Contemporary PNG Studies DWU Research Journal*, Volume 22, May, pp. 141-151.

Watson, A H A and Morgan, E (2015), M-government for courts systems: A data collection trial in Papua New Guinea, in Robertson, A. (ed), *Commonwealth Governance Handbook 2014/15*. Cambridge: Nexus/Commonwealth Secretariat, pp. 34-36.

## Comparison of two health phone services supported by EPSP

Childbirth Emergency Phone in MBP	Health call centre for WHP
Maternal health focus	All types of medical cases and health issues
Available only for use of rural health workers	Open to the public as well as rural health workers
Calls handled by existing staff, on rostered shifts at labour ward	Calls handled by staff recruited for the purpose and working in a call centre on rostered shifts
Dealing only with medical issues and assisting with patient transport as required	Dealing with medical issues, patient transport, patient feedback and reporting of maternal and neo-natal deaths
One toll-free phone number only	Two toll-free phone numbers: one for the public and one for health workers

# Annex 7

## Emerging Risks

## Emerging risks and mitigation strategies

Risk	Likelihood	Impact	Mitigation approach
<b>Government level risk</b>			
GoPNG lack of awareness and understanding of the PGF resulting in GoPNG not supportive of PGF.	M	H	Strong messaging at all levels of the political and program spectrum.
GoPNG perception that the PGF is a result of foreign aid reduction, that will result in less support to GoPNG ie the consolidation of several programs into one.	L	M	Strong stakeholder engagement and messaging from AHC.
GoPNG perception that PGF is GoA driven and owned and not aligned to GoPNG needs.	M	H	Strong stakeholder engagement and messaging from AHC
PMG not functioning as a strategic direction setting mechanism for EPSP and PLGP because of lack of clarity and understanding of the transition and PMG's role.	H	H	Implementation of a PMG Transition Committee with regular meetings during transition period. This will ensure an inclusive approach and allow communication at central agency level.
Change in Chairmanship of the PMG as a result of the change in Chief Secretary might lead to different expectations of PGF.	M	H	Early engagement with new Chief Secretary
Lack of engagement of PMG members in the new PGF may result in non-attendance at PMG meetings.	M	H	Build, foster and strengthened relationships with PMG members and continue the strong awareness on the PGF so they understand the changes that would be forthcoming.
<b>Agency level risk</b>			
Supported GoPNG agencies not aware or misinformed about the reason and expected impact of change.	M	M	Communications messaging undertaken immediately and updated throughout the transition.
Agencies seeking maintenance of the status quo due to existing adviser / counterpart relationships – harming or delaying adoption of the PGF.	M	H	Strong messaging to agencies on the merit of change to Advisers, ToR, and different support mechanisms under the PGF etc. and confirmation that PGF is not an extension of EPSP.

Risk	Likelihood	Impact	Mitigation approach
Disruption in agency activities due to adviser turnover.	M	M	Regular communicate with advisers re the transition. For advisers transitioning into the PGF, extend contracts to prevent advisers from leaving as soon as possible.
The PGF may have an impact on EPSP's relationships with GoPNG agencies as result of the changes in the approach regarding support	M	H	Build, foster and strengthened relationships with agencies and continue the strong awareness on the PGF so they understand the changes that would be forthcoming.
Loss of good relationships with agencies where adviser positions may not transfer to PGF.	M	H	Early and clear communication with agencies and allowing for extended exiting strategies (i.e. 30 June 16). Discussing alternatives to current adviser supports.
Disruption in agency activities where adviser ToRs are reviewed and advertised and due to delays there is no continuity in advisers	L	M	Start ToR review process as early as possible in order to progress to recruitment and filling the role before end of 2015.
Loss of continuity to existing agency support if re-scoped ToR and/or contract novation are not agreed on time.	L	H	Early confirmation of activities and ToR that will be transitioned and completion of novation agreement or recruitment before the optimal transition time frame.
Mixed messages to agencies from different Australian aid program stakeholders.	H	H	Early communication from AHC, EPSP and PLGP that ensures that Australian aid program stakeholders within an agency are aware of the transition plans and intended activities and are supportive or at least neutral in their messaging.
Confusion of agencies and advisers about decision making processes after the PGF commences.	M	H	Establishment of a decision making mechanism that ensures PGF makes/owns decisions and clear communication to stakeholders about this mechanism.

Risk	Likelihood	Impact	Mitigation approach
<b>Program level risk</b>			
New SP seeking to recruit key PMO staff before EPSP has shed key activities and tasks.	M	H	<p>If Coffey is not the preferred SP – develop a retention bonus to hold staff and negotiate clear agreements with new SP.</p> <p>If Coffey wins the PGF – develop a migration plan that facilitates a 'load sharing' concept and section deputies to remain in EPSP while the leads move across to PGF.</p>
Program cannot provide services on time and in good quality due to early loss of PMO staff because of uncertainty.	M	H	<p>Early and on-going communication with PMO staff re the transition. Extend contracts to secure required staff as soon as possible.</p> <p>Offer relevant bonus incentives for required LES to remain with the program until the end.</p> <p>Plan for contingencies to cover key LES staff in case of staff turnover (e.g. temp agencies).</p> <p>Develop team approach across EPSP and PLGP for shared services to develop operational knowledge across both programs for back-ups and to maximize resources.</p> <p>Explore options with Coffey Adelaide and AHC for filling gaps with Coffey Adelaide staff on short notice (and reimbursable).</p>
LES decisions made in the short term impact on long term operation.	M	H	Operational/HR decisions made with strategic vision of new program in mind. This relates to recruitment, organisational structure, remuneration.
Across PLGP and EPSP, low staff morale and poor work outputs due to different messages from both programs re transition and impact on staff.	M	H	EPSP and PLGP management teams working closely together to ensure messages are aligned (content and timing). Appointment of a Transition Project Coordinator across both programs.
Too heavy workload for program teams because of high work volumes during transition due to wanting to transition too much too quickly.	M	M	Coordinated transition plans across all programs with clear sequencing and time frames.

Risk	Likelihood	Impact	Mitigation approach
Loss of corporate and program knowledge if key personnel leave the program too early during the transition.	M	M	<p>Ensure systems and processes well documented.</p> <p>Ensure secure storage of data and ready access by appropriate staff.</p> <p>Ensure relevant information about activity is shared within the program so not with one person.</p>
<b>Contractual risks (head contract and other contracts)</b>			
Delay in contracting a managing SP beyond 30 June 2016.	L	H	Undertake an audit and planning to manage any contract extension that may require EPSP to exist post 30 June 2016; including budget, adviser and LES contracts etc.
Delay in the preferred SP being in a position to accept all transition activities within the transition period.	M	H	Undertake planning to manage existing contract extension including budget, adviser and LES contracts etc. at full capacity until 30 June 2016 i.e. EPSP capacity and capability is not reduced.
Poor understanding of existing contractual arrangements that endure and how they can be negotiated and novated.	L	M	Undertake a Contract audit to ensure that we identify all existing arrangements and commence negotiation where appropriate.
Lack of clarity regarding transition arrangements (scope and date) between MCs for sub-contractors engaged to deliver goods/services for Program Activities.	L	M	Confirmation of transition dates to incoming MC provided early permit sufficient time to prepare communicate change and handover management of any outstanding deliverables to new MC.
<b>Other risks</b>			
Contracted service provider support deteriorates as they become aware that EPSP is terminating e.g. Hertz.	L	M	Identify alternative sources of support and the potential funding impact of approaching the market with no leverage.

**Key:** L = low M = medium H = high

## Annex 8

### Acronym Table



1PPP	One Position, Person, Payment
AGO	Auditor-General's Office
AUD	Australian Dollar
AHC	Australian High Commission
ANU	Australian National University
APEC	Asia-Pacific Economic Cooperation
ARB	Autonomous Region of Bougainville
BP	Business Processes
CACC	Central Agency Coordinating Committee
CAPDEV	Capacity Development Study
CIMC	Consultative Implementation and Monitoring Council
CoP	Community of Practice
CS	Correctional Services
DDA	District Development Authority
DFAT	Department of Foreign Affairs and Trade
DHERST	Department of Higher Education, Research, Science and Technology
DIRD	Department of Implementation and Rural Development
DJAG	Department of Justice and Attorney General
DLIR	Department of Labour and Industrial Relations
DNPM	Department of National Planning and Monitoring
DoF	Department of Finance
DoT	Department of Treasury
DPLGA	Department of Provincial and Local Government Affairs
DPM	Department of Personnel Management
DSIP	District Services Improvement Program
EPSP	Economic and Public Sector Program
FFR	Financial Framework Review
GESI	Gender, Equity and Social Inclusion
GoPNG	Government of Papua New Guinea
GSA	Governance Support Agreement
GSMA	Global System for Mobile Association
HIV & AIDS	Human Immunodeficiency Virus & Acquired Immunodeficiency Syndrome
HR CO <sub>N</sub> NECT	Human Resource Connecting On-line Networks for Enhanced Capability and Technology
HRMIS	Human Resource Management Information Services
IAID	Integrity and Investigation Division
ICT	Information Communication Technology

IFMS	Integrated Financial Management System
INA	Institute of National Affairs
IRC	Internal Revenue Commission
JDP & BPC	Joint District Planning and Budget Priority Committee
KATS	Kina Automated Transfer System
LLG	Local Level Government
LLGSIP	Local Level Governments Service Improvement Plan
MAN	Male Advocacy Network
M&E	Monitoring and Evaluation
MEF	Monitoring and Evaluation Framework
M4D	Mobiles for Development
PAC	Public Accounts Committee
PCaB (II)	Provincial Capacity Building Program (Phase 2)
PEFA	Public Expenditure Financial Accountability
PFM	Public Financial Management
PIP	Public Investment Program
PLGP	Provincial and Local Level Governments Program
PM&NEC	Department of Prime Minister and National Executive Council
PMG	Program Management Group
PMO	Program Management Office
PNGICSA	PNG Immigration and Citizenship Service Authority
PNGIPA	PNG Institute of Public Administration
PPS	Provincial Pre-Commit System
PSIP	Provincial Services Improvement Plan
S&E	Staffing and Establishment
SGP	Strongim Gavman Program
SMS	Short Message Service
SOE	State Owned Enterprises
SOG	School of Government
UPNG	University of Papua New Guinea
WIL	Women in Leadership
WoG	Whole-of-Government
WPA	Waigani Public Account