STRONGIM GAVMAN PROGRAM

MANAGEMENT FRAMEWORK

FINAL VERSION

(AS ENDORSED AT MINISTERIAL FORUM JUNE 2009)

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2. GLOSSARY

A-G	PNG Attorney-General
AGO	PNG Auditor General Office
AHC	Australian High Commission
ASF	Advisory Support Facility
ATO	Australian Taxation Office
AusAID	Australian Agency for International Development
CAA	PNG Civil Aviation Authority
CACC	Central Agencies Coordinating Committee
CASA	Australian Civil Aviation Safety Authority
DCT	Development Cooperation Treaty
DFAT	Australian Department of Foreign Affairs and Trade
DJAG	PNG Department of Justice & Attorney General
DNPM	PNG Department of National Planning & Monitoring
DOF	PNG Department of Finance
DoFAT	PNG Government Department of Foreign Affairs and Trade
DOT	PNG Department of Transport
DPM	PNG Department of Personnel Management
DPMNEC	PNG Department of Prime Minister & National Executive Council
ECP	Enhanced Cooperation Program
ECP Act	Enhanced Co-operation between Papua New Guinea and Australia Act 2004
ECP Treaty	Joint Agreement on Enhanced Cooperation Treaty between Australia and Papua New Guinea 2004
EPSG	Economic and Public Sector Governance
HLC	Annual High Level Consultations between the Government of Papua New Guinea and AusAID
IDC	Inter-Departmental Committee
ICS	PNG Immigration and Citizenship Services

IRC	Internal Revenue Commission (PNG Customs and Taxation)
JSC	Joint Steering Committee
L&J	Law and justice
LJSP	Law and Justice Sector Program
LJSWG	Law and Justice Sector Working Group
M&E	Monitoring and Evaluation
MDGs	Millennium Development Goals
MTDS	Medium Term Development Strategy
NCM	National Consultative Mechanism
NEC	National Executive Council
NLJS	National Law and Justice Sector
PATTS	PNG's Twinning Scheme with the Australian Treasury
PM&NEC	Department of Prime Minister and National Executive Council
PNG	Papua New Guinea
SCM	Sector Coordination Mechanism
TA	Technical Assistance
ToR	Terms of Reference
TSCMIC	Transport Sector Coordination, Monitoring and Implementation Committee
WofG	Whole of Government

3. EXECUTIVE SUMMARY

The Strongim Gavman Program (SGP) is a whole-of-government engagement program involving Australian Government agencies[1] who provide capacity development assistance and advice to counterpart PNG Government agencies. Senior officials from the Australian public sector are placed in PNG Government agencies for two to three years to provide specific public service policy and strategic advice and capacity development, including administrative, leadership and management support. SGP officials can range from the Executive Level to Senior Executive Service officers. These officials work within broader aid program objectives to assist their counterpart agencies to achieve their mandated contributions to economic and sector outcomes.

The overarching goal of the SGP is to assist the PNG Government to strengthen the public sector performance in selected sectors and agencies. Particular focus is given to the implementation of key policies related to promoting growth and reducing poverty, and the quality and outreach of critical services.

The SGP is a mutually beneficial program. It is a program between two partner governments which, while strengthening the capacities of key PNG Government agencies in very specific outcome areas provides an invaluable opportunity to broaden and reinforce relations and collaboration between the two governments on issues of mutual interest. The SGP also strengthens the Australian Government's capacity to understand the complexities and challenges of the development context and public service in PNG, while expanding the skills and experience of SGP officials. The success of the program is contingent on strong ongoing bureaucratic and political commitment to the program at senior levels on both sides.

The SGP forms part of Australia's development cooperation assistance to PNG and contributes to the achievement of the objectives outlined in the PNG Australia Development Cooperation Strategy 2006-10. The SGP does, however, include cooperation in areas (such as border security) not presently covered under the Development Cooperation Strategy. The SGP will also reflect and contribute, where appropriate, to objectives and milestones identified in the PNG-Australia Partnership for Development.

The Governments of Papua New Guinea and Australia agreed at the April 2008 Ministerial Forum in Madang to implement the SGP, the successor to the Enhanced Cooperation Program (ECP). The SGP builds on the strengths of ECP while addressing issues such as the need for a formal capacity development strategy and a monitoring and evaluation framework. It also addresses program management arrangements that reflect the signing of the PNG Commitment on Aid Effectiveness – that is, joint ownership and management of the program by PNG and Australia. It is expected that the SGP management arrangements will be progressively implemented in 2009.

On behalf of the Australian Government, responsibility for coordination and policy development of the SGP lies with the Department of Foreign Affairs and Trade (DFAT), in collaboration with the Australian Agency for International Development (AusAID). AusAID is responsible for SGP development, administration and implementation, including accountability for program quality. The Australian Home agency supports an SGP official and is primarily responsible for the duty of care of the official, his/her employment contract and providing technical policy advice to the official. The PNG Central Agencies Coordinating Committee (CACC) Secretariat hosts the SGP Secretariat and coordinates the SGP on behalf of the PNG Government in conjunction with the

[1] Current agencies include the Department of Treasury, Department of Finance, Australian National Audit Office, Department of Defence, Attorney Generals Department, Australian Customs Service, Australian Tax Office, Department of Infrastructure, Department of Immigration and Citizenship, Australian Office of Financial Management

Department of National Planning and Monitoring. The SGP Steering Committee provides joint government oversight of the program and strategic direction for sectoral placements, with consideration to available resources and policy objectives for the sectors. The Steering Committee is supported by a Secretariat that manages implementation of the program.

The SGP will be implemented within key agencies (determined by the SGP Steering Committee) across the sectors of economic and public sector management, law and justice, border management and transport security. Steering Committee decisions on the number of positions and target agencies will be determined by the priorities of the Australian Government's aid policy, consistent with the Millennium Development Goals, and by the PNG Government's reform agenda and priorities for achieving basic service delivery. The Steering Committee will, in particular, consider the priority outcomes set out in the PNG-Australia Partnership for Development and decisions on emerging priority outcomes set out at the annual PNG-Australia Ministerial Forum and High Level Aid Consultations. The Steering Committee will also work to ensure alignment and coordination with decisions on prioritisation and sequencing made by (existing and emerging) Sector Coordination Mechanisms. The Steering Committee will also consider appropriate sequencing of aid program support, the annual aid program resource envelope, and the need to maintain a strategic whole-of-government approach (with PNG and Australia) to the SGP. All decisions will be made in consultation with relevant agencies from both Governments.

The SGP Secretariat located within the CACC in PM&NEC will play a key role in coordinating the SGP across the sectors and with the PNG Government, ensuring consistent strategies and approaches to capacity development and its implementation. Additionally, it will provide capacity development and monitoring and evaluation support for the Border Management sector.

AusAID is accountable for the SGP, as part of the broader aid program. The SGP has been designed to be closely integrated with the broader aid program. The Management Framework provides a structure around program management that facilitates accountability and reporting on the effectiveness of the SGP as part of the broader aid program. The Management Framework will serve as the guiding document on SGP objectives, management structures, and operating processes. Capacity development will be guided by the sector program objectives to ensure a consistent approach within the sector. The SGP capacity development strategy, which will be supported by an SGP capacity development adviser, will assist officials to draw on sector program resources to strengthen their capacity development work.

SGP monitoring and reporting will use PNG Government reporting processes and systems wherever possible. Performance of SGP will be measured by the contribution of the program towards assisting PNG agencies achieve expected agency performance, as required by the Corporate Plan or other high level policy documents. Reporting will be integrated into the ongoing performance management processes of the PNG agency. Where these processes do not exist, the SGP will assist to develop and implement monitoring and evaluation in accordance with the SGP Monitoring and Evaluation Framework.

Performance reporting on the SGP will be coordinated by the SGP Secretariat and will be reported by the SGP Steering Committee to the annual High Level Aid Consultations and the PNG-Australian Ministerial Forum.

Progressive implementation of SGP management arrangements will commence in 2009. Operational management of SGP will be progressively devolved to the sector-level - at a pace appropriate to the sector programs and capacity of the PNG Sector Coordination mechanisms - with a view to reviewing arrangements in 2010. This will provide time for both governments to work through the implications and requirements for sectoral integration of SGP.

The Management Framework is intended to be an evolving document. Successful implementation of SGP will require adherence and cooperation by PNG and Australian agencies to the strategies and frameworks provided through this document, incorporation of lessons emerging from its implementation, and provision for adjustments to the Management Framework to take account of ongoing experience. The Management Framework will be revised in 2010 following the proposed review of management arrangements.

4. BACKGROUND AND CONTEXT

4.1. BACKGROUND

The Enhanced Cooperation Program was established by the Governments of Papua New Guinea and Australia in late 2003. The program was designed to 'strengthen Papua New Guinea's financial and economic management; public sector reform; governance, including a broad anti-corruption focus; law and order; and border security' by placing high-level Australian public servants in PNG Government agencies. In addition, support was planned for the Royal Papua New Guinea Constabulary (RPNGC) for both personnel and equipment. The large-scale sourcing of senior and middle level officials from the Australian public sector under ECP provided a form of technical assistance unavailable through more conventional aid programs that rely on contracted consultants.

4.2. LESSONS LEARNED – THE ECP REVIEW

The Governments of Papua New Guinea and Australia jointly commissioned an independent review of the ECP in 2007. The ECP Review found that the ECP was highly valued by the Secretaries of PNG Government agencies involved in the program. The Review also found that the ECP encouraged valuable bilateral links between agencies in the two countries and a whole-of-government approach to addressing issues. The robust working relationships between agencies of the two countries under ECP resulted in governance, capacity and fiscal improvements in PNG.

The central message of the ECP Review Report was that any successor to ECP should 'retain a separate program identity within Australia's assistance to PNG but address past management shortcomings'. This should be achieved through a program design which adopts the best of:

- the core management practices of conventional aid budget programs (ie. equal sharing of management with the partner government, formalised monitoring and evaluation, explicit capacity development strategy); and

- the core program architecture of ECP (unique government-to-government placement of skilled Australian officials from a range of Australian agencies, and a whole of sector approach to placements)'.

The report included eleven recommendations designed to improve the effectiveness of the ECP.

As a direct government-to-government initiative the ECP evolved in a way that largely bypassed several elements of conventional aid program management, such as joint PNG-Australia management arrangements, coherence with the broader aid program, clear capacity development strategies and a monitoring and evaluation framework.

The Governments of Papua New Guinea and Australia agreed at the April 2008 Ministerial Forum in Madang to implement the SGP, a successor to the ECP that would be developed with consideration to the recommendations in the ECP Review. The ECP would undergo a transition to SGP management arrangements from April-December 2008 with the program operating under revised management arrangements in 2009.

The SGP will have a greater focus on capacity development, further strengthening productive counterpart relationships between Australian-PNG officials, and developing clear linkages to twinning and short-term staff exchanges. During the transition period from ECP to SGP a substantial re-orienting of ongoing ECP work has been undertaken, including the progressive re-scoping of all SGP positions with consideration to agency capacity development priorities, the

development of a formal Capacity Development Strategy, and more effective integration of the SGP into the broader aid program. In addition, new management arrangements will be put in place to support the implementation of the SGP.

4.3. COMPARATIVE ADVANTAGE OF SGP

Addressing capacity development requirements in PNG can be met in various ways, including program support, projects, and technical assistance. Selecting the most appropriate form of assistance to meet capacity development requirements is fundamental to ensuring effective and sustainable aid programming. SGP is one form of technical assistance – others include program advisers sourced from the market and twinning arrangements.

The SGP's unique technical assistance contribution is to support the secondment of senior Australian public servants to selected PNG Government agencies to support capacity strengthening and improved performance of these agencies. The SGP has the following comparative advantages[2]:

- The SGP builds and strengthens relationships between partner agencies on both sides thus leading to stronger and lasting ties between PNG and Australia.

- The SGP provides a means for developing the skills of PNG public servants through mentoring and on-the-job training with advisers with experience in the Australian public service.

- The SGP provides PNG Government agencies with the experience of high level counterpart Australian Government staff in key technical and public sector management areas, particularly when such experience is not easily available from the commercial sector. Examples of areas where SGP has a clear comparative advantage are fiscal policy, public budget and financial management strategies, revenue collection, immigration policy, border management operations and administration, civil aviation and maritime security.

- The SGP provides PNG Government agencies with access to intellectual property and ongoing dialogue with counterpart Australian agencies on current technical and public sector management information such as policy frameworks, training material and software. It also allows for the sourcing of Australian public servants with broader public policy operating environment experience. Exchange visits to discuss and demonstrate how issues are addressed in Australia can also be arranged.

- The SGP facilitates ongoing and strengthened links between PNG and Australia on high level policy and international cooperation issues such as border management.

- A small number of Law and Justice positions (SGP Prosecutors) require incumbents to meet PNG legal professional and admission requirements. The ECP Treaty enables officials to have satisfied these to enable them to fulfil legal functions if required.

[2] See Appendix A for a more detailed comparison of SGP with other forms of advisory assistance.

4.4. GOVERNANCE AND POLICY FRAMEWORK

AID EFFECTIVENESS

The PNG Commitment on Aid Effectiveness, signed by the PNG Government and all development partners in 2008, is a localised version of the Paris Declaration. PNG is a leading country in incorporating the Paris Declaration in the development of its aid programs and has a strong commitment to ensuring that all Australian-supported programs operate in the spirit of the Commitment, including SGP.

The SGP Management Framework reflects the core principles of the PNG Commitment on Aid Effectiveness and the recent Accra Agenda for Action such as joint ownership, partnership and alignment, and coherence and coordination. Much of this will be achieved by leadership from the PNG Government, greater integration of SGP with the broader aid program, joint management via the SGP Steering Committee (which includes representatives from CACC Secretariat, PM&NEC, DNPM, DoFAT, AusAID and DFAT), and support from an SGP Secretariat within the CACC Secretariat.

SUSTAINABILITY

SGP is a capacity development program which aims to provide selected PNG Government agencies and with the appropriate and necessary competencies to maximise their effectiveness. It focuses on building performance in the core institutional functions of various agencies as well strengthening specific technical areas. While its predecessor, the ECP, fostered the development of strong relationships between the Australian and PNG government agencies and building technical skills, sustainability of program outputs and outcomes required improvement. The ECP did not have a clear capacity development strategy which supported sustained operational improvements. The ECP risked displacing local officials, which sometimes had the effect of undermining rather than supporting sustained capacity development. The ECP also lacked a formal monitoring and evaluation framework.

The SGP addresses these concerns, all of which were raised in the ECP Review. A key intention is to make the program more coherent with broader Australian capacity development assistance being provided to PNG. The success of the SGP approach will be based on a joint management process integrated with the annual Development Cooperation Program and Partnership for Development. This will enable the Steering Committee to consider both PNG and Australian Government resources, and take forward the commitment to use and strengthen PNG's systems wherever possible. The key features of the SGP which ensure the sustainability of its eventual benefits include:

- A joint Steering Committee, based in PNG and co-chaired by the PNG and Australian Governments, that will take all key decisions for the SGP, with management support from a joint Secretariat. Thus, there will be joint ownership, management and mutual responsibility.

- In each agency within which an SGP official is placed, it will be the PNG Head of Agency who identifies the need and takes responsibility for overseeing the placement, thus ensuring local ownership and demand-driven technical assistance. If requested, support can be provided by the AusAID sector program, SGP Secretariat and the SGP Team Leader.

- Each SGP placement will be made on the basis of a capacity assessment. The SGP official will be placed within a counterpart unit with an understanding of its current strengths and with the express purpose of further developing the capacity of this unit to address specifically identified performance issues. The aim is to build on existing strengths to ensure sustained and improved capacity.

- The SGP official will work within PNG Government systems with his/her counterpart unit.

- The SGP will work within the sector frameworks and systems of the different sectors in which it will operate. As such, it will work to strengthen and sustain institutional systems within sectors.

Additional factors that will influence the sustainability of the SGP are:

- Both Governments nurturing the principles of the Pacific Partnerships for Development – mutual respect and mutual responsibility – through respect, openness, dialogue and consultation. This will manifest itself in a practical sense through management and decision making being collaborative and consultative, including at High Level Consultation meetings, Steering Committee meetings, and in relevant internal PNG agency discussions involving SGP Team Leaders.

- The ongoing commitment of the PNG Government to supporting SGP, including by actively encouraging the PNG public sector to jointly manage the program.

- The SGP Secretariat coordinating and collaborating with other donors to ensure SGP is coordinated with other international support.

The progress of the SGP, both in terms of effectiveness and sustainability, will be reviewed periodically.

LEGAL FRAMEWORK

The SGP, like the ECP, is governed by the Joint Agreement on Enhanced Cooperation between Australia and Papua New Guinea (the Treaty), which came into force on 9 August 2004. Despite a PNG Supreme Court ruling of 13 May 2005 (the Wenge decision) the Treaty remains extant in international law, imposing agreed rights and obligations on Australia and PNG.

The Wenge decision ruled that immunities granted for ECP police and other personnel under PNG's domestic legislation to enable the Treaty were in conflict with the PNG Constitution. While the decision was critical to the placement of the police component it did not alter significantly the modus operandi of ECP personnel. The major effect was conversion of in-line positions to advisory positions.

The Treaty (Article 5) allows SGP officials to exercise the relevant powers and duties of an appointed position or office if asked to do so by the relevant PNG authority. However, SGP officials who perform in an in-line capacity by issuing instructions to PNG staff or exercise delegations would have no protection of indemnity by the PNG Government if an action were to be brought against them.

The Act also deems legal placements to have satisfied the necessary professional and admission requirements to enable them to fulfil their respective legal functions if required. These provisions have enabled Australian legal officials to meet PNG admissions requirements without additional administrative requirements. While they have not been used in relation to the work of officials in other sectors the Treaty keeps the option open for PNG agencies should they wish to do so in the future.

Australia is required to notify PNG of the names of all officials placed in PNG under the SGP [Article 5]. This gives them the status and protections as designated persons.

POWERS AND STATUS OF SGP OFFICIALS

The Treaty makes clear that all SGP officials will observe and respect the laws and regulations of PNG. If appointed, SGP judges would also be subject to PNG's Constitutional Leadership Code and its related laws.

SGP officials are subject to the PNG Public Service Code of Business Ethics and Conduct, the Australian Public Service Code of Conduct and the (ECP) Code of Conduct. Officials are also subject to Australian laws, regulations and disciplinary procedures. While SGP officials primarily report to the PNG Agency Head, they continue to be employed and paid as Australian public servants and thus also need to report to the SGP Team Leader, who is responsible for SGP officials in their team and ensures duty or care and reporting to the home agency. Guidelines for resolving allegations of misconduct are at Appendix B.

4.5. CROSS-CUTTING POLICIES

SGP officials will undertake to address cross-cutting PNG and Australian Government policies such as Gender, HIV and AIDS, and Anti-Corruption as these apply to their work, in adherence with Australian Government Development Assistance policies. SGP contributions towards cross-cutting policies will be captured in the reporting by SGP officials as set out in the Monitoring and Evaluation Framework (M&E). This data will be drawn on by the aid program in reporting on implementation of these policies.

Appropriate support and contributions from SGP officials in relation to cross-cutting policies will be identified at the work plan development stage of the assignment. This is important as PNG workplace policies on these issues may differ from agency to agency, and it is imperative that SGP officials work to support PNG policies where these are in place. There may be occasions where these issues are not directly pertinent to the assignment.

AusAID has a significant role to play in informing SGP officials of cross-cutting policies and how these apply to SGP assignments as part of the pre-departure training. Ongoing support from AusAID funded advisers and PNG context specific briefing will be provided during the in-country induction program and throughout the placement.

GENDER

The PNG Government's Medium Term Development Strategy (MTDS) acknowledges the importance of gender equality in a number of areas, including in the design and implementation of sector wide programs. PNG adopted a National Women's Policy in 1990 and in 2006 established an Office for Women. Australia supports the PNG Government in addressing gender equity and empowering women both in the workplace and in society in general.

The SGP, through the roles undertaken by its officials in PNG government agencies, will support country-led priorities for gender empowerment. Given the predominance of men in leadership and other positions of authority across government agencies in the four sectors in which it operates, SGP personnel will be supported by AusAID's Gender Adviser to encourage the development of specific strategies for engaging men and involving them as advocates for change.

SGP officials will be provided with an understanding and ability to integrate principles of gender equality and gender mainstreaming as part of their capacity development approach. They will be encouraged to have explicit gender mainstreaming objectives within their respective work plans and they will be provided with the opportunity for ongoing professional development focused on issues relating to gender equality and empowerment of women. Ongoing support to SGP officials on addressing gender issues will be part of the SGP Capacity Development Strategy and will be provided by either AusAID or the Service Provider.

The SGP will also promote gender equality through demonstrating equal opportunities and placements for positions through the program. This will include the strong support of the Australian Government for at least one woman sitting on a position selection panel. The program will also encourage women who have worked in PNG as SGP officials to act as mentors/contact points for potential SGP applicants. The SGP will also ensure appropriate arrangements are in place for any gender-specific issues, including security, travel, OH&S matters, and other living arrangements, such as child welfare and schooling.

The SGP will draw on the PNG Program's Gender Mainstreaming Framework and key external sources, such as the Australian Office for Development Effectiveness report *Violence Against Women in Melanesia and East Timor: A Review of International Lessons* (2008).

HIV AND AIDS

The PNG Australia Development Cooperation Strategy recognises HIV/AIDS as one of the four key pillars of the aid program, reflecting the significance of the epidemic for PNG's development. The HIV epidemic has taken firm hold in PNG since the first case was reported in 1987. The national prevalence rate is currently 1.61 %. National tools to effectively measure and report on the spread of the epidemic are still being developed and strengthened; however, projections from the most recent estimation suggest that the prevalence rate among the rural population has overtaken the urban rate in 2007. HIV and AIDS will be mainstreamed through all assistance, in light of the very real economic impact the disease can have on PNG by reducing workforce productivity and increasing the strain on health services: mainstreaming in practice will depend on which agency the SGP official is working in. Different sectors have different roles to play in the HIV response. Officials will be expected to reflect on how HIV relates to their specific placement both from a workplace and operational perspective. Responses can then be developed accordingly as part of on-going work plans.

SGP will contribute to strengthening the public sector's capabilities to access and disseminate information on HIV and AIDS within government. This includes promoting awareness of HIV and AIDS either directly or indirectly in the workplace. SGP officials will be provided with an understanding of the issues in PNG and guidance on promoting awareness of HIV and AIDS either directly or indirectly in the workplace. Ongoing support to officials on addressing HIV and AIDS issues will be captured in the SGP Capacity Development Strategy and will be provided by either AusAID or the Service Provider.

ANTI-CORRUPTION

The PNG MTDS currently contains explicit anti-corruption objectives and indicators under its Governance section. The PNG Government has on several occasions in the last few years, recognised the serious problem corruption poses. For example, a National Executive Council (NEC) decision of April 2006 led to the commissioning of a National Anti-Corruption and Good Governance Strategy. In March 2007 the NEC also approved a White Paper on Law and Justice, which includes a particular focus on fraud and corruption, identifying strategies for a strengthened State Solicitor's Office, increasing resources to the Ombudsman Commission and improving coordination between the police, the Ombudsman Commission and the Public Prosecutor.

The Australian Government's anti-corruption approach is encapsulated in 'Tackling Corruption for Growth and Development', and the Anti-Corruption Plan 2007-2010. Both provide a framework to improve governance and tackle corruption. Consistent with these policies, the existing Development Cooperation Strategy adopts a long-term approach in supporting the PNG Government to address corruption in a cohesive and cross-cutting manner, in particular through the Law and Justice Sector Program, the Economic and Public Sector Governance Program, the Democratic Governance Program and support for leadership focused activities.

SGP will address corruption by providing access to dedicated and practically-focused expertise in the areas of: financial management, audit and accountability, performance management, and monitoring and reporting. The program will also focus on building improved transparency and more equitable participation in Government planning and budgeting processes.

To better strengthen accountability systems in PNG, in-country briefings for officials will aim to deepen understanding of formal and informal PNG systems and institutions as well as include training in PNG financial management systems and regulations.

5. GOAL, OBJECTIVES AND EXPECTED OUTCOMES

5.1. GOAL

The overarching goal of the SGP *is to assist the PNG Government to strengthen public sector performance in selected sectors and agencies*. The PNG Government is committed to improved public sector performance. The government is aware that, unless public sector performance improves, key goals of the government as expressed in its Long and Medium Term Development Strategies and various sector plans will not be achieved. Of particular concern are: the implementation of key policies related to promoting growth and reducing poverty; and the quality and outreach of critical services.

5.2. OBJECTIVE

The SGP's immediate objective *is capacity strengthening of key agencies within the PNG Government through the provision of appropriate capacity development assistance and a joint-management approach*. The SGP focuses its efforts on specific agencies across several sectors that are considered to have key and strategic roles critical to economic and public financial management. The SGP objective focuses on assisting these agencies to achieve their mandated contributions to economic and sector outcomes and results. This complements AusAID sector programs that are designed with sector-level objectives and outcomes.

CAPACITY DEVELOPMENT FOCUS

The SGP is thus qualitatively different to the ECP. At PNG's request, the SGP's capacity development focus recognises that the rightful 'line' responsibilities of PNG Government agencies should be strengthened. The task of counterpart Australian Government agencies is to provide unique public sector experience and knowledge to assist in this capacity strengthening.

The concept of capacity development underlying the SGP is a relatively straightforward one. Capacity is defined as *the ability of the PNG Government agency to deliver its mandated outcomes and outputs to expectations and on a sustained basis*. Thus, capacity is defined in terms of performance rather than in terms of normative organisational or individual characteristics or standards. It is acknowledged there are many and varying definitions of capacity. However, for the purposes of this program, it is important that the concept of capacity remains directly linked to agency performance and results.

TARGET AGENCIES

Steering Committee decisions on the number of positions and target agencies will be based on the priorities of the Australian Government's aid policy, consistent with the Millennium Development Goals, and by the PNG Government's reform agenda and priorities for achieving basic service delivery. The Steering Committee will, in particular, consider the priority outcomes set out in the PNG-Australia Partnership for Development and decisions on emerging priority outcomes set out at the annual Ministerial Forum and High Level Aid Consultations. The Steering Committee will also work to ensure alignment and coordination with decisions on prioritisation and sequencing made by (existing and emerging) Sector Coordination Mechanisms. The Steering Committee will also consider appropriate sequencing of aid program support, the annual aid program resource envelope, and the need to maintain a strategic whole-of-government approach (in PNG and Australia) to the SGP. All decisions will be made in consultation with relevant agencies from both Governments.

The current broad range of target agencies (and their respective sectors) for the SGP are provided below. The list below remains indicative and subject to ongoing consideration by the Steering Committee.

- Economic and Public Sector Management: Department of PM&NEC; Department of National Planning and Monitoring; Auditor General's Office; Internal Revenue Commission (Tax); Department of Finance; and Department of Treasury.

- Law & Justice: Department of Justice and Attorney General; National & Supreme Courts & National Judicial Staff Services; Correctional Services; and Office of Public Prosecutor.

- Border Management: Department of Transport; Internal Revenue Commission (Customs); and Immigration and Citizenship Services.

- Transport: Department of Transport; Civil Aviation Authority; National Maritime Safety Authority; National Road Safety Council; Department of Works; and PNG Ports Corporation Limited.

5.3. OUTCOMES

The SGP focuses on individual and strategically important agencies and works with the management of such agencies to strengthen performance on issues considered critical to economic and public financial management. In this sense, the SGP is complementary to the currently operating sector programs and any bilateral arrangements between the agencies. It assists selected agencies to better deliver their expected contributions to sector outcomes.

Key outcomes of the SGP will range from the capacity strengthening of targeted PNG Government agencies and consequently their enhanced performance to strengthened relations and collaboration between PNG and Australia on a wide array of strategic issues. More specifically, some of the excepted outcomes are:

- Identified areas for capacity assistance in the targeted agencies are addressed;

- Targeted agencies acquire skills and competencies in strategically significant performance areas;

- Technical assistance is provided to enable targeted agencies to contribute effectively to the PNG Government's key strategic outcomes in the areas of economic growth and the provision of essential services; and

- Ongoing collaboration between PNG and Australia is strengthened and the experience and mentoring skills of Australian officials is enhanced.

It is important to note that the SGP is a mutually beneficial program. It is a program between two partner governments which, while strengthening the capacities of key PNG Government agencies in very specific outcome areas, provides an invaluable opportunity to broaden and reinforce relations and collaboration between the two governments on issues of mutual interest. The SGP also strengthens the Australian Government's capacity to understand the complexities and challenges of the development context and the public service in PNG, while expanding the skills and experience of SGP officials.

6. MANAGEMENT STRUCTURE

6.1. JOINT OWNERSHIP AND PNG LEADERSHIP

The SGP is a jointly managed program. The PNG Government's leadership role is demonstrated in various ways:

- *The start of any SGP assignment* must always be the initiative of the PNG Head of Agency. It is s/he who decides that their agency has a performance issue requiring capacity development assistance from SGP. This process does not preclude discussions on capacity development or performance between the Head of Agency and Australian Government agencies, SGP Team Leaders, or the broader aid program.

- *The capacity diagnostic,* which clarifies the capacity development need, is *led by the PNG agency* and by officials delegated by the Head of Agency. The sector program and the SGP support the process.

- *The capacity development strategy and the ToRs of the SGP official* are agreed to by the Heads of both Government (PNG and Australia) agencies or their designated officials. This ensures that both parties are satisfied with the strategy proposed and are committed to it, especially the PNG Head of Agency who will be overseeing implementation.

- *The selection of the SGP official is made jointly*. Interviews are inclusive of both government agencies, conducted in either PNG or Australia, and final decisions are taken by consensus.

- *The SGP official is jointly managed*. The Head of Agency (or their assigned deputy Head of Agency) oversees the day-to-day progress of the assignment, which includes the SGP official participating in the PNG agency's performance management process. The SGP Team Leader and counterpart Australian Government agency provide policy and administrative support to the SGP official.

6.2. STAKEHOLDERS

A range of key stakeholders are involved with SGP and it is important that their respective roles are clearly articulated. These roles are summarised in Diagram 1. The key stakeholders include:

- *The Steering Committee*, which comprises PM&NEC, DNPM, DoFAT, CACC Secretariat, AusAID and DFAT;

- *The PNG Government agencies*, which identify and support the analysis of capacity development needs and support and monitor SGP placements;

- *The Australian Government agency (or Home Agency),* which jointly recruits officials, supports the officials in their placements and provides technical expertise to the PNG Government;

- *The SGP Team Leaders,* who support SGP officials and represent them at stakeholder meetings;

- *The PNG Sector Coordination Mechanisms*, which determine sector-level policies and priorities;

- *The Sector Programs*, which coordinate and manage AusAID funding, support and capacity development assistance to the PNG Government agencies in their sectors;

- *The SGP Secretariat,* which is located within the CACC Secretariat in PM&NEC and facilitates program management; and

- *The Counterpart individual or team* to which the SGP official has been seconded. This individual or team is located within the PNG agency.

The SGP management structure includes new stakeholders: the Steering Committee and the SGP Secretariat. Progressive implementation of new management arrangements will commence in January 2009, with a view to reviewing arrangements in 2010.

STEERING COMMITTEE

The Steering Committee provides oversight of the program in close consultation with involved agencies. The Steering Committee comprises senior representatives from PM&NEC, DNPM, DoFAT, CACC Secretariat, AusAID and DFAT. This composition reflects the joint management arrangements of the SGP and its high profile as a government-to-government initiative. The roles and responsibilities of the Steering Committee are summarised as follows:

- Report progress to CACC every six months, and annually to the Ministerial Forum / Senior Officials meetings / High Level Aid Consultations. This includes supporting periodic high level meetings between the Chief Secretary to Government and the Australian High Commissioner;

- Provide regular oversight of implementation and management of the program via Steering Committee meetings as required;

- Ensure appropriate consultation with both Governments in decision making;

- Receive, consider and approve requests from PNG Government agencies for SGP support;

- Decide on the number and scope of SGP placements in PNG with consideration to:

  - Priorities of the Australian Government's aid policy, consistent with the Millennium Development Goals, and the PNG Government's reform agenda and priorities for achieving basic service delivery;

  - The PNG-Australia Partnership for Development;

  - Outcomes set out at the annual Ministerial Forum and High Level Aid Consultations;

  - Alignment and coordination with decisions on prioritisation and sequencing made by (existing and emerging) Sector Coordination Mechanisms;

  - Capacity of Australian Government agencies to assist in the nominated areas;

  - Annual aid program resource envelope; and

  - The need to maintain a strategic whole-of-government approach;

- Provide input where appropriate on performance issues and allegations of misconduct; and

- Review overall program progress every six months.

The Steering Committee will devolve some of these management and oversight responsibilities to the PNG Sector Coordination Mechanisms (SCM) at a pace appropriate to implementation capacity. There will not be a standardised approach to devolution, but rather decisions on devolving management arrangement will be made through consideration and consultation with relevant stakeholders throughout 2009 and beyond.

PNG has coordination mechanisms in the Law and Justice Sector (the National Coordination Mechanism) and Transport Sector (the Transport Sector Coordination Monitoring and Implementation Committee). An emerging public sector coordination mechanism will be defined through the current joint PNG-Australia design process for the Economic and Public Sector Program, and also taken forward as a priority outcome area under the Partnership for Development. Similarly, a coordination mechanism for Border Management is under consideration by the PNG Government and could include Customs, Immigration, the National Agriculture and Quarantine Inspection Authority, and other areas of transnational support. When fully operational the SCMs will be responsible for the operational management of the program. This includes determining priority areas for support in the sector and determining the best approach to meeting particular development requirements.

PNG GOVERNMENT AGENCY

The Head of the PNG Government agency plays one of the most critical roles within the SGP. S/he is the initiator for involvement in the program and the day-to-day manager of the program in his/her agency. The role and responsibilities of the Head of Agency are summarised as follows:

- Identify the significant areas for capacity assistance in relation to priority corporate outcomes and outputs that need to be addressed;
- Lead and support the capacity assessment process and request SGP assistance where required;
- Develop ToRs in conjunction with the SGP capacity development adviser, sector program capacity development adviser, and where possible SGP Team Leader and work unit. Also, jointly agree the ToRs with the Australian Home agency and ensure that ToRs do not overlap with other sector assistance being obtained for their agency;
- Undertake joint selection of candidates with the Australian Home agency;
- Appoint senior staff and/or a work unit team as the SGP official's counterpart;
- Support the SGP official for a minimum two year placement period, including provision of office space and input into their performance management;
- Ensure coordination and alignment with sector priorities; and
- Assess, every six months, progress towards addressing the targeted capacity issues.
- The Head of Agency will provide agency reports to the SCMs where required in accordance with the PNG Government's monitoring and reporting requirements.

It is possible that the PNG Head of Agency will delegate some of these responsibilities to a senior official, particularly in those agencies which host a number of SGP officials at one time.

THE PNG GOVERNMENT COUNTERPART

The counterpart (individual or team) plays a key role in the SGP. It should preferably always be a work unit within the PNG Government agency. It is this work unit that is in many ways the final target of the capacity development effort. Its role is summarised as follows:

- The unit/team takes ownership and leadership of the effort within the PNG Government agency to address the targeted outputs that have been identified through the agency capacity diagnostic;
- Drawing on broader aid program resources such as Gender and HIV/AIDS advisers where required, the unit/team prepares the work plan in conjunction with the SGP capacity development adviser and SGP official to address the performance and output concerns, and the related capacity constraints;
- The unit/team works on its own capacity development with the assistance of the SGP official, taking responsibility for progress;
- The unit/team provides six monthly progress reports to the PNG Head of Agency and a copy to the Secretariat on progress being made against work plans, capacity improvements and changes that might be sought to work plans.

AUSTRALIAN GOVERNMENT AGENCY

The Australian Government agency is a primary institutional partner in the program. The willingness of the agency to support an SGP official indicates its commitment to an ongoing and supportive relationship with the counterpart PNG Government agency. Many Australian Government agencies also have bilateral programs with PNG Government agencies that complement SGP assistance. The role of the Australian Government agency is summarised as follows:

- Undertake periodic dialogue on key issues of mutual interest with the PNG Government agency. This will include discussions on progress and performance and may include discussions on capacity development requirements, further areas requiring assistance or the capacity of PNG agency to support SGP positions and initiatives. Discussions on capacity development should include the SGP capacity development adviser;
- Advise Australia's Steering Committee representatives on SGP issues as required;
- Comment on and agree to position ToRs and placements;
- Undertake joint selection of the SGP official with the PNG Government agency ;
- Provide duty of care for SGP officials[3];
- Provide input to the relevant SGP Team Leader in performance discussions with the PNG Government supervisor on their SGP official; and
- Attend and provide advice at Australian whole-of-government meetings on relevant issues involving SGP.

[3] AusAID supports these responsibilities but contracts out security services, logistic support, and appropriate accommodation provision to a service provider.

THE SGP TEAM LEADER

The Team Leader plays a key role in linking the Australian and PNG Government agencies. The Team Leader is expected to be the key home agency representative in PNG and is a senior executive Australian public service official (usually the most senior position) who manages and represents SGP officials in a sector. This includes information dissemination and representing the team in official meetings both in PNG and Australia where required.

These duties are to be undertaken in addition to their role as an SGP official working with a PNG counterpart and are specified in the ToRs for team leader positions. The role of the Team Leader is summarised as follows:

- Provide advice to the PNG Head of Agency on policy, management and capacity issues related to the core business of the PNG agency;
- Advise on position ToRs;
- Provide advice to AusAID, the SGP Secretariat and relevant Australian Government agencies on capacity development in their host PNG Government agency;
- Provide leadership, mentoring, policy and administrative support to SGP officials in their team; and
- On behalf of the Australian Government agency, undertake discussions with the PNG Head of Agency and/or the SGP Secretariat on progress and performance matters.

AUSAID SECTOR PROGRAMS

AusAID-funded sector programs include the PNG-Australia Law and Justice Partnership (PALJP) program (successor to the current Law and Justice Sector Program), the Transport Sector Support Program (TSSP), and the Economic and Public Sector Program (EPSP – successor to the current Advisory Support Facility program). Sector programs assist PNG SCMs to establish sector outcomes and outputs to which sector agencies must respond. A key operating principle of the SGP and a vital role of the official is to maintain constant communication with the sector programs within which their PNG Government agency operates, to assist their agencies to perform to the sector's expectations.

AusAID does not have a specific sector program underpinning SGP and twinning support to agencies in the Border Management Sector. Support to SGP officials in these agencies will be provided by the SGP Secretariat's capacity development and M&E advisers.

Guidance on overarching capacity development strategies will lie with the sector programs, with the SGP Secretariat facilitating SGP-specific capacity development approaches. This will ensure Australian support for capacity development in PNG is coordinated and complementary. Where an agency capacity diagnostic has not been undertaken, the sector program will lead this process. When the capacity diagnostic evaluates that SGP support is required, and PNG Head of Agency and the Secretariat agree, the SGP capacity development adviser will develop position ToRs drawing on the capacity diagnostic. Sector program resources such as policy advisers will be available to support this process.

The role of the sector programs vis-à-vis the SGP is summarised as follows:

- The sector program will work with the PNG agency on the capacity needs assessment and discuss options for assistance;

- Where technical assistance is required and SGP has a comparative advantage in addressing a particular capacity issue, the sector program capacity development adviser will work with the SGP capacity development adviser to help develop the ToRs;

- As required, the sector program will support the SGP capacity development adviser to develop a capacity development work plan for the target agency, ensuring this is aligned to other capacity development strategies in use in the agency and in the sector;

- The sector program will liaise with the PNG Head of Agency and the SGP Secretariat to establish ongoing links and coordination between the SGP official and the ongoing activities of the sector program; and

- Monitoring and evaluation data will be collated through the SGP Secretariat and provided to the sector programs for information.

SGP SECRETARIAT

The Secretariat supports the SGP Steering Committee as the central point of coordination and facilitation for the SGP. It is located within the Central Agencies Coordinating Committee (CACC) Secretariat in PM&NEC, which has the institutional mandate to lead on whole-of-government policy and coordination issues. Its role covers both overall program coordination and technical and administrative support. The Secretariat ensures: that the SGP maintains its strategic focus; that it coordinates as required with the Australian Government home agencies and all concerned sector programs; that key processes such as the development of the ToRs, selection and induction are done as per required quality standards; and that performance is carefully monitored and reported. Its role is summarised as follows:

- The Secretariat provides ongoing support to the Steering Committee with regard to strategic and programming issues, as well as on administrative and logistical matters. It organises the periodic Steering Committee meetings and the discussions of the Committee with various Agency Heads as and when necessary;

- The Secretariat coordinates initial capacity assistance requests from the Head of Agency with AusAID sector programs;

- The Secretariat provides the management of day-to-day coordination and facilitation of the SGP and it ensures a whole-of-government approach to the program;

- The Secretariat ensures appropriate placement, induction, oversight and guidance of the SGP official;

- The Secretariat ensures (and supports where required) capacity assessments and development of SGP ToRs, and provides support in the development of work plans and capacity development agreements for SGP placements;

- The Secretariat provides ongoing capacity development expert advice to the SGP officials under the assumption that they are not necessarily or expected to be capacity development specialists;

- The Secretariat ensures ongoing links with other PNG Government and AusAID supported programs;

- The Secretariat coordinates monitoring and evaluation of the program on an ongoing basis for use by CACC, Australian and PNG Government agencies,

AusAID sector programs, High Level Aid Consultations and the Ministerial Forum; and

- The Secretariat coordinates with the sector program managers to ensure that SGP and sector program activities are complementary. This coordination ranges from collaborative capacity assessments in a PNG agency to consultation on ToRs of SGP officials to refinements of capacity development strategies in specific agencies.

The Secretariat will be staffed by a senior PNG Government officer of PM&NEC, the AusAID-funded Policy Coordination Adviser, a part-time M&E adviser, and a full-time capacity development adviser.

INSTITUTIONAL LINKAGES

The PNG Government agency and the Australian Government home agency are encouraged to maintain an ongoing relationship. While SGP is primarily about seconding senior Australian public servants to the PNG Government to assist with capacity development, it is also about supporting ongoing links and collaboration between these two counterpart agencies. The secondment of the Australian official is just one, though fundamental, aspect of this relationship.

Twinning and other bilateral programs between Australian Government and PNG Government agencies have been underway for many years, with many preceding the ECP. Though not the primary focus of the SGP, these programs benefit from the support through the SGP as well as sector programs. Examples are the ongoing twinning programs between the Departments of Treasury and Finance in PNG and their counterparts in the Australian Government.

The ongoing relationship between the PNG Government agency and the Australian Government agency through SGP will be reflected in interactions such as:

- Annual High Level Consultations between the Australian and PNG governments for discussion on broad collaboration issues as well as for monitoring progress on SGP;

- Annual visits by the Australian Government agency to PNG, where possible, for discussions on performance management of the SGP. These visits will be facilitated by the Secretariat as part of monitoring and evaluation and may include discussions on capacity development requirements; and

- Ongoing communications on key policy and process issues in which the SGP official would usually be involved.

Diagram 1:
Stakeholder Functions

SGP Steering Committee (SC) (PM&NEC, DNP&M, DoFAT, CACCS, DFAT, AusAID)
Program oversight and reporting to Ministers
Decide on new/significantly rescoped SGP positions
Monitor SGP performance and engage on sensitive/specific issues as required
Organise oversight meetings with HOM and Chief Secretary as required

SGP Secretariat Support (within CACCS)
PNG WofG Coordination
Ensure SGP-sector program coordination
Organise SC meetings, consult on agenda, write and distribute minutes to PNG and AHC
Consult PNG and AHC on specific issues
Draft SGP reports for SC
Organise bi-annual SGP seminars or other SGP management meetings as required
Coordinate SGP specific M&E including performance management
Ensure appropriate induction, capacity development and debriefing programs for officials
Facilitate joint interview processes and selection
Requests visa approvals from ICS

PNG Government Agencies
Placement management
Host GoA SGP officials
Request new SGP support from the SC via the Secretariat
Advise Secretariat (or SC representative) of SGP issues
Work with sector capacity development adviser on ToRs and work plan development
Work with GoA agency on joint recruitment using SGP guidelines
Inform SC Secretariat on recruitment outcome for records

Capacity building
Support performance and capacity constraints analysis by sector capacity development advisers

M&E
Support agency reporting against corporate plan
Receive performance information from Secretariat and manage issues where appropriate including annual discussion with GoA agency

Australian High Commission

DFAT
WofG coordination
Chair Core Group and represent GoA at the Steering Committee
Cable SGP SC meeting minutes to Canberra

AusAID
Coordination
Represent GoA at the Steering Committee
Ensure SGP-sector program coordination, including six-monthly program meetings
SGP implementation contracts and financial management
Ensure coordination between operations (Whole of Government Section (WoS) on accommodation, security and placement logistics), policy development and program management
Program quality, including reviews

Capacity building
Provide sector capacity development program support, inc assessments, development of SGP ToRs and work plans, induction program
Seek GoA agency endorsement of ToRs and work planwork plans
Provide SGPSecretariat with final copies of ToRs and work plans

M&E
Support agency and sector M&E

Canberra

DFAT
WofG coordination
Chair IDCs
Coordinate bilateral Senior Officials Meetings and Ministerial Forum
Policy development (jointly with AusAID)

AusAID
Coordinate High Level Aid Consultations
Policy development jointly with DFAT
Program quality
Facilitate GoA endorsement of ToRs and work plans
Manage terms and conditions, accommodation, security and placement logistics, and associated RoUs and contracts

Home agency
Advise on SGP policy
Endorse new positions, ToRs and work plans
Annual meeting with GoPNG agency to discuss SGP official's performance management
Conduct joint selection with GoPNG agency using SGP guidelines
Liaise with AusAID on administrative and policy matters
Provide input at relevant IDCs

6.3. IMPLEMENTATION ARRANGEMENTS

The ECP Review, while acknowledging the importance of retaining a separate program identity, recommended that a successor program should be fully managed at the sector level, building on the existing and emerging PNG mechanisms, and in coordination with the aid program.

PNG Sector Coordination Mechanisms (SCMs) for all four SGP sectors are not expected to be in place until 2010. Currently two SCMs are operational in PNG – the National Coordination Mechanism for the Law and Justice Sector, and the Transport Sector Coordination Management and Implementation Committee. The Economic and Public Sector Program could have transitional governance and coordination arrangements in place prior to the next phase of aid program support, which will formally commence in 1 January 2010. The proposed Border Management Coordination Committee may take some time to develop.

Therefore, operational management of SGP will be progressively devolved to the sector level - at a pace appropriate to the sector programs and capacity of the PNG SCMs - with a view to reviewing arrangements in 2010. This will provide time for both governments to work through the implications and requirements for sectoral integration of SGP.

TIMEFRAME

New management arrangements have been progressively implemented from January 2009 and a review of these arrangements is to be undertaken in mid-2010. SGP will be funded over the forward estimates, until 2012-2013 financial year.

SCOPE OF SGP POSITIONS

Initial rescoping of existing SGP positions is complete. Following agreement from relevant PNG and Australian Government agencies to revised terms of reference and placement recommendations from the SGP capacity development advisers, the Steering Committee will meet to discuss the recommendations. Steering Committee representatives will ensure appropriate consultation with government agencies as part of any decision-making process.

Steering Committee decisions on the number of positions and target agencies will be determined by the priorities of the Australian Government's aid policy, consistent with the Millennium Development Goals. The Steering Committee will also consider the priority outcomes set out in the PNG-Australia Partnership for Development, appropriate sequencing of aid program support, the annual aid program resource envelope, and the need to maintain a strategic whole-of-government approach to the SGP.

CAPACITY DEVELOPMENT

A full-time capacity development adviser[4] will be part of the SGP Secretariat. Priority areas for capacity development work will include rescoping of any new positions and ensuring all SGP officials have a work plan that has been developed in consultation with their work unit and approved by the PNG Head of Agency.

The SGP capacity development adviser will work alongside advisers in the sector programs to develop a consistent approach to capacity assessment work, placement identification and ToR development. This approach will inform the ToRs for incoming capacity development advisers in the PNG-Australia Law and Justice Partnership and the Economic and Public Sector Program. The SGP capacity development adviser will provide full support to officials in the Border Management sector.

The requirement for a full-time SGP capacity development adviser will be reviewed by December 2009 and converted to a part-time role if appropriate for the longer term.

[4] See Appendix H for ToRs.

MONITORING AND EVALUATION

The information gathered through the agency capacity assessment exercise will be collated by the SGP Secretariat into an M&E database to provide baseline data for the program. This baseline data will include information on areas of capacity assistance, capacity constraints and agreed SGP work plans for each client agency.

A part-time M&E adviser[5] will be engaged to assist with collating and analysing data. The first monitoring and evaluation reports are due in December 2009.

ADMINISTRATION AND LOGISTICAL SUPPORT

AusAID will ensure efficient and cost effective arrangements for the management of Secretariat support and logistics support.

RECORDS OF UNDERSTANDING (ROUS) BETWEEN AUSAID AND HOME AGENCIES

AusAID maintains Records of Understanding (RoUs) with Australian Government agencies to manage the support of officials through the SGP. RoUs will be revised by June 2009 to reflect the revised SGP management arrangements, and will take into consideration the new Terms and Conditions being developed in agreement with whole-of-government agencies.

MID TERM REVIEW

Both the PNG and Australian Governments will need to take stock of the program in 2010 (preferably 18 months into implementation). The review will be a disciplined evaluation exercise, led by representatives of both the PNG and Australian Governments. Its objective will be to examine:

- Whether the SGP is indeed making progress in addressing strategically significant capacity concerns that have been identified as priorities. This will include examination of whether the program is providing appropriate value for its costs;
- Whether the management structures and operating processes of the SGP, including the Secretariat and the SCMs, are suitable to facilitate its effectiveness, efficiency and sustainability;
- Whether SGP Secretariat and Steering Committee functions can be further devolved to the sector programs and the SCMs; and
- Whether any increase or decrease in assignments is required given evolving circumstances and program effectiveness.

[5] See Appendix H for ToRs

7. PROGRAM BUDGET (FOR INTERNAL PNG-AUSTRALIA GOVERNMENT AGENCY HEADS DISTRIBUTION ONLY)

The average annual SGP budget is estimated at $34 million based on approximately 50 officials working in PNG per year. This includes support for:

- Australian Government management costs and salaries for SGP officials and support staff: up to $ 15,000,000;
- Logistical support costs, including Service Provider costs, accommodation, and security: up to $ 18,000,000; and
- Capacity development and monitoring and evaluation, including reconnaissance visits and induction: up to $1,000,000.

The budget reflects AusAID administered costs that are funded from the annual aid program allocation to PNG. Thus the budget does not include Australian agency departmental costs or the PNG Government's contribution to the program. A detailed budget is at Appendix C.

Any increases in SGP expenditure will impact on the balance of funding available to other areas of the aid program. It is therefore imperative that the SGP budget is managed closely, and, as a more expensive form of technical assistance (compared to sector program advisers), decisions on SGP placements must be made with consideration to the cost-benefit of SGP.[6]

7.1. OPERATIONAL BUDGET

The SGP Operational Budget[7] will continue to be managed by the SGP Service Provider and will have a cap of 75,000 Kina per SGP official per year. This cap will be maintained in line with other program adviser budgets. The Operational Budget guidelines are at Appendix D.

The budget will include two components: support for office set up and ongoing supplies; and support for the official's work plan and capacity development agreements. Support for office supplies will be directly managed by the Service Provider. Work plan and capacity development agreement costs will include items such as training and travel and will be coordinated by the SGP Team Leader and endorsed by the PNG Head of Agency or their nominated delegate. A copy of the work plan and agreement budget will also be provided to the SGP Secretariat.

[6] See Appendix A for guidelines on assessing the comparative advantage of SGP

[7] See Appendix D for the full Operational Budget Guidelines

8. ASSUMPTIONS AND RISKS

The success of the SGP is based on a number of assumptions. If these assumptions are incorrect, they represent key risks to the success of the program. These assumptions and risks therefore need to be identified so that appropriate preventive and contingent measures can be planned for.

The priority assumptions and related risks inherent in the SGP are summarised in the table below. Also listed in the table are the possible preventive and contingent measures. The risks will need to be monitored as part of the ongoing monitoring systems.

Table 1. Key Risks for the SGP

	Risks	**Possible Preventative / Contingent Measures**
1	The PNG Government agency management does not have clarity on the areas requiring capacity assistance.	The SGP Secretariat and the sector programs will work with the PNG Government agency management to clarify targeted assistance and therefore the objectives of the SGP assignment. It is important that there is consensus between the PNG Head of Agency, the sector program and the Secretariat on the specific areas being provided support and the appropriateness of SGP to assist in doing so.
2	There will be duplication with the sector programs already operating within the sector and assisting the concerned department with capacity development.	The SGP objective per department will be agreed to by all major stakeholders – the PNG and Australian Government agency management, the sector program and the SGP Secretariat – which should minimise duplication.
3	Agency management has identified the targeted areas of assistance but is not committed to addressing it and the related constraining factors.	The request for an SGP position is demand driven by the PNG agency and hence illustrates a commitment. Regular consultation with agency management by SGP Secretariat and the sector program is necessary to not only maintain agency commitment to addressing the capacity issues but also monitor whether, despite all efforts, this commitment is failing. The contingent measure if commitment fails is the withdrawal or re-assignment of the SGP official.
4	SGP officials are requested or expected to perform in-line work that undermines sustainability of the program. Additionally, SGP officials undertake in-line work to ensure PNG processes continue to meet service delivery outcomes.	Monitoring and reporting of SGP should not create a perverse incentive that may encourage capacity filling- rather than capacity development. Ongoing requirements and/or requests to perform in-line work should be discussed with the SGP Team Leader and/or capacity development adviser. Short-term in-line work is appropriate in certain circumstances (as agreed by the SGP Team Leader), but the long-term focus of capacity development should be entrenched in the approach of the program.

5	The SGP official struggles with the assignment for one or more of the following reasons: (i) does not have capacity development skills, (ii) is not able to fit in with the local team, (iii) finds s/he cannot adjust to local circumstances	The following are preventive actions: (i) Ensure careful selection of SGP official taking account of his/her capacity development orientation; (ii) ensure effective induction for the SGP official (iii) provide clear ToRs; (iv) provide continuing capacity development guidance to the SGP official; and (v) provide regular consultation and support.
6	The SGP official does not have a clear ToR or has clear ToRs but does not thinks they are achievable	It is important that recruitment is undertaken only after the need is clarified with the concerned PNG agency management. This ensures the targeted selection of the SGP official. This will also ensure the official knows clearly what s/he is to undertake and takes due accountability to deliver. In addition, a systematic induction program should be organized for all SGP officials.

9. APPENDICES

9.1. APPENDIX A: GUIDELINES FOR ASSESSING SGP COMPARATIVE ADVANTAGE

9.2. APPENDIX B: GUIDELINES FOR RESOLVING ALLEGATIONS OF MISCONDUCT AND DISPUTE

9.3. APPENDIX C: PROGRAM BUDGET

9.4. APPENDIX D: OPERATIONAL BUDGET GUIDELINES

9.5. APPENDIX E: GUIDELINES FOR JOINT SELECTION AND RECRUITMENT

9.6. APPENDIX F: CAPACITY DEVELOPMENT STRATEGY

9.7. APPENDIX G: MONITORING AND EVALUATION FRAMEWORK

9.8. APPENDIX H: MONITORING AND EVALUATION ADVISER – TORS

9.9. APPENDIX I: CAPACITY DEVELOPMENT ADVISER – TORS

9.10. APPENDIX J: INDUCTION AND DEBRIEFING

9.1. APPENDIX A: GUIDELINES FOR ASSESSING SGP COMPARATIVE ADVANTAGE

Capacity development requirements in PNG can be met in various ways, including through program support, projects, and technical assistance. Selecting the most appropriate form of assistance to meet capacity development requirements is fundamental to ensuring effective and sustainable aid programming. SGP is one form of technical assistance – others include program advisers sourced from the market and twinning arrangements.

The SGP is a form of technical assistance where Australian Public Servants are placed in advisory positions within PNG Government Departments. SGP officials have a breadth of experience in the public policy environment, in addition to their management skills and subject matter knowledge. It is these skills and attributes that make SGP a constructive tool in Australia's strategic mix of assistance to PNG.

SGP officials, although different from other AusAID-funded advisers and staff placed in PNG Government Departments, are still funded from a single and limited annual aid program resource envelope. Resource decisions must therefore be made with consideration to the cost-benefit of different modes of advisory assistance.

This paper is designed to assist PNG Agency Heads, Australian agencies and capacity development advisers in determining whether the SGP is the most appropriate capacity development option to address a particular agency requirement.

Key selection criteria for SGP as a mechanism:

- Does addressing this performance gap require recent knowledge and experience from the (Australian) public sector?
- Is this an area of national interest between Australia and PNG?
- Will the PNG agency benefit from or require institutional linkages with a counterpart Australian Government agency?
- Will the PNG agency benefit from direct intellectual property from a counterpart Australian Government agency?
- Will the position require legal professional and admission requirements?
- Does the PNG agency accept that the higher cost of SGP resources may result in fewer resources being available to the agency through the broader aid program?
- Does the PNG agency accept the responsibility of providing performance management and support for an Australian Government SGP placement for a two-year period?
- Will the PNG agency agree to dedicate a functional unit during the period of engagement of the SGP position?
- Will the PNG agency ensure monitoring and evaluation of SGP contributions as set out in the M&E framework?

Assistance	Focus	Comparative Advantage	Flexibility	Estimated Total Cost per Adviser	Period
Program advisers	Operational and strategic management focus (eg. monitoring and evaluation, human resource management) for sector and agency-level objectives Technical expertise from a private and/or public sector context	Access to large pool of advisers, which increases probability of sourcing skill sets Cheaper to provide, allowing for more advisers to be provided if required Strong PNG Government ownership Reduces administrative burden on Australian agencies	ASF and TSSP are responsive and demand driven with flexibility to respond to requests for assistance. L&JSP advisers are recruited as part of an annual planning cycle Performance management by a contracted service provider, with the flexibility to complete placements as required.	$136,000 - $420,000 pa	Flexible
SGP	Strategic policy & institutional reform focus for agency-level objectives Technical expertise within a public sector context	Access to high level Australian public servants, but with some supply constraints. Strengthens Australian Government-PNG Government institutional linkages and facilitates a whole-of-government approach to issues. Encourages collaboration on issues of joint national interest	Responsive, but may take time to mobilise. Performance management by Australian and PNG Governments. Australian Government officials will be performance managed and supported with the expectation of fulfilling a minimum two-year placement.	Average $450,000-$800,000 pa	Two years with the option of a one year extension
Twinning	Operational focus with project objectives Technical expertise within a public sector context	Provides technical expertise within a public sector context Strengthens Australian Government-PNG Government institutional linkages Encourages collaboration on issues of joint national interest	Offers various modalities of support: study visits, tailored training programs, short-term technical missions, on the job mentoring, hand-on capacity development	Costs depend on inputs & length of modality chosen. (Average $2,300 - $5,000 per week).	Short-term placements (weeks or months)

*Pennington report – PNG Adviser Terms and Conditions Review (December 2008)

9.2. APPENDIX B: GUIDELINES FOR RESOLVING ALLEGATIONS OF MISCONDUCT AND DISPUTES

PURPOSE

These guidelines detail procedures to be followed for resolving:

1. Allegations of Misconduct by an SGP official
2. Allegations of a breach of PNG's Public Service Legislation or the PNG Criminal Code by an SGP or PNG official
3. Disputes between SGP officials and PNG officials

RESOLVING ALLEGATIONS OF MISCONDUCT

JURISDICTION

In accordance with Article 7 of the ECP Treaty, SGP officials must observe and respect the laws and regulations of PNG. This includes the Public Services [Management] Act 1975, General Orders, PNG Public Service Code of Business Ethics and Conduct and the PNG Criminal Code 1974. They are also subject to the Australian Public Service Commission Values and Code of Conduct and the SGP Code of Conduct (Attachment A to this appendix), which specifies that SGP officials are subject to the PNG Public Service Code of Business Ethics and Conduct and the Australian Public Service Code of Conduct.

GUIDING PRINCIPLES

In reporting on an apparent or alleged breach by an SGP official of the SGP and/or APS Code of Conduct, or relevant legislation, SGP or non-SGP individuals should provide a succinct factual report, using temperate language, and avoid speculation.

Officials who receive a report should bear in mind that the person involved in the apparent or alleged breach has a right to privacy. Accordingly all papers should be marked "staff-in-confidence" and knowledge of the matter must be restricted to those officers with a need to know.

In addition, individuals involved have a right to natural justice, particularly in terms of being informed fully of the matters raised and having the opportunity to provide a written statement in response to the matters raised.

SGP CODE OF CONDUCT

SGP officials must adhere to the SGP Code of Conduct (Attachment A), which replaces the ECP Code of Conduct. SGP officials sign a statement agreeing to adhere to the SGP Code of Conduct before commencing their SGP placement in PNG. The Australian Home Agency is responsible for ensuring that SGP officials adhere to the SGP Code of Conduct and the Home Agency has the responsibility for resolving any breaches of the Code.

Consistent with paragraph 22 of the SGP Code of Conduct, an SGP official who becomes aware of an apparent or alleged breach of the SGP and/or APS Code of Conduct by another SGP official should report the matter to the Australian High Commissioner, their Home Agency and where appropriate, to their SGP team leader and the PNG Agency Head.

If the person who has been allegedly responsible for the apparent or alleged breach is from the same agency as the official who has raised the matter, then the Home Agency should respond according to its own procedures. Should the person concerned be from a different agency, the Home Agency first alerted should inform that agency, and that agency is to take the matter forward according to its own procedures.

The Home Agency which undertakes an enquiry on a Code of Conduct matter is to keep the Australian High Commissioner informed of the outcome of the enquiry. The Australian High Commissioner will inform the SGP Steering Committee as appropriate of measures taken in respect of alleged or apparent breaches, who will in turn inform the PNG Agency Head.

Consistent with paragraph 24 of the SGP Code of Conduct, SGP officials in any doubt about the application of the Code or its practical implementation should seek guidance from the senior Australian official in their sector or the Australian High Commissioner.

Where a PNG Agency Head becomes aware of an alleged or apparent breach of the SGP Code of Conduct by an SGP official, they should inform the Australian High Commissioner through the SGP Steering Committee, observing the principles relating to natural justice and privacy outlined above.

PUBLIC SERVICE LEGISLATION

PNG counterparts and other officials are subject to the Public Services [Management] Act 1975, General Orders, PNG Public Service Code of Business Ethics and Conduct and the PNG Criminal Code 1974.

Where an SGP or PNG official believes that PNG's Public Service Legislation has not been followed by an SGP or PNG official, they should provide advice in writing to the PNG Agency Head, observing the principles relating to natural justice and privacy. SGP officials should consult with their Team Leader in preparing this advice. If the allegation is made by an individual/s who is not a public servant, they should raise their concerns direct with the PNG Agency Head. The PNG Agency Head will determine appropriate action, according to the Agency's own procedures. In any incident involving an SGP official, and where otherwise appropriate, the PNG Agency Head will consult with and inform the SGP Steering Committee of actions taken in respect of alleged or apparent breaches.

If the allegations involve the SGP Team Leader or PNG Government manager then written advice can be submitted directly to the Australian (for SGP officials) or PNG Government (for PNG officials) representatives to the SGP Steering Committee to seek advice on resolution.

PNG CRIMINAL CODE

Consistent with paragraph 7 of the SGP Code of Conduct, SGP officials must inform the Australian High Commissioner if they, or a household member, come to the notice of Papua New Guinean law enforcement authorities, except for minor traffic infringements. The PNG Agency Head must inform the Australian High Commissioner of a suspected breach of the PNG Criminal Code by an SGP official and they should agree to a course of action.

Where an SGP official believes a PNG official is in breach of the Criminal Code, they should advise the PNG Agency Head in writing. SGP officials should consult with their Team Leader in preparing this advice.

RESOLVING DISPUTES

The SGP official should inform their Team Leader of any disputes between SGP officials and PNG officials. The Team Leader should advise the PNG Agency Head, who is responsible for taking the

matter forward according to the Agency's own procedures. Where appropriate, the PNG Agency Head may advise the SGP Steering Committee to agree on a way forward and to inform the Committee of actions taken in respect of the dispute.

PNG officials should inform the relevant PNG manager of any disputes between SGP officials and PNG officials. The PNG manager, through the PNG Agency Head, may consult the SGP Steering Committee to agree on a way forward and/or to inform the Committee of actions taken in respect of the dispute.

Where required the SGP Steering Committee can convene directly with the relevant SGP and/or PNG officials to determine an approach to dispute resolution.

Code of Conduct for Australian Public Service Employees deployed under the Strongim Gavman Program

Introduction

1. The Governments of Australia and Papua New Guinea expect the highest standards of personal behaviour and ethics from Australian Public Service (APS) Employees ("Employees") working under the Strongim Gavman Program (SGP).

2. The SGP includes the placement of APS Employees in advisory positions in departments and agencies of the Papua New Guinea Government, particularly in the areas of economic, financial and public sector management, law and justice, and customs, immigration and transport security and safety. Operation of the SGP is codified in the *Joint Agreement on Enhanced Cooperation Between Papua New Guinea and Australia*, signed on 30 June 2004[8]. Article 7 of the *Joint Agreement* provides that the conduct of deployees be governed by a Code of Conduct and that Employees shall not be required to act in a manner inconsistent with this Code of Conduct.

3. APS Employees will be working within the Government of Papua New Guinea, alongside their Papua New Guinean counter-parts. They will, however, remain employees of the APS.

4. Employees working overseas are required to comply with the applicable laws of Australia and with all applicable regulations, directions and guidelines relating to their official and personal conduct. As such, Employees designated under the SGP should comply with the APS Code of Conduct (a copy is provided at Attachment A). The SGP Code provides guidance to Employees on their obligations under Section 13(12) of the *Public Service Act 1999*. Employees should also be familiar with the APS Values, also at Attachment A.

5. Although working within the Government of Papua New Guinea, Employees will also be representing Australia and shall have a duty to act at all times in a manner that upholds the good reputation of Australia and the Commonwealth Government of Australia.

[8] The SGP is the successor program to the Enhanced Cooperation Program (ECP) which operated 2003-2008. The SGP will continue to operate under the ECP treaty - *Joint Agreement on Enhanced Cooperation Between Papua New Guinea and Australia,* 30 June 2004.

Respect for the Laws of Papua New Guinea

6. Employees shall observe and respect the laws and regulations of Papua New Guinea. This requirement is codified under Article 7.1 of the *Joint Agreement on Enhanced Cooperation Between Papua New Guinea and Australia.*

7. An Employee shall inform the Australian High Commissioner to Papua New Guinea as soon as practicable if the person, or a household member, comes to the notice of Papua New Guinean law enforcement authorities, except in the matters of minor traffic infringements.

Cultural Sensitivity

8. Employees shall be sensitive to, and fully respect, the culture and local customs of Papua New Guinea. Employees shall respect laws and customs that are protective of local cultural property.

9. Employees should be mindful that Papua New Guinean nationals who are Public Servants or members of the Royal Papua New Guinea Constabulary are bound by the terms and conditions of the Papua New Guinea National Public Service.

10. Employees shall respect the Papua New Guinea Public Service Code of Business Ethics and Conduct.

Acceptance of Gifts, Benefits and Hospitality

11. An Employee and members of his or her household shall not accept bribes, gifts or other benefits or advantages that are offered in connection with the Employee's duties, status, power and authority. Employees should not accept hospitality where acceptance would give rise to a real or perceived conflict of interest. Where refusal of a gift or hospitality is likely to give offence to an extent that could adversely affect the SGP, or Australian and Papua New Guinean interests, the Employee may accept the gift or hospitality, but must promptly report it to the Australian High Commissioner and the head of the host Papua New Guinean agency. Employees should seek further guidance from the Australian High Commission in Papua New Guinea as to the appropriate procedures.

12. Money ***must never*** be accepted as a gift.

Appropriate Personal Behaviour

13. An Employee shall not engage in behaviour at any time which is likely to affect adversely his or her ability to perform his or her duties, or which is likely to bring the SGP, Australia or Papua New Guinea into disrepute.

14. Sexual activity and the use of alcohol or other substances including prescription and non-prescription drugs are particular areas of sensitivity where conduct may more easily be seen as offensive or be misinterpreted. Particular attention to appropriate personal behaviour in the local Papua New Guinean context is therefore required.

15. Employees should familiarise themselves with the laws of Papua New Guinea concerning sexual activity, including age of consent requirements and adultery.

Household Members

16. Accompanying household members are private persons not covered directly by this Code or subject to any formal obligations under the Australian Public Service Act and Australian departmental directions. However, accompanying household members have obligations as codified in Article 6 of the *Joint Agreement on Enhanced Cooperation Between Papua New Guinea and Australia.* As a result of their visibility and identity as part of the SGP 'community', the actions of household members can have an impact on the reputation of the SGP and Australia.

17. Employees shall take all reasonable steps to ensure that members of their households are aware of, and observe and respect local laws, culture and customs.

Respect for Others and Tolerance of their Opinions

18. As in Australia, Employees have a duty to contribute to the effective functioning of the workplace by treating their colleagues and the public with respect and courtesy. This requires particular attention to the different cultural and socio-economic backgrounds, beliefs and opinions of the people encountered in the workplace and outside it.

19. Employees shall respect the cultural background of colleagues in the Papua New Guinean workplace; not discriminate against or harass such persons or any other persons because of their sex, marital status, ethnicity, origins, age, sexual orientation, disability or religious beliefs, or upon any similar ground; and respect the privacy of individuals when dealing with personal information.

Integrity and discretion under the Joint Agreement on the Strongim Gavman Program between Australia and Papua New Guinea

20. Arrangements made for SGP employees with respect to their deployment are aimed to facilitate the operation of the SGP, and not for any personal benefit. SGP employees must act with integrity and discretion in relation to any privilege he or she may have as an SGP representative.

Implementation

21. Compliance with the obligations set out in this Code is a condition of being deployed to PNG under the SGP.

22. Employees have an obligation to report apparent or alleged breaches of this Code to the Australian High Commissioner and to their agency head and, where appropriate, to the senior Australian SGP official in their sector.

24. Employees in any doubt about the application of this Code or its practical implementation should seek guidance from the senior Australian official in their sector or the Australian High Commissioner.

ACKNOWLEDGEMENT

I have read the above Code of Conduct for Australian Public Service employees deployed under the Strongim Gavman Program and the Australian Public Service Code of Conduct. I have also read the Guidelines for Resolving Allegations of Misconduct and Disputes, found at Appendix B of the SGP Management Framework. I understand these documents and will fully comply with these requirements.

_____ _____

Signature (Employee) Signature (Witness)

_____ _____

Full name Full name

_____

Position

Date Date

/ / / /

9.3. APPENDIX C: DETAILED INDICATIVE BUDGET (BASED ON 50 ADVISERS)

AusAID Administered SGP Budget	2009-2010	2010-2011	2011-2012	2012-2013	Total
Home agency costs (RoU)					
Official's terms and conditions (average)	$13,439,200	$13,994,800	$14,423,600	$14,856,000	$56,713,600
Joint interview costs (average 15/year, 2 people, 2 days)	$120,600	$124,200	$127,900	$131,700	$504,400
Reconnaissance visit (average 15/year, 5 days)	$77,300	$79,600	$81,900	$84,500	$323,300
Annual M&E visit to PNG (11 agencies, 1 person, 2 days)	$43,100	$44,100	$45,700	$47,100	$180,000
Recall Visit (11 agencies, 1 visit/year, 5 days)	$257,500	$265,300	$273,200	$281,400	$1,077,400
Medicals & vaccinations (average 25/year)	$22,000	$22,500	$23,000	$23,500	$91,000
Subtotal	*$13,439,200*	*$13,994,800*	*$14,423,600*	*$14,856,000*	**$58,889,700**
AusAID management costs					
Management costs (eg. CBR travel)	$95,000	$97,700	$101,550	$103,500	$397,750
Policy Coordination Adviser *NB - Cost Share w/EPSP from 1 Jan 2010	$231,800	$159,200	$163,900	$168,900	$723,800
Support Staff	$115,500	$121,250	$127,313	$133,678	$497,741
Mid-term review (not recurrent)	$0	$100,000	$0	$0	$100,000
Independent completion report (not recurrent)	$0	$0	$0	$100,000	$100,000
SGP seminar	$6,300	$6,615	$6,946	$7,293	$27,154
Counselling and support	$60,250	$62,663	$65,246	$68,008	$256,167
Subtotal	*$508,850*	*$547,428*	*$464,955*	*$581,379*	**$2,102,612**
Service provider costs					
Management fees	$2,950,000	$3,000,000	$3,065,000	$3,156,500	$12,171,500
Operational Budget	$2,500,000	$2,625,000	$2,756,000	$2,894,000	$10,775,000
Service Provider Operational costs (incl. induction program, IT services, communications)	$1,131,970	$1,200,439	$1,278,310	$1,359,126	$4,969,845
Making a Difference Course (5 programs, 6 days duration)	$405,100	$417,900	$430,400	$443,400	$1,696,800
Capacity development adviser *NB - Cost Share w/EPSP from 1 Jan 2010	$527,000	$398,000	$408,900	$421,200	$1,755,100
Monitoring and Evaluation adviser *NB - Cost Share w/EPSP from 1 Jan 2010	$212,800	$197,500	$205,800	$214,450	$830,550
Accommodation	$7,950,000	$8,140,200	$8,470,000	$8,790,000	$33,350,200
Security	$420,000	$432,000	$445,000	$458,500	$1,755,500
Personal vehicles	$1,776,000	$1,819,000	$1,875,000	$1,930,700	$7,400,700
Subtotal	*$17,872,870*	*$18,230,039*	*$18,934,410*	*$19,667,876*	**$74,705,195**
TOTAL	**$32,341,420**	**$33,307,967**	**$34,374,665**	**$35,673,455**	**$135,697,507**

NOT FOR BROADER DISTRIBUTION BEYOND PNG-AUSTRALIA GOVERNMENT SENIOR OFFICIALS

9.4. APPENDIX D: OPERATIONAL BUDGET GUIDELINES

INTRODUCTION

The purpose of the Operational Budget is to assist and support Strongim Gavman Program (SGP) Officials through the provision of a satisfactory working environment and to support implementation of their ToRs, joint work plan, and capacity development agreements, as jointly developed with their PNG Government agency. Officials must develop a budget for all program support costs as soon as possible after arrival, and at the start of each Australian financial year (template is at Attachment A). The budget may be amended during the financial year.

PRINCIPLES

Expenditure under the Operational Budget will:

- Implement the objectives of the SGP official's work plan;
- Meet the principles of the Australian Commonwealth Procurement Guidelines;
- Meet the principles of the Australian Financial Management and Accountability Act;
- Meet the principles of the PNG Public Service Management Act;
- Be consistent with PNG OH&S and office security;
- Be consistent with the SGP Code of Conduct; and
- Ensure no duplication with non-salary entitlements.

Procurement should be based on the Commonwealth Procurement Guidelines including:

- Value for money;
- Efficiency and effectiveness;
- Accountability and transparency;
- Appropriateness & Sustainability; and
- Ethics.

This document must be read in conjunction with the AusAID *Whole-of-Government Deployee Guidelines August 2007* with particular reference to Part 4: SGP Non-Salary entitlements (provided prior to departure from Australia).

SCOPE

Each official is allocated up to 75,000 Kina under the Operational Budget. This can be allocated for two purposes:

- Office-related expenditure to ensure the official is equipped in the workplace; and
- Work plan related expenditure to assist the official implement their ToRs and work plan, as jointly agreed with their PNG Government agency and counterparts.

It is each official's responsibility to balance their budget across these two items, and the budget will need to be endorsed by the Team Leader prior to submission.

OFFICE SET-UP AND MAINTENANCE

Office environments in the PNG public sector will rarely meet Australian standards. The Operational Budget can therefore be utilised to create conditions to ensure the official is able to operate safely. Parity with counterparts however, is a key consideration. Decisions on all furniture, fittings and other refurbishments will therefore consider the size, condition and standard of agency counterpart furniture and fittings. Counterpart furniture and fittings cannot be upgraded to maintain parity.

FURNITURE AND FITTINGS

Upon initial filling of a position, the furniture items listed below may be purchased through the Operational Budget. This does not generally include items such as printers and photocopiers. New furniture will only be provided when the item has been irreparably damaged or is inappropriate for use by the incoming replacement official.

Acceptable items	**Not acceptable**
Desk	Water coolers
Chair	Microwaves
Visitor chair	Refrigerators*
Filing cabinet	Photocopiers
Book shelf	Telephones
	Printers*****

* In exceptional circumstances a case may be made for the provision of these items.

Responsibilities

PNG Government agency

Under the ECP Treaty (Article 17.4) the PNG Government agency is obliged to ensure a safe and secure workplace.

SGP Team Leader: Liaise with Service Provider to ensure there is an appropriate office space set up for Officials.

SGP Officials: Provision of justification for additional items.

Service Provider: In consultation with the PNG host agency and AusAID, purchase of furniture and equipment over additional items.

FIRST AID

A first aid kit will be provided to each worksite where an SGP Officer is conducting regular work. It should be prominently and securely located near where each SGP officer is located and be made available for counterpart use.

Responsibilities

SGP Officials: Advise Team Leaders of any missing items in first aid kits.

SGP Team Leader: Ensure there is a basic first aid kit in each area where an SGP officer works; ensure the first aid kit is regularly checked and advise the Service Provider when items need replenishment.

Service Provider: Purchase of first aid kits and replacement items.

TOILET FACILITIES

The Operational Budget can be utilised to acquire personal toilet paper, handtowels, soap and cleaning products. Agency counterparts as well as SGP Officials must have access to toilet facilities. Toilets can only be locked to deny public access if there are appropriate arrangements for access to keys by staff.

SGP Officials: Liaise with Service Provider to purchase any necessary items.

OFFICE CONSUMABLES

The Operational Budget can be used to provide reasonable essentials such as pens, paper and other office supplies. These items are for personal use only and not for the general use of counterparts.

Responsibilities

SGP Officials: Follow Service Provider's procedures for requesting office consumables.

Service Provider: Ensure all Officials have up to date copies of relevant procedures for requesting office consumables; and provide a timely response to all requests.

OFFICE REFURBISHMENT

With regard to the PNG Government agency's responsibility for providing a safe working environment, AusAID and the home agency will consider any requests for office refurbishments on a case by case basis. If there is concern about the standard of office accommodation for security reasons, Team Leaders should bring this to the attention of the SGP Security Adviser.

Acceptable items	**Not acceptable**
Office refurbishments on security or OH&S grounds	Major refurbishments of building fabric or office layout alterations
Fans	Air conditioning*
	Utilities
	Back-up power generators
	Building rent
	Repair or restoration of lift services

* In exceptional circumstances a case may be made for the provision of these items.

Responsibilities

SGP Officials: Liaise with Team leader regarding office upgrades.

SGP Team Leader: Advise of any security concerns regarding office accommodation; and liaise with the PNG Government agency, AusAID and Service Provider regarding office upgrades.

Service Provider: Liaise with AusAID to seek approval for office renovations, as appropriate; and undertake security assessments, as required.

AusAID: Liaise with home agencies to reach agreement on the need for office renovations or refurbishments.

Home Agencies: Liaise with AusAID to reach agreement on the need for office renovations or refurbishments.

COMMUNICATIONS

The Operational Budget covers the provision of mobile phones and computers for official use. When an Official is replaced, these are generally handed over to the replacement. Mobile phones may be used for personal use but the cost of personal calls must be repaid. Mobile phones are provided in preference to land lines because of their unreliability in PNG.

Acceptable items	**Not acceptable**
Lap top computer and UPS	Payment of agency phone bills
Mobile phone	Connection of additional phone lines to host agencies*
Cost of official calls from mobile phone	

* This may be considered under exceptional circumstances.

Responsibilities

SGP Officials: Reimburse the Service Provider for all personal calls.

Service Provider: Provide officials with home and mobile phones, and home internet access.

HOSPITALITY

The Operational Budget may be used for official functions for the provision of food, non-alcoholic beverages and entertainment. Each SGP official has a K1,000 limit for hospitality expenditure per person per year. If preferred, this amount may be pooled per agency and managed by the Senior Official or Team Leader.

Hospitality must be for representatives of other countries and/or organisations important to GoA development assistance functions that can provide either advice or services relevant to the delivery of the SGP.

It cannot be used for Commonwealth of Australia Government officials, entertaining other SGP Officials or their families, nor is it to be used for Christmas parties.

Receipts must be provided with the acquittal.

Responsibilities

SGP Officials: Provide full acquittal including all receipts to Service Provider to seek reimbursement; and provide appropriate justification of expenditure.

Service Provider: Provide reimbursement of funds.

CAPACITY DEVELOPMENT COSTS

Upon commencement in PNG each official will develop a joint work plan and partnership agreement with their PNG colleagues, with advice from the capacity development adviser. This will identify capacity development costs such as work-related travel requirements, training, seminars, and other budget items to achieve the work plan outputs.

The PNG agency head will approve the work plans and the SGP official will then submit it to the Service Provider and the Secretariat for funding approval under the Operational Budget.

PROFESSIONAL RESOURCES

The Operational Budget may be used to purchase essential professional resources such as:

- Legislation on CD-Rom;
- Accounting standards;
- Auditing standards;
- Relevant Corporate documents.

Responsibilities

SGP Officials: Follow Service Provider's procedures for requesting professional resources.

Service Provider: Ensure all Officials have up to date copies of relevant procedures for requesting professional resources; and provide a timely response to all requests.

CONSULTANCY/ADVICE – SHORT TERM

The Operational Budget may be used to engage short term consultancy services such as for professional or technical advice from Australia or PNG to support SGP functions and workplans. Examples include:

- Accounting (e.g. financial statement preparation, financial management advice etc);
- Auditing;
- Costing of services;
- Cost benefit analysis;
- Legal advice;
- Technical IT advice.

Responsibilities

SGP Officials: Follow Service Providers' procedures for procurement.

Service Provider: Ensure all Officials have up to date copies of relevant procedures for requesting support; and provide a timely response to all requests.

TRAVEL

The Operational Budget may be used for official travel by SGP officials to meet the objectives of SGP and agreed workplans. Official travel for PNG public servants within PNG to undertake SGP-related activities should be met by the PNG Government. In exceptional circumstances, a request for counterpart funding can be made to the Secretariat.

Official travel can not be arranged to facilitate private leave and officials should not derive personal benefit from their position for any recreation leave. In line with leave conditions for all posted Government officials, personal leave taken overseas in conjunction with official duty is limited to 20% of the official duty period (ie. one day of recreation leave for every 5 days away officially). If there are any extenuating circumstances as to why more leave should be taken (including AWA/Collective/Certified Agreement provisions), this should be discussed with the Home agency in consultation with the Secretariat. (note: all travel must be approved by the SGP Security Adviser prior to agreement and revised at the time of travel)

Responsibilities

SGP Team Leader: Maintain team travel plan.

SGP Officials: Follow Service Providers' procedures for travel; report in full on work-related travel to home agencies in Canberra, or upon request of the Secretariat or AusAID; provide input into team travel plan; manage and follow procedures for travel by PNG public servants (if applicable).

Service Provider: Ensure all Officials have up to date copies of relevant procedures for travel; provide a timely response to all requests.

AusAID: Liaise with home agencies regarding any request for recreation leave attached to official travel which is greater than 20% of the official travel.

Home Agencies: Liaise with AusAID regarding any request for recreation leave attached to official travel which is greater than 20% of the official travel.

TRAINING

AusAID provides training to PNG agencies through a range of programs and activities, and plans are developed in close coordination with each agency. Training needs may be identified through a range of channels including SGP officials but developed overall by agencies HR areas.

However, in addition to this SGP Officials may wish to run training workshops and seminars for staff. In this case, the Operational Budget may be utilised to provide training and development materials; and venue hire and refreshments (if necessary). This does not include personal professional development for SGP Officials which must be approved and paid for by home agencies.

Responsibilities

SGP Officials: Develop workshop or seminar; and liaise with the Service Provider on procurement (as necessary).

Service Provider: Ensure all Officials have up to date copies of relevant procedures for procurement; and provide a timely response to all requests.

ADDITIONAL SUPPORT

There may be occasions where, due to exceptional circumstances, the Operational Budget could be used to fund additional items generally not allowable under these guidelines. In these circumstances, funding requests should be discussed with the AusAID sector program manager or with the Secretariat for officials in the Border Management sector.

INDICATIVE ANNUAL BUDGET

Name of Official	
Name of PNG agency/Dept	
Position Held	
Sector/Team Leader	
Australian Financial Year	

PART A: SGP OFFICIAL COSTS (PLEASE EDIT/ADD CATEGORIES)

	DESCRIPTION	UNIT	COST (K)	TOTAL (K)
Office Consumables				
Specific equipment				
Sanitation				
Home Office				
Other				
SUB TOTAL				

WORK PLAN COSTS

A copy of the Work plan Signed by PNG Agency Head must be attached

	DESCRIPTION	UNIT	COST (K)	TOTAL (K)
Travel				
Per diems				
Accommodation				
Professional Resources				
Consultancy Advice/Services				
Training Kits				
Workshop Space				
Workshop Supplies				
Workshop Food/Bev				
Other				
SUB TOTAL				

9.5. APPENDIX E: GUIDELINES FOR JOINT SELECTION AND RECRUITMENT

This paper sets out guidelines for the joint selection and recruitment of Australian Officials through the SGP. Selection processes differ from agency to agency and are not required to be consistent across the SGP. The Australian Government agency will need to brief all selection panel members on the process to be followed.

The selection process should not be rushed and a considered process should be undertaken rather than risk an inappropriate appointment. If a suitably qualified and experienced candidate is not found through the selection process the position should not be filled.

As part of the broader aid program, SGP promotes gender equality through demonstrating equal opportunities and placements for positions through the program. Wherever possible women who have worked in PNG as SGP officials should be available to advise potential SGP applicants. AusAID can also participate in the selection panel to ensure that the orientation of the applicant towards capacity development is tested sufficiently.

The selection process should be based on the position ToRs, including the selection criteria and desired attributes. The performance standards in the ToR Key Result Areas can provide a clear operational focus for questions on the three dimensions of technical skills, capacity development orientation and essential complementary skills. Essential complementary skills comprise interpersonal skills including communication, active listening, mentoring and coaching to name a few.

There should be an appropriately qualified and experienced pool of applicants. This is assisted by several factors, including advertising in appropriate locations (state and national); promoting the value of the appointment within the Australian agency; and ensuring that on completion of placements officials are appropriately integrated back into their Australian agency.

Potential applicants should have full information available on position requirements prior to application including background on the PNG work environment. These materials can be drawn from the induction package developed by AusAID. Candidates will also be provided with the opportunity to speak with previous SGP advisers to broaden their understanding of the work environment and culture of PNG.

IDENTIFICATION OF NEED AND TOR DEVELOPMENT

As set out in the Management Framework, identification of SGP requirements in a PNG agency is the responsibility of the PNG Head of Agency. This process ensures that SGP assistance is demand driven, and that ToRs are targeted to meet a particular performance need within a PNG Government agency.

1) The AusAID sector program undertakes capacity diagnostic as part of core business. If the diagnostic is specifically requested for SGP this would be undertaken in consultation with the SGP Secretariat.

2) The SGP Secretariat develops the ToRs based on the capacity assessment and ensures comment and endorsement from the PNG agency and the counterpart Australian agency.

AGREEMENT TO A POSITION

3) The PNG Agency Head submits the ToR with a formal request to the SGP Steering Committee (through the SGP Secretariat) to consider an SGP placement (either a new position or to recruit for an existing position at end of the incumbents' term).

4) The SGP Secretariat tables requests for SGP assistance with the SGP Steering Committee meeting. The Steering Committee considers the request with consideration to the nature of the requirement, alignment with PNG development strategies, scope of SGP across PNG Agencies, and the aid program resource envelope. The Steering Committee will ensure appropriate consultation with both Governments and should consult with the PNG Sector Coordination Mechanism. Australia's representatives to the Steering Committee will require appropriate time to consult with Australian agencies on issues.

5) Upon Steering Committee agreement to a position, the Secretariat advises the PNG and Australian Government agencies to proceed with joint recruitment.

JOINT RECRUITMENT

6) The Australian agency develops the recruitment document consistent with Australian Public Service recruitment guidelines (and agency guidelines, where necessary), which incorporates the agreed ToR. The recruitment document must be agreed by the counterpart PNG agency and AusAID prior to the position being advertised.

7) The Australian agency advertises the position, shortlists candidates and confirms an interview period and process wherever possible. Interviewing should be conducted at least three months ahead of the recruited official's expected commencement date.

8) The Australian agency agrees with the PNG Head of Agency where the interview will be held – either in Port Moresby or Australia, or by video-conference. The host organises the selection panel including: an Australian agency representative; the PNG position counterpart: and an AusAID official where possible to provide a development context to the placement. At least one woman should be on the panel.

9) The host agency arranges a two-day visit to Australia/PNG for the interview process. The second day should be utilised where possible for engagement or other discussions as required. Recruitment costs will be reimbursed to the Australian agency by AusAID through the RoU.

10) The Australian agency will write a letter of offer to the successful candidate, and copy to the PNG Head of Agency and the SGP Secretariat. The letter of offer will require that the successful candidate acknowledge their conditions of service in accepting the position.

11) Upon acceptance by the successful candidate, the Australian agency will advise AusAID Canberra to arrange logistics for the placement of the official, and copy to the SGP Secretariat.

12) The Secretariat tables outcomes of the selection process for noting at the next SGP Steering Committee meeting.

VISA ARRANGEMENTS

13) The Secretariat will advise PNG Immigration and Citizenship Services, copy to the PNG High Commission in Canberra, of the placement outcome and request issue of an appropriate visa. Immigration and Citizenship Services will authorise the PNG

High Commission to proceed with issuing the visa once a visa application has been lodged in accordance with the Entry Permit Policy for SGP[9].

14) The Australian Department of Foreign Affairs and Trade advises the PNG High Commission in Canberra of the placement arrangements (via third person note), including particulars of the official and proposed commencement date.

15) The Australian High Commission advises the PNG Department of Foreign Affairs of the placement arrangements (via third person note), including particulars of the official and proposed commencement date.

16) AusAID Canberra advises the Australian High Commission and relevant Home Agency of visa details once issued.

INDUCTION PROGRAM

17) The successful applicant will undertake a reconnaissance and handover visit to PNG and participate in the induction program.

PLACEMENT COMPLETION

18) Australian officials complete their placements after a two year period.

19) The SGP official fills in the necessary departure forms at least six weeks prior to placement completion. This will include logistic forms related to returning to Australia, as well as a placement completion form for the Secretariat to facilitate monitoring and reporting of program efficiency.

20) The Australian High Commission advises the PNG Department of Foreign Affairs (via third person note) when the placement is completed.

EXTENSIONS

Placement extensions may be granted at the request of the PNG Head of Agency for a period of up to one year.

21) The SGP official should discuss extending their placement with both their home agency and PNG Agency Head. If both agencies support an extension, the PNG Agency Head should request an extension from the SGP Secretariat approximately four months prior to contract end, copy to the Australian agency. It is the responsibility of each official to ensure home agency support for the extension before a request is made to the Secretariat.

22) The SGP Secretariat assesses the request with consideration to monitoring and evaluation data and in consultation with the sector program/SGP capacity development adviser and advises the Steering Committee.

23) The SGP Secretariat writes to the PNG Agency Head to advise them of the Steering Committee decision, copy to Australian Government and AusAID Canberra.

24) Where an extension is supported, the SGP Secretariat will write to PNG Immigration and Citizenship Services, requesting a one-year visa extension. The SGP official should lodge a visa extension application through the DFAT Protocol section of the

[9] Last version June 2008, available on request from AusAID.

Australian High Commission in Port Moresby, in accordance with the Entry Permit Policy for SGP[10].

25) Placement completion processes are followed as above at a three year placement period.

[10] Last version June 2008, available on request from AusAID.

9.6. APPENDIX F: CAPACITY DEVELOPMENT STRATEGY

The SGP will operate in numerous agencies across different sectors. Each sector operates, and in the case of Border Management, will operate with specific strategies and mechanisms relevant for its environment. It is therefore essential that there is greater integration of the SGP with the broader aid program to ensure a systematic and consistent approach to capacity development at the sectoral level. Specific or additional capacity development support for SGP officials to undertake activities, including guidance to the Border Management sector, can be sourced through the SGP Secretariat and the AusAID sector programs.

UNDERTAKING THE CAPACITY DIAGNOSTIC

The capacity development process is initiated once the PNG Head of Agency makes a request to the SGP Secretariat for capacity development assistance. The relevant AusAID sector program (comprising a specialist capacity development adviser) is contacted to work with the HoA to undertake the capacity diagnostic of the PNG agency and determine the type of capacity assistance required, i.e. SGP, Twinning, advisers sourced from the private sector, infrastructure/equipment, etc. Diagram 2 (pg.52) illustrates the capacity development process.

Each AusAID sector program will have an established capacity diagnostic methodology defined for its environment, which it will be used to determine the most effective form of capacity assistance for an agency. The diagnostic will include:

1. An analysis of the agency's key expected contributions to its sector over the medium term in the form of specific and targeted outcomes and outputs. These outcomes and outputs should be anchored by tangible and monitorable indicators and targets. Assistance can be sought from the AusAID sector programs to develop these indicators and targets.

2. The identification of which areas of the agency require capacity assistance. A department or agency should be able to identify the areas in the agency directly responsible for any key outcomes and outputs. In undertaking this exercise, identifying contributing constraining factors such as resources, staff, structures, systems, processes, technologies, and leadership concerns will allow for the development of a robust capacity assistance strategy.

If an existing and up-to-date diagnostic exists and contains the information stated above then it should be sourced to build the capacity development strategy for the agency.

FORMULATE THE CAPACITY DEVELOPMENT STRATEGY

Once the AusAID sector program utilises the above capacity diagnostic to determine that SGP is the appropriate mechanism for assistance it will work with the SGP Secretariat to develop the capacity development strategy for the agency and the target work units. The analysis from the above assessment will be the basis of the development of the capacity development strategy, which includes the terms of reference for the SGP placement, the development of the related workplan of the targeted agency unit, and the appropriate selection and induction of an SGP official.

In general, the SGP's capacity development strategy for a specific agency will typically comprise of and employ a variety of sub strategies based on the variables identified in the diagnostic. These sub strategies could potentially include one or more of the following:

- *Policy development* in partnership with the assigned work unit team. In the process, the SGP official will be responsible for also helping build systems and skills of the work unit to manage and implement the policy, as well as review it periodically.

- *Systems development and institutionalization*. This is often called for when existing systems are either dysfunctional, no more responsive to current needs, or simply in need of updating in the context of the availability of new technologies and processes. Again, the challenge will be for the SGP official to use his/her skills in assisting the counterpart work unit develop the new or revised system in a collaborative way, ensuring that learning takes place in the process. It is essential that sustained skill development for system maintenance is also developed.

- *Restructuring of processes, workflows, organization structures*. These are often the offending variables which unduly constrain performance. Addressing them however in a way that ensures that the agency and work unit always retain leadership of the process is a particular challenge for SGP officials. Decisions on such changes should only be taken after careful deliberation and analysis by the agency and supported by the SGP official since such changes can sometimes be potentially disruptive.

- *Leadership mentoring*. Often performance issues stem from the lack of vision and leadership capacity of key PNG counterpart officials who occupy senior management positions. More effective leadership on their part is sometimes the key variable in addressing a particular performance issue. The SGP official can and should play a key mentoring role in assisting the PNG counterpart to strengthen his/her leadership skills.

- *Technical skills development*. While an array of other factors often need to be addressed (eg policy, systems, structure etc), skills also often play a key role in addressing an underperformance issue. Thus, skills transfer will always be a key sub strategy of the SGP program. And this is typically achieved through appropriate on-job coaching.

- *Institutional Links*. Each host PNG Government agency and each sponsoring Australian Government home agency is encouraged to maintain ongoing relationships. While SGP is primarily about seconding senior Australian public sector officials to the PNG Government to assist with capacity strengthening, it is also about supporting ongoing links and collaboration between these two counterpart agencies on specific performance-related issues. The secondment of the Australian official is just one, though fundamental, aspect of this relationship.

- *Twinning programs* between agencies in Australian Government and the PNG Government, though not the primary focus of the SGP, are supported through the SGP. The purpose of the twinning would be to address specific performance issues identified through the performance diagnostic. Examples are the ongoing twinning programs between the departments of Treasury and Finance in PNG and their respective counterparts in the Australian Government.

Targeted selection of SGP positions becomes easier with the above approach to capacity development. By anchoring the SGP support to specific areas for improvement and identifying contributing constraining factors, the SGP can ensure that the advisory support is targeted to addressing the specifics of the needs identified. This will ensure both effectiveness and efficiencies.

DEVELOPMENT OF TERMS OF REFERENCE

A key component of the capacity development process is the preparation of the SGP official's terms of reference (ToRs). The ToR is developed by the SGP capacity development adviser in consultation with the Head of the Agency, the AusAID sector program, SGP Team Leader and the work unit. This is a fundamental document in the implementation of the SGP. The ToRs with performance indicators set the scene for a targeted SGP assignment:

- They ensure the SGP's official's expertise is pertinent to the need identified;
- They clarify expected contribution to the desired outcomes identified in the wider agency diagnostic; and
- They allow for ongoing monitoring of the placement.

The ToRs result from the diagnostic work and feed into the M&E processes that will assist with performance management in SGP. The ToRs will contain the performance indicators for the above aspects to be monitored, addressing contributing factors constraining the achievement of outcomes/outputs and the expected contributions of the SGP official – this will include the mentoring and development of local staff to ensure long-term performance improvements. They reflect clarity of need (at both the performance and capacity levels), and clarify the expected contributions of the SGP to addressing this need. The ToRs will be reviewed as part of the monitoring and evaluation process and may change during the course of the assignment in response to evolving circumstances.

DEVELOPMENT OF JOINT WORKPLANS

The SGP official becomes a counterpart to, and essentially part of, the functional unit in the client agency, with the intent to broadening the unit's management experience, strengthening its policy expertise and enhancing the relationship between governments. The SGP official is assigned to work with a clearly identified PNG Government partner (usually a work unit). The work unit has the primary responsibility for the performance improvements which are being addressed with the help of the SGP. The SGP official becomes a *partner* of that work unit and will assist it to understand its capacity needs, and work with it to overcome these capacity needs and upgrade performance on the priority outcome or output utilising previous change processes that have been successful for the agency. It is important to note that it is not the SGP official who is provided a PNG counterpart but rather the functional unit in the client agency that is provided with the SGP official as a counterpart to help address performance issues. This is an important distinction and underscores the leadership of the PNG Government of the program and the capacity development focus.

SGP officials will work collaboratively with their work unit, facilitated by the capacity development advisor, to develop a workplan against the placement ToRs. This workplan will set out a collaborative team approach towards achieving the placement ToRs and will identify support required to achieve the workplan (including items such as travel and training). The workplan will be submitted to PNG Head of Agency for approval and to the Secretariat to approve funding through the Operational Budget[11]. Refer Attachment to this Appendix for a suggested workplan format.

CAPACITY DEVELOPMENT AGREEMENTS

PNG officials and SGP officials together will prepare Capacity Development Agreements that will guide progress in terms of team and/or individual capacity development on core work related activities. Capacity Development Agreements are intended to support implementation of the Joint Work Plan; they focus on the PNG officers to whom the SGP Official is a counterpart (as identified in the SGP official's TORs and may include members of the work unit to which the SGP Official is assigned) and aim to identify the professional development goals that will underpin the Joint Work Plan. Agencies may elect to develop team-based or individual agreements (or both) depending on their specific needs.

Capacity Development Agreements will be endorsed by Divisional Heads (or more senior PNG agency officials, as appropriate) and SGP Team Leaders. They will not be provided to the SGP Steering Committee or Secretariat. There is no requirement to report progress to the Steering Committee

[11] See Appendix D for Operational Budget Guidelines

although the Secretariat may seek information on capacity development activities and progress as part of its overall monitoring and evaluation function.

The SGP Capacity Development Advisor and/or sectoral capacity development advisors can provide advise on developing Capacity Development Agreements. Activities identified under the Capacity Development Agreements can be resourced through operational budgets.

APPROPRIATE SELECTION OF SGP OFFICIALS

The selection of the right kind of SGP official is critical[12]. The SGP official is selected as much for his/her technical capacity as for his/her capacity development orientation and relationship building in the workplace. The SGP is a capacity development program and as such must ensure it employs officials who have this capacity development orientation. The SGP official need not however, be an expert in capacity development. The official will be continuously supported on capacity development strategies by both the sector program and the Secretariat. But it is important that the SGP official understands the primary capacity development focus of the assignment, is interested in making capacity development contributions, is amenable to the continuing adjustment of his/her ToRs as circumstances evolve during the assignment, shows an expressed interest and commitment to assisting with strengthening capacity, is interested in maintaining and strengthening relationships with PNG Government on behalf of the Australian Government and is committed to expanding their skills base in an international development context.

APPROPRIATE INDUCTION FOR SGP OFFICIALS

The induction of the SGP official is important to the success of the assignment[13]. An SGP official may have no prior overseas experience. He/she needs to be introduced to the nuances of PNG culture as well as to the context of the agency and larger public sector environment within which he/she will operate.

- The SGP official will participate in a pre-assignment induction process in Australia which is put together in consultation with the PNG Government. This pre-assignment induction process will also include a pre-assignment visit to the PNG Government agency to assist with his/her familiarization with the forthcoming working environment, and provide for language and cultural training. The induction process will be managed by the Learning and Development Section within AusAID.

- A post-arrival induction program will also be provided to the SGP official and facilitated by the Secretariat in collaboration with the sector program and PNG Government agency.

- It is important that the SGP official is familiarised with all the details of the PNG Government agency's operations such as - agency management structure, key unit roles and responsibilities, its polices and procedures, its decision making processes, its key operating systems, its relations with other departments and stakeholders, and its performance management and reporting requirements. This is the direct responsibility of the Head of Agency and the SGP official's counterpart unit, supported by the Secretariat.

- It is equally important that the SGP official is acquainted with the details of the sector within which the agency operates, the role of the agency within the sector, the overall sector coordinating mechanism, the sector program which is supporting both the sector and the

[12] Guidelines for joint recruitment are at Appendix E

[13] The Induction Program is at Appendix J

agency, and how his/her role fits within the sector program's support for the target agency. This is the responsibility of the sector program supported by the Secretariat.

APPOINTMENT OF AN SGP CAPACITY DEVELOPMENT ADVISER

The SGP recognises that despite the deliberate and systematic approach taken to the appointment of appropriately skilled SGP officials, the fact remains that for most SGP officials, capacity development is not their mainstream occupation. They will inevitably require ongoing guidance and support in an area that is becoming increasingly challenging in the PNG context.

Accordingly, an SGP capacity development advisor will be appointed to work alongside SGP officials to develop a consistent approach to capacity diagnostic work, placement identification, and ToR development. The SGP capacity development adviser will be located in the SGP Secretariat. In due course it is expected that each of the sector programs covering the agencies targeted by SGP, will also have their own sector-related capacity development advisers. As and when this occurs, a dedicated Capacity Development adviser for the SGP may not be required. Instead, the sector capacity development advisers will provide ongoing support to the respective SGP officials who work in agencies belonging to their sectors.

KEY PRINCIPLES UNDERLYING THE CAPACITY DEVELOPMENT STRATEGY

In essence, capacity development as pursued by the SGP is a 'change process'. There is recognition that the institutions and organizations concerned are not operating as they should to deliver the service results expected. It is further recognized that particular weaknesses in capacity are a significant part of the underperformance of an agency. The change process promoted by SGP is substantially led by the management of each organization involved. The Head of Agency must recognise that SGP is one element of the broader aid support aimed at performance improvements, and hence seek other support where appropriate.

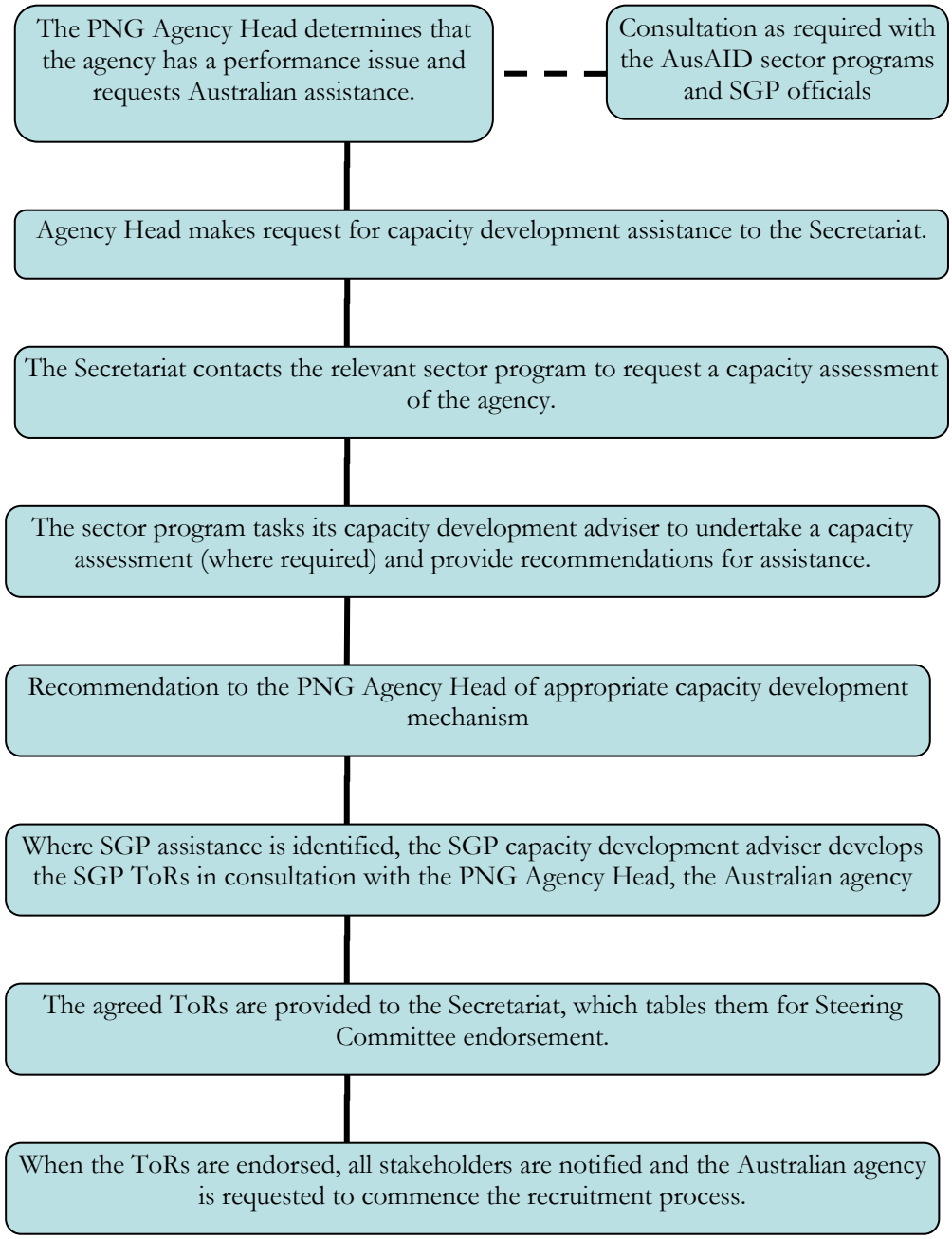
COMPLEMENTARITY WITH SECTOR PROGRAMS

Capacity development programs operate in the target SGP sectors and agencies. These include the Law & Justice Sector Program, the Transport Sector Support Program and the Economic and Public Sector Program. Constant liaison with the sector programs within which the client agency operates is also a key operating principle of the SGP.

SGP capacity diagnostic work will become the core responsibility of the AusAID sector programs to ensure the SGP's approach to capacity development is consistent with that of the sector program. A comprehensive diagnostic is sometimes not necessary. It is possible it has been done already by the ongoing sector program. The SGP capacity development adviser will work with the sector programs and the relevant agencies to develop specific ToRs and workplans for SGP placements. The SGP Secretariat will facilitate all of the above for each SGP placement.

More comprehensive capacity development support from the SGP Secretariat will be provided to officials in the Border Management Sector where no sector aid program exists. The capacity development support from the Secretariat will also provide overall coordination of SGP capacity development, at least until the capacity development focus of SGP becomes well established within an aid program-wide policy framework.

DIAGRAM 2: FLOW CHART OF IDENTIFICATION AND APPROVAL OF SGP POSITIONS



Attachment 1

Indicative Format for Joint Capacity Development WorkPlan for each SGP Official and His/Her Counterpart Unit[14]

Capacity Development Areas	**Baseline Data**	**Indicators and Targets**	**Progress during the Quarter**
1…..		1.1…. 1.2… 1.3…	
Capacity Factors contributing to capacity development areas (Describe in precise terms)	**Baseline Information**	**Capacity Development Action Plan**	**Progress during the Quarter**
1…..eg dysfunctional system 2. eg no existing policy 3. eg lack of skills		1.1… 1.2… 1.3… 2.1… 2.2… 2.3… 3.1… 3.2… 3.3…	

[14] The same format should be used as a M&E document

9.7. APPENDIX G: MONITORING AND EVALUATION FRAMEWORK

As with the capacity development strategy, the M&E framework for SGP is to integrate with the broader aid program and PNG systems to ensure a systematic and consistent approach. The framework is to identify the key monitoring and evaluation principles that should be incorporated and aligned with any specific AusAID sector program M&E strategy and PNG reporting systems.

In addition, the SGP is a *high cost program*. All the more reason therefore for disciplined monitoring and evaluation of the capacity development approach. We need to demonstrate value-for-money and the continuing comparative advantage of the SGP for addressing specialised capacity development needs in PNG.

The M&E framework translates the SGP objectives into monitorable performance indicators to enable evaluation of the capacity development assistance provided. The performance indicators provide a means for day to day performance management, periodic monitoring, ongoing risk assessment, while also contributing to the program evaluation. To ensure these outcomes the SGP will track changes (expected and unexpected), their causes, and the implications/risks for the program. The result of this M&E process is to derive the learning and to further develop the program and the PNG agency's SGP capacity development strategy.

KEY **COMPONENTS OF THE SGP M&E**

Sector programs such as Law and Justice or the Transport Sector program have M&E strategies developed for their specific sector environments. These include a list of performance indicators which report on outcomes to which all agencies within a sector contribute. The outputs of the SGP feed into the PNG agency outcomes, which in turn are part of the larger sectoral outcomes.

Since the SGP is focused on the agency and work unit output and outcomes each AusAID sector program and the SGP Secretariat will work together in ensuring that the development of these SGP specific performance monitoring indicators align and feed into the reporting of sector outcomes, while integrating with PNG reporting systems.

The starting point in developing the SGP performance monitoring indicators is to utilise the information in the capacity development strategy for the PNG agency and its work unit(s), specifically the ToRs and unit workplans. These documents will provide the basis for ensuring appropriate evaluation against the Organisation of Economic Cooperation and Development – Development Assistance Committee (OECD-DAC) criteria for evaluating development assistance, which has also been adopted by AusAID.

The SGP M&E framework comprises three key components for developing performance indicators, which should be incorporated in a PNG agency's SGP M&E strategy. These are as follows –

(i) Monitor how the work unit is progressing in meeting a specific output or service, with the inclusion of SGP assistance. This is to include the contributing constraining factors such as dysfunctional systems, low level of skills, inappropriate structures or coordination processes. These would have been identified in the capacity diagnostic and an approach to addressing these would have been incorporated in the capacity development strategy.

Addressing the capacity issues, including the contributing constraining factors is not just the responsibility of the SGP official. It is in fact *primarily the responsibility of the work unit* of which the SGP official is a partner. The performance indicators and the strategies to address the capacity issues must be owned by the whole work unit.

(ii) Monitor the role and impact of the SGP official in assisting with the agency's capacity development. The SGP Secretariat can facilitate, advice and record six-monthly discussions between the Head of an Agency and the SGP official(s) to ensure a range of voices are heard in the assessment and review of work undertaken, that there is collaborative and explicit discussions on capacity development approaches, and that unexpected change is captured.

Some typical performance indicators for this discussion that will demonstrate an SGP official's role and impact could include – (i) s/he is providing guidance and technical inputs as per the capacity development plan; (ii) s/he has supported and catalysed regular stocktake of progress by the functional unit on addressing relevant capacity development issues; and (iii) s/he has developed appropriate and helpful relationships with key members of the agency thereby facilitating the change process.

(iii) Monitor broader sector-related developments within which the agency operates and which inevitably will affect both agency performance and the envisaged role and contributions of the SGP official. These developments may substantially influence (positively or negatively) the SGP official's efforts and support for the targeted institutional change envisaged by his/her ToRs.

Baseline information on performance indicators is essential. It is therefore important when undertaking the diagnostic and establishing the ToRs, that baseline information on the areas requiring capacity development is established. Well documented baseline information will ensure disciplined future monitoring and assessments of improvements. Where accurate baseline information is not available or suspect, agreement should be reached between the SGP official and his/her counterpart(s) on an as accurate as possible description of the current work level outputs and outcomes that is intended to be addressed.

PROCESS AND RESPONSIBILITIES FOR IDENTIFYING PERFORMANCE INDICATORS

It is essential that the PNG agency takes leadership in the capacity diagnostic. It is the agency's leadership and staff that best know the capacity concerns limiting the achievement of the desired outputs and outcomes. The involvement of AusAID sector program is important since in most cases it will also have been helping the PNG agency address other performance issues within the agency.

The SGP Secretariat will work with the AusAID sector program and the PNG agency to develop the Terms of Reference (ToRs) of the SGP official. This largely becomes the basis of the M&E processes which will assist performance management in SGP. The ToRs should contain the performance indicators for the aspects that will be monitored:

- They ensure the SGP's official's expertise is pertinent to the need identified.
- They clarify expected contribution.
- They allow for ongoing monitoring of the placement

PROCESS AND RESPONSIBILITIES FOR MONITORING AND REPORTING

A variety of monitoring reports are required by the SGP. Every effort must be made to adhere to GoPNG reporting processes and systems. Reporting of progress needs to be integrated into the ongoing performance management processes of the client agency. And if these do not operate in the agency of the SGP assignment, then it should become one of the targets of the SGP official to at least facilitate his/her counterpart unit providing periodic performance reports as required by GoPNG. Refer Attachment 1 for a consolidated list of required SGP monitoring reports.

Reporting progress on the areas provided with SGP capacity development assistance in an agency is the responsibility of the function team of which the SGP official is a partner.

- A workplan will be developed (as part of the capacity development strategy) by the function unit (of which the SGP official is a partner) based on the capacity diagnostic.

- The workplan will describe a strategy for addressing the capacity concerns, and will also specify milestones of progress.

- Progress will be reported to the HoA by the work unit, with the help of the SGP official.

- Reporting will be on a *six-monthly basis*, facilitated by the SGP official.

- The work unit will use agency performance reporting processes where possible.

- The SGP official will provide a copy of this progress report to his/her home agency and to the Secretariat to keep them informed of progress and enable further development of the assistance strategy.

Reporting on the SGP official's contribution to capacity development is also important.

- It is not usually possible (or advisable) to attribute specific performance improvements to the work undertaken by the SGP official. Numerous variables influence progress, besides the SGP official's contributions. On the other hand, the SGP official must show that s/he has undertaken a carefully structured approach and plan to addressing the capacity issues, and that the plan has been carried out efficiently and effectively.

- SGP official will provide the PNG agency executives with input to the work undertaken in the work unit and his/her specific work, as per any reporting structures in the agency.

- The SGP Secretariat will also facilitate and record six-monthly discussions between the SGP official(s) and the PNG Head of Agency, on how the placement is going, the value of the SGP official's contributions and an overall assessment of the work being undertaken in the unit, and whether there needs to be any adjustments in the capacity development strategy. The record of this meeting will be provided to the PNG Agency, the SGP Team Leader and the GoA home agency.

- The SGP official's individual performance appraisals should be managed by the SGP Team Leader (as the representative of the Home agency) with input and agreement from the PNG agency supervisor, and with a focus on the SGP official's work plan. The SGP Team Leader is jointly responsible for individual and team performance in line with position ToRs, the SGP M&E Framework and code of conduct expectations. Where possible, s/he should ensure alignment of the individual's performance assessment with the individual's Home Agency performance agreement.

  The performance of the SGP Team Leader, (including the SGP team as a whole), will be assessed every six months via a meeting managed by the Home Agency with input from the PNG Agency Head, the Team leader, and the Secretariat. If required, the Home Agency can delegate management of this assessment to the Secretariat. If the Team Leader works across several agencies, all relevant PNG Agency Heads should be involved.

- In addition to this reporting, the GoA home agency may require a separate performance report specific to the home agency's requirements. This may be necessary since the SGP official remains an employee of the home agency even while on assignment.

- The GoA home agency is expected to visit PNG once a year (if feasible) for discussions with the PNG Head of Agency and Secretariat on progress of the SGP placement and on general agency-to-agency relations.

LINKS TO SECTOR PROGRAM MONITORING

The PNG agency typically reports on its agency-wide contributions to the sector on an annual basis. The report on progress towards achieving outcomes and outputs with the assistance of SGP should be part of the agency's overall annual progress report to the sector, AusAID sector program or the SCM, as it evolves.

The SGP official is encouraged to maintain continuous contact with the SCM and the AusAID sector program to liaise with it on linking up his/her capacity assistance and ensuring ongoing coherence with aid program.

MONITORING GENDER AND HIV ISSUES

Performance indicators for gender and HIV issues must be derived from the ToRs and workplan of the SGP placement, which will address these issues. The SGP placement will have incorporated approaches to these issues in their ToR and workplan, which will be developed in consultation with specialist advisers from the AusAID sector program and the work unit. It is possible that there are occasions on which gender or HIV issues are not directly pertinent to the assignment.

MONITORING OF THE OVERALL PROGRAM

Like any other AusAID managed aid program, the SGP must be *accountable for its relevance, effectiveness, efficiency, impact), and sustainability*, consistent with the OECD – DAC criteria for evaluating development assistance.

- Relevance: to assess whether the activity contributes to higher level objectives of the aid program.

- Effectiveness: to assess whether the activity achieves clearly stated objectives.

- Efficiency: to assess whether the activity is managed to get value for money from our inputs of funds, staff and other resources, and to continually manage risks.

- Impact: to assess whether the activity produces positive or negative changes (directly or indirectly, intended or unintended). The degree to which the various aspects of impact can be assessed will vary according to the nature and duration of the activity.

- Sustainability: to assess whether the activity appropriately addresses sustainability so that the benefits of the activity will continue after funding has ceased, with due account of partner government systems, stakeholder ownership and the phase-out strategy.

The Secretariat is required to report on the overall SGP program. This overall report must address the above criteria and on a further three AusAID criterion which highlight areas of aid activity management that generally need strengthening:

- Monitoring & Evaluation: to assess whether the monitoring and evaluation framework effectively measures progress towards meeting objectives.

- Gender Equality: to assess whether the activity advances gender equality and promotes women.

- Analysis & Learning: to assess whether the activity is based on sound technical analysis and continuous learning.

The Secretariat will source the information for this evaluation and reporting from all above stated reporting requirements. The overall report will include:

- The progress of each PNG agency against the capacity development strategy and work plan to address the identified capacity issues;

- The contributions of the SGP officials in assisting progress on these;

- The links being forged with the relevant AusAID sector programs and SCMs who are also working on capacity development within PNG agencies;

- Broader developments within the sector which are affecting agency performance as well as the relevance and effectiveness of the SGP intervention; and

- Learnings from progress to date and the implications for the ongoing program and/or future assistance.

The Secretariat will collate progress on all of the above into a cohesive, succinct overall program report. Theses reports will be undertaken six monthly and annually. The reporting should be provided:

- six monthly to the CACC, and the GoA home agencies with copies to the AusAID sector programs and SCMs.

- annually to the SOM, HLC, Ministerial Forum.

Attachment 1

Summary of Monitoring Reports

Monitoring Reports	Periodicity	Source	Recipients
1. Progress Report in meeting a specific output	Six Monthly	Functional Unit of which SGP official is a partner	- HoA - GoA Home Agency - Secretariat - SCMs (annually)
2. Report on the role and impact of the SGP official/s by PNG Agency	Six monthly	Secretariat	- HoA - GoA Home Agency - Secretariat
3. Bi-annual SG Program Report	Six Monthly	Secretariat	- CACC - GoA Home Agencies - SCMs - Sector Programs
4. Annual SG Program Report	Annually	Secretariat	- CACC, SoM, HLC - Ministerial Forum

9.8. APPENDIX H: MONITORING AND EVALUATION ADVISER TERMS OF REFERENCE

BACKGROUND

The M & E Appendix of the SGP Management Framework provides details of the objectives, system and processes of the M&E Framework. The SGP Secretariat will be largely responsible to ensure that that the M&E Framework is appropriately implemented. The M&E adviser will be a key resource to support the Secretariat.

KEY ELEMENTS OF THE M&E FRAMEWORK

1. The performance database, which includes baseline data and ongoing performance data from each client agency and on each SGP assignment. The database is located within the SGP Secretariat and managed by the Secretariat.

2. The six-monthly reports from each client agency of progress on capacity assistance and workunit progress. These are issued by the workunit within which the SGP official works. A copy of these reports will be provided by the SGP official to the Secretariat.

3. The six-monthly reports of each SGP official's role and impact in assisting with the agency's capacity development. These are to be facilitated and recorded by the SGP Secretariat.

4. Six-month and annual report on SGP progress done by the SGP Secretariat on the program's ongoing effectiveness, efficiency and sustainability.

KEY OUTPUTS OF THE M&E ADVISER

1. Guide the SGP Secretariat on the development of the performance database, which is necessary to monitor ongoing performance of the SGP and each SGP official effectively. The baseline database is the first urgent priority of the M&E system. Unless the baseline data is established for each PNG agency and each SGP assignment, no effective monitoring and evaluation will be possible.

2. Guide the SGP Secretariat on how the content of reports should be inputted into the performance database and how this database should be maintained. The day-to-day inputting of data and data maintenance will be undertaken by the Secretariat with the help of its long-term support staff.

3. Twice a year, visit PNG to discuss progress with selected agencies and SGP officials and verify what has been documented through the reports.

    - These visits should be February/March and August/September each year.

    - Approximately five to seven agencies will be consulted each visit.

4. During and following the twice-yearly in-country visit, assist the SGP Secretariat to prepare the overall SGP reports:

    - A six-monthly report will be provided to CACC and the Australian home agencies in August each year.

- The annual report will be submitted to all key stakeholders, including senior officials meetings and high level aid consultations. The annual report will be prepared and submitted in February each year.

5. Through the visits and reports described above, guide the SGP Secretariat with regard to:

    - Key lessons emerging from program implementation;
    - How these lessons can be best disseminated to key stakeholders; and
    - How these lessons can be used to adjust the program design and implementation processes.

INPUT REQUIREMENTS

The M&E Adviser will be contracted on the basis of the following inputs:

- a visit to PNG in the first half of the year for discussions with PNG agencies and SGP officials and to prepare the annual report;
- A three-week visit to PNG in August for discussions with PNG agencies and SGP officials and to prepare the six-month report; and
- Other periodic inputs as required by the SGP Secretariat (e.g. visits to Canberra to disseminate ongoing learning from SGP implementation, special report preparation in response to PNG or Australian Government requests etc).

All of the above inputs should be considered flexible to allow for reduction or expansion depending on the extent of monitoring and analysis required and the numbers of client agencies and SGP officials involved.

REPORTING AND LIAISON REQUIREMENTS

- The M&E adviser will report to the SGP Secretariat.
- They will be available for discussions with Australian home agencies (on request) if there is a need for more detail discussions on ongoing progress with their counterpart agencies.

9.9. APPENDIX I: CAPACITY DEVELOPMENT ADVISER TERMS OF REFERENCE

PURPOSE

These terms of reference are for a Long-Term Capacity Development Adviser (the Adviser) to deliver services required to support the Strongim Gavman Program (SGP) under the PATTAF Service Order.

BACKGROUND

As agreed at the April 2008 Ministerial Forum in Madang, the SGP will have a greater focus on skills transfer, assigning of counterparts to Australian Government officials who will mentor them, and clear linkages to twinning and short-term staff exchanges. The SGP will also have a capacity development focus that implements the recommendations of the SGP Capacity Development Strategy.

During the SGP transition phase, capacity assessment and position rescoping methodology is being applied to existing (ECP) positions. In 2009, some new positions may need to be scoped, including in agencies not currently part of the SGP (and thus without participation in the SGP agency capacity assessments).

ROLE OF THE CAPACITY DEVELOPMENT ADVISER

The Adviser will commence in January 2009 and be recruited until 30 September 2009. There may be opportunities for a longer-term appointment. The Adviser will:

a. *Rescope SGP positions as required:*
Work closely with sector program capacity development advisers to scope SGP placements (as required) using the SGP/sector program capacity assessment models. The Adviser will work independently to undertake this work for agencies in the Border Management using the SGP Capacity Development Strategy and other guidance from AusAID Post. This work will ensure that the ToRs for SGP official meet the capacity development needs of SGP agencies.

b. *Develop capacity development work plans for SGP work units:*
Work closely with sector program capacity development advisers in the Economic and Public Sector Governance Program, Transport Sector Support Program, and Law and Justice Sector Program to ensure SGP and PNG officials have a capacity development work plan in place that will implement the ToRs for the Australian Government official. The Adviser will work independently to undertake this work for agencies in the Border Management sector.

c. *Assist with the implementation of the SGP Capacity Development Strategy*
The Adviser will need to provide ongoing assistance as required to the Australian Government and PNG officials involved in the program, in the implementation of the SGP Capacity Development Strategy.

d. *Provide support to monitoring and evaluation*
The Adviser will need to assist with reporting required under the SGP M&E framework and work collaboratively with the M&E adviser in developing assistance and reporting strategies.

SPECIFIC TERMS OF REFERENCE

In consultation with key stakeholders and sector program capacity development advisers the Adviser will:

1) Rescope SGP positions as required;

2) Ensure ToRs conform to the agreed SGP format;

3) Ensure all SGP work units have a capacity development work plan aligned to position ToRs;

4) Ensure incorporation of the SGP Capacity Development Strategy in the SGP capacity assistance for a PNG agency. This will include a response to the finding of the capacity diagnostic and will require:

   - a focus on skills transfer coaching and mentoring between individual SGP officials and PNG counterparts;
   - facilitating role clarity and role expectations developed jointly between SGP Australian Government and PNG Government officials;
   - clearly articulating linkages to twinning and short-term staff exchanges, and broader aid program activities;
   - advising and supporting delivery of an induction program where required; and
   - identifying other relevant training and development programs in accordance with the SGP Capacity Development Strategy, sector program strategies and in close consultation with PSWDP;

5) Deliver ongoing capacity development advice to Australian Government and PNG Government officials to ensure the capacity development strategy is appropriate and effective. This will include:

   - developing coaching and mentoring skills for SGP officials;
   - introducing new concepts and innovative approaches to capacity development; and
   - developing practical capacity development process tools and instruments;

6) Provide support to SGP officials for monitoring and evaluation, in accordance with the SGP Monitoring and Evaluation Framework;

7) Support the AusAID policy coordination adviser in preparing reports to the SGP Steering Committee as required; and

8) Support the AusAID PNG program capacity development adviser to increase knowledge and coherence of capacity development across the PNG program.

DURATION

The Adviser will be contracted in January until the expiry of the PATTAF Service Order in September 2009. There will be a review of the position in September to determine its long-term viability in coordination with sector programs and devolvement.

REPORTING AND CONSULTATION

The Adviser will be responsible to the Facility Director, PATTAF for the contractual outcomes of the consultancy. The Adviser will report primarily to the AusAID Policy Coordination Adviser within the PNG Central Agencies Coordinating Committee Secretariat. The adviser will need to work

collaboratively with sector program capacity development advisers, and as required with AusAID sector program managers.

ADVISER QUALIFICATIONS AND EXPERIENCE

This is a senior Adviser position requiring whole of government information coordination; strategic and policy advice; and capacity development of executive management skills. The Adviser will be expected to meet the following qualifications and experience criteria to a high degree

- Demonstrated high level consultation skills;
- Broad understanding of public sector reform and workforce development issues in Papua New Guinea;
- Demonstrated knowledge of the PNG Government Public Sector and key stakeholder organisations;
- Demonstrated knowledge of organisational development and capacity development in public sector organisations in Papua New Guinea;
- Demonstrated capacity to undertake assessments, appraisals and reviews and report concisely;
- Proven capacity to develop sound working relationships working within a limited timeframe, maximising cooperation and skills transfer;
- Demonstrated capacity to undertake high level monitoring and evaluation;
- Proven capacity in using highly participatory approaches to ensure ownership of results;
- Overall high-level reporting and communication skills
- Ability to meet deadlines and deliver results within the time-frame available.

9.10. APPENDIX J: INDUCTION AND DEBRIEFING

The Strongim Gavman Program (SGP) Induction Guidelines form part of the SGP Capacity Development Strategy encapsulated in the SGP Management Framework. Appropriate induction of SGP officials is fundamental to maximising the capacity development impact of the program and will ensure that SGP officials can adapt smoothly to, and perform effectively in, their assignments. SGP officials may not have prior overseas experience and will need to be introduced to the nuances of PNG culture as well as to the context of their PNG agency and larger public sector environment within which they will operate. These Induction Guidelines summarise the induction program that all SGP officials are normally expected to undergo before their departure from Australia and on arrival in PNG.

The Guidelines have been developed to assist:

- officials selected for placements through the SGP;
- the Australian Government Partner Agencies from which SGP officials are selected; and
- the PNG Government Agencies in which SGP officials are placed.

The Guidelines have been prepared following a review of SGP induction procedures and with consideration to the recommendations in the jointly developed SGP Capacity Building Strategic Framework. Induction procedures will be strengthened in a number of ways including:

- Increased involvement of PNG Government officials in delivery of the induction program.
- Provision of relevant information to Australian officials earlier and in more flexible ways to maximise the pool of appropriate applicants for SGP positions.
- Strengthened emphasis in the induction program for approaches to capacity development in a cross-cultural context.
- Linkage of the induction program to subsequent professional development and networking opportunities for both SGP officials and their PNG Government counterparts in relation to capacity development.

The overall aim of the induction program is to ensure that SGP officials are fully prepared for their assignments and are assisted to adapt to living and working in PNG in the shortest possible time. To this end the induction program incorporates briefing, training and other learning opportunities in relation to:

- The PNG development context, current development strategies and programs.
- How the objectives of SGP fit within this context.
- The structure and operations of the PNG Government agency to which the SGP official is assigned.
- The SGP official's task and her/his responsibilities and accountabilities.
- Cross-cultural and capacity development issues associated with the SGP official's role.
- Knowledge and skills needed to ensure that the Commonwealth of Australia fulfils its duty of care responsibilities towards its employees and (where relevant) their partners.

The Guidelines define the core induction program but will be applied flexibly to address the circumstances of individual officials. For example, the requirement for an in-country briefing mission prior to commencement of an SGP placement will not necessarily apply in the case of officials with previous work experience in PNG. The standard core induction program will comprise self-paced study of electronic briefing material; 5 working days for the in-country briefing and handover mission (including travel time); 6 days pre-departure training; 5 days in-country induction and handover on arrival plus a one day of cultural awareness and capacity development in the second week after arrival.

The core induction program may be supplemented by additional forms of induction provided by PNG and Australian Government agencies.

Part 1 of the guidelines summarises the key responsibilities of officials and agencies participating in the SGP induction program.

Part 2 provides an overview of the induction program and details of its individual components.

Part 3 outlines the monitoring and evaluation arrangements for the induction program.

Part 1: Responsibilities

The principal stakeholders in the SGP induction program are:

- the PNG Government Agencies in which SGP officials are placed;
- the officials appointed to positions through the SGP;
- the Australian Government Agencies from which these officials are appointed;
- AusAID (Canberra) and the Post in PNG;
- AusAID's SGP Implementing Service Provider (ISP) for delivery of components of the induction program and ongoing in-country support services; and
- the SGP Secretariat in Port Moresby, which is responsible for ensuring appropriate induction and capacity development support to SGP officials.

The key responsibilities of stakeholders in the induction program are as follows.

Stakeholder	Key responsibilities
PNG Government Agencies	▪ Provision of agency briefing for SGP officials. ▪ Engagement of PNG Government officials in initial induction training (see Part 2, Component 8).
The SGP official	▪ Completion of all pre-departure and in-country components of the induction program. ▪ Commitment to ongoing professional development following induction in relation to capacity development skills and knowledge.
Australian Government Agencies	▪ Provision of some electronic briefing materials (see Part 2 Component 1) ▪ Release of officials from duties in Australia for their full participation in pre-departure components of induction. ▪ Delivery of a pre-departure briefing to the SGP official (see Part 2 Component 3).
AusAID	▪ In consultation with Australian Government Agencies, the design, planning and management of the induction program. ▪ Oversight of the induction program content and delivery in Australia.
SGP Implementing Service Provider (ISP)	▪ Delivery of components of the induction program, either directly or through sub-contractors. ▪ Provision of ongoing in-country support services to SGP officials.

SGP Secretariat	▪ Oversight of in-country induction content and delivery for SGP officials ▪ Coordinate with individual PNG Government Agencies and officials in components of the induction program.

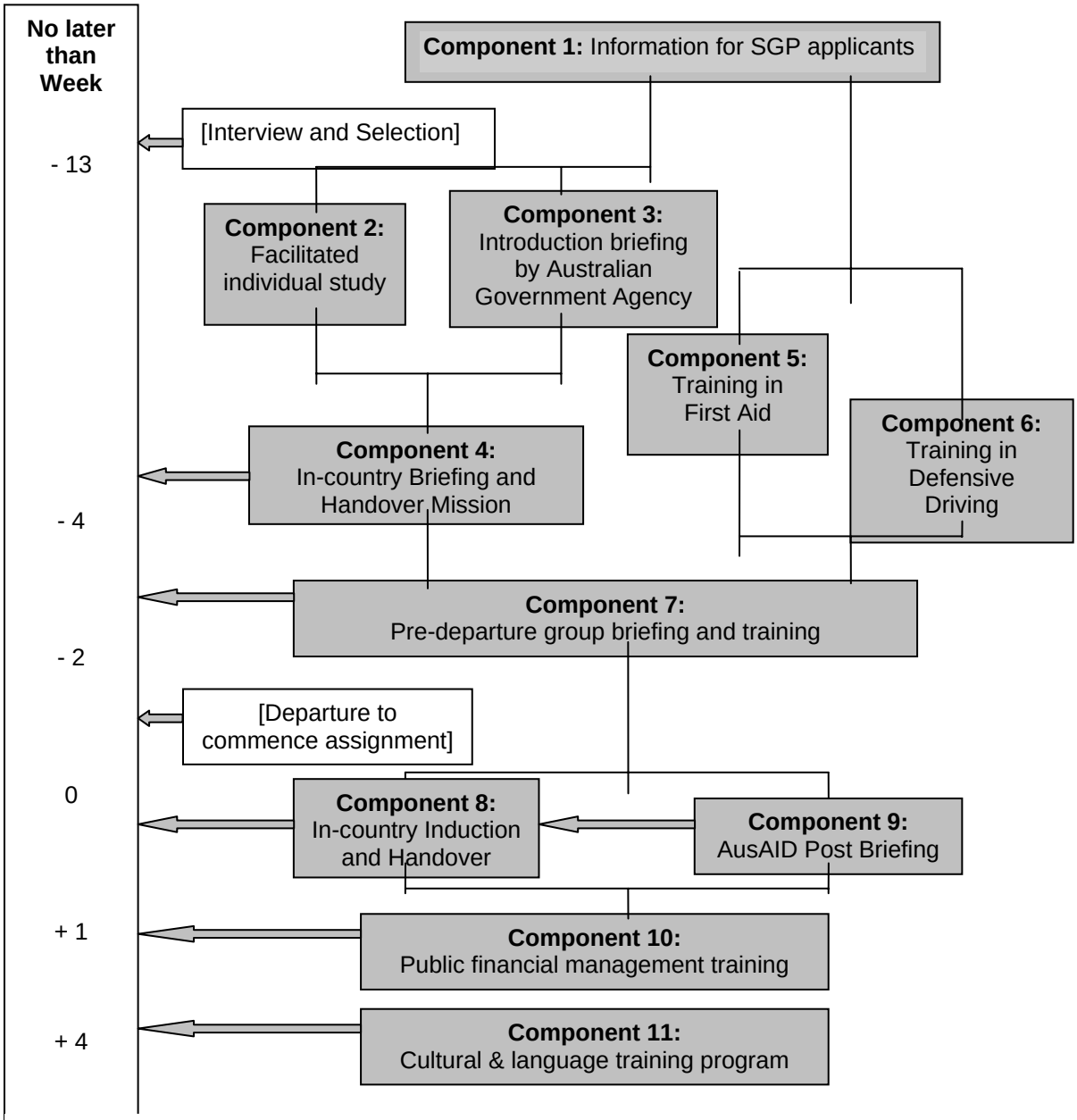
Proactive engagement in the induction program by all stakeholders, including the forward planning of its delivery to SGP officials prior to commencement of their assignments, will ensure that SGP officials can adapt smoothly to, and perform effectively in, their SGP assignments in the shortest possible time.

Management responsibilities for the delivery of individual components of the induction program and its timing are specified in Part 2 of these guidelines.

Part 2: Induction program structure and content

Overview

The SGP induction program consists of ten components delivered at various stages prior to the SGP official's departure from Australia and on arrival in PNG.



Notes:

1. The time frame outlined for pre-departure components of the induction program is a minimum recommendation. Longer lead times are recommended to ensure the best transition for the official.
2. Formal handover between incoming and outgoing officials should occur during the one-week in-country briefing mission (Component 4) and in-country induction (Component 8). Agencies may request that Component 4 be extended for the handover that is to take place in Component 8 (including travel), if the outgoing SGP official will have returned to Australia prior to Component 8.

Component		Duration/Timing
1.	Information for SGP applicants distributed by electronic means	Prior to application for SGP position
2.	Facilitated individual study of initial learning material distributed by electronic means	Distributed within one week of SGP official's selection, for self-paced study prior to the In-country Briefing and Handover Mission (Component 3)
3.	Introduction briefing by Australian Government Agency on PNG, the Partner Agency and Sector.	Briefing completed prior to in-country briefing mission (Component 4)
4.	In-country Briefing and Handover Mission	3 full days in PNG undertaken ideally no less than 4 weeks prior to commencement of assignment in-country
5.	Training in First Aid	2 days any time prior to departure from Australia (subject to two week's notice of official's availability)
6.	Training in Defensive Driving	1 day any time prior to departure from Australia (subject to one month's notice of official's availability)
7.	Pre-departure group briefing and training	3 full days in Canberra no less than 2 weeks prior to departure from Australia
8.	In-country Induction and Handover	5 days immediately on arrival in PNG
9.	AusAID Post briefing	Half a day, normally as part of Component 8.
10.	Public financial management training	Half a day, normally within 4 weeks of arrival
11.	Cultural and Language Training Program	32 hours delivered over an 8 week period and completed within 3 months of arrival in-country

Induction Component 1: Information for Potential SGP applicants	
Purpose	To provide potential applicants for SGP placements with an adequate understanding of SGP objectives, the nature of the assignment they may apply for, the terms and conditions for placements and an initial understanding of living and working conditions in PNG.
Timing and Duration	Delivery to the Australian Partner Agency after approval of the SGP position by the Steering Committee.
Content	(a) The jointly agreed terms of reference for the position. (b) The selection criteria. (c) A description of the selection process and its timing. (d) A summary of the SGP's objectives and Management Framework. (e) A description of the induction program. (f) The terms and conditions of engagement through SGP. (g) Initial information on living and working in PNG including short video clips and interviews with PNG Government officials and returned SGP officials.
Delivery	Items (a) to (c) of the content will be delivered to potential applicants electronically by the relevant Australian Government Agency Coordinator. Items (d) to (g) of the content will be delivered by AusAID to potential applicants by electronic means via the relevant Australian Government Agency Coordinator.
Learning Outcomes	Applicants for an SGP placement should be able to submit their application and undergo the selection process demonstrating an adequate understanding of SGP objectives, the assignment they are applying for, an initial awareness of living and working conditions in PNG, and an understanding of their remuneration package.
Management Responsibilities	***Australian Government Agency SGP Coordinator:*** distribution of content items (a) to (g) to potential applicants. ***AusAID (Learning and Development Section):*** preparation of content items (d) to (g) and their distribution electronically to Australian Government Agency Coordinators.

Induction Component 2: Facilitated pre-departure individual study	
Purpose	To provide SGP officials and their families with relevant opportunities to acquire background information on the context of their assignments via self-paced study, consistent with their continuing pre-departure commitments.
Timing and Duration	Consolidated compilation of background information provided to SGP officials within one week of their selection, accessed by appointees at times of their choosing in the period prior to the In-country Briefing and Handover Mission (Component 4).
Content	A compilation of background documentation and other aids covering the following topics: ▪ PNG history, politics, economy and society including its governance structure. ▪ PNG Government organisation structure; national planning, budget and staffing systems, if available from the PNG Government agency ▪ Codes of Conduct (APS; PNG; SGP). ▪ Overview of PNG-Australia development strategies and programs. ▪ Overview of the SGP: objectives and management structure. ▪ Cross cultural issues. ▪ Over-aching AusAID policies (including but not limited to gender, HIV/AIDS and anti-corruption policies). ▪ Capacity development issues. ▪ Mentoring & coaching techniques. ▪ Living and working in PNG: overview document. ▪ Video footage of Port Moresby and 'village PNG'. ▪ The induction program syllabus. ▪ Self-paced language training facility (CD/book). ▪ Reference websites for further study if/as desired.
Delivery	Distributed by AusAID to SGP appointees electronically via Australian Government Agency Coordinators.
Learning Outcomes	By the time of their In-country Briefing and Handover Mission (Component 4) SGP officials should: ▪ be familiar with basic facts relating to PNG, its governance structure and the PNG-Australia Development Cooperation Strategy and programs; ▪ have acquired an initial understanding of capacity development issues in a cross-cultural environment and capacity development techniques.
Management Responsibilities	***SGP Secretariat:*** coordination of PNG Government provision of information/clearance of documentation relating to the PNG Government governance structure and its transmission to AusAID. ***AusAID (Learning and Development Section) and SGP ISP:*** in cooperation with Australian Government Agencies and the SGP Secretariat, compilation of content; electronic distribution of content to Australian Government Agency Coordinators. ***Australian Government Agency Coordinators:*** content distribution to SGP appointees.

Induction Component 3: Introduction Pre-departure briefing by Australian Government Agency	
Purpose	To ensure that SGP officials arrive in PNG with basic knowledge of the country, PNG agency, the capacity development opportunities in the PNG Government sector and their partner agency, and an understanding of their conditions of service and logistical arrangements. In-depth information to be provided in-country by the PNG agency.
Timing and Duration	Briefing completed prior to the In-country Briefing and Handover Mission (Component 4).
Content	Australian Government Partner Agency briefing of SGP official in relation to the PNG Government sector and agency in which they will be placed with core briefing to include: ▪ Functions, organisation structure and budget of the PNG Government agency in which the SGP official will be placed. ▪ Capacity development needs and/or corporate plans of the PNG Government agency. ▪ Names/contact details of other SGP officials of the Australian Government Partner Agency or in the sector, currently placed in PNG. Documentation relating to the above topics will be provided by and/or cleared by the PNG Government. Australian Government Partner Agencies are also expected to provide a briefing on conditions of service and logistics (to be assisted by AusAID Change Management and Overseas Conditions Section as necessary)
Delivery	▪ Face-to-face briefing of the SGP official within her/his Australian Government Partner Agency. ▪ Provision (preferably in electronic form) of key documents specific to the PNG Government sector/agency in which they will be placed, once cleared by the SGP Secretariat and PNG Government.
Learning Outcomes	The SGP official should be able to commence their assignment in-country with a minimum of demands upon the relevant PNG Government Agency and its officials for basic knowledge/information about that PNG Government Agency.
Management Responsibilities	***SGP Secretariat:*** coordination of provision/clearance by the relevant PNG Government agency of documentation relating to the above content and its transmission to the relevant Australian Government Partner Agency and AusAID. ***Australian Government Partner Agencies:*** delivery of the above content to the SGP official.
Note	Australian Government Partner Agencies are encouraged to liaise with their PNG Government Agency counterparts, the SGP Secretariat and/or AusAID Learning and Development Section to address information gaps.

Induction Component 4: In-country Briefing and Handover Mission		
Purpose	To familiarise the successful SGP official with living and working conditions in PNG, introduce the official to her/his PNG Government colleagues, and undertake a handover briefing from an outgoing SGP official (see Timing and Duration).	
Timing and Duration	5 days (3 full days in PNG), preferably no less than 4 weeks prior to commencement of assignment in-country. Where the outgoing SGP official will be returning to Australia before the incoming officials arrival for Component 8, Component 4 may be extended for the handover that is to take place in Component 8,	
Content	***Day 1***	▪ Travel to Port Moresby and met by SGP ISP. ▪ Review of mission itinerary and appointments. ▪ Initial briefing on security and cultural awareness issues (protocols for meetings with PNG Government officials). ▪ Meeting with Team Leader and SGP Secretariat on SGP management arrangements.
	Day 2	***Morning:*** Formal introduction to relevant PNG Government agency Head followed by briefing by SGP Team Leader and PNG Government colleagues. Briefing should include: ▪ Functions, organisation structure, budget, procedures and staffing of the PNG Government agency in which the SGP official will be placed. ▪ Principal legislation administered by the PNG Government agency. ▪ Performance improvement opportunities, capacity development needs and/or corporate plans of the PNG Government agency. ***Afternoon:*** Initial briefing by SGP Team Leader, current SGP official in position (if any), and/or Capacity Development Adviser and prospective PNG Government colleagues followed later by informal social event.
	Day 3	Port Moresby orientation: escorted drives to visit accommodation, schools, shops etc and associated briefing by SGP ISP.
	Day 4	***Morning***: Meetings with other current SGP officials and advisors in the relevant sector; preparation of brief mission completion report for relevant Australian Government Partner Agency, copied to AusAID. ***Afternoon:*** Handover activities.
	Day 5	***Morning***: Handover continued. ***Afternoon:*** Return to Australia.

Delivery	Face-to-face meetings and briefings; escorted orientation drives.
Learning Outcomes	On completion of the in-country mission the SGP official should have: ▪ obtained an on-the-spot appreciation of Port Moresby facilities and conditions; ▪ been briefed in-country on the PNG Government agency she/he will join and the needs analysis underlying her/his prospective assignment; ▪ undertaken a mutually satisfactory formal introduction to the Head of relevant PNG Government agency and her/his prospective PNG Government colleagues.
Management Responsibilities	***Australian Government Partner Agency:*** release of SGP appointee from duty in Australia and forward planning of mission itinerary including coordination with Team Leader, Secretariat and AusAID (Whole of Government Operations Section). ***AusAID (Whole of Government Operations Section):*** Approval of mission itinerary, liaison with SGP ISP and SGP Secretariat and advice to AusAID Post. ***SGP Secretariat in liaison with SGP ISP:*** scheduling of appointments with relevant PNG Government Agency, SGP Team Leader (if any), outgoing SGP official (if any) and SGP Capacity Development Adviser.
Special Needs	The duration and itinerary for Component 4 will be adjusted to meet the special needs of SGP officials considering assignments located outside Port Moresby. The incumbent should develop detailed handover notes to complement the handover briefing,

Induction Component 5: Training in First Aid		
Purpose	To provide SGP officials (and their partners where relevant) with skills in essential First Aid Management for use in situations where emergency services may not be available rapidly.	
Timing and Duration	17 hours instruction and assessment over 2 days. Subject to 2 weeks advance notice provided by the SGP official to AusAID Learning and Development Section, this component may be undertaken at any time prior to the official's departure from Australia.	
Content	***Days 1 and 2***	Theoretical and practical skills in essential First Aid management including: ▪ CPR; ▪ head, neck and spinal injuries; ▪ shock, bleeding and burns; ▪ fractures and dislocations; ▪ chest and abdominal injuries; ▪ poisoning, stings and bites; ▪ medical emergencies; and ▪ practical first aid skills.
Delivery	Instruction and practice sessions delivered by St John Ambulance.	
Learning Outcomes	On completion of this Component SGP officials should have received a St John Ambulance Statement of Attainment certification in 'Apply First Aid' valid for three years.	
Management Responsibilities	***Australian Government Partner Agency:*** release of SGP appointee from duty in Australia. ***SGP ISP:*** booking of SGP official's participation in St John Ambulance course with 3 weeks prior notice of official's availability.	

Induction Component 6: Training in Defensive Driving	
Purpose	To provide SGP officials (and their partners where relevant) with skills in avoiding hazardous driving situations and dealing with driving hazards.
Timing and Duration	One full day. Subject to 30 days advance notice provided by the SGP official to AusAID Learning and Development Section this Component may be undertaken at any time prior to the official's departure from Australia.
Content	▪ Seating position. ▪ Stopping distances. ▪ Following distances. ▪ Emergency braking. ▪ Lane change. ▪ Circuit/open road.
Delivery	Group classroom discussion and practice sessions delivered by a qualified driving instructor. SGP officials are encouraged to seek instruction relating to driving hazards potentially encountered in PNG.
Learning Outcomes	On completion of this Component SGP officials should be confident of their driving skills in the conditions they may encounter in PNG.
Management Responsibilities	***Australian Government Partner Agency:*** release of SGP appointee from duty in Australia. ***SGP ISP:*** booking of SGP official's participation in Defensive Driving course subject to 30 days prior notice.
Special Needs	The content of this Component will be modified to cater for the special needs of individual SGP officials, notably: ▪ the needs of SGP officials with physical disabilities; ▪ the needs of SGP officials posted to assignments in rugged terrain.
Note	A brief refresher of the above content will be provided to the SGP official as part of in-country induction (Component 8) to ensure that officials can relate their learning to the driving environment in Port Moresby.

<table>
<tr><th colspan="3">Induction Component 7: Pre-departure group briefing & training</th></tr>
<tr><td>Purpose</td><td colspan="2">To:
▪ brief the departing group of SGP officials on the development context for their assignments, their roles and responsibilities as SGP officials and the conditions they can expect to experience in living and working in PNG;
▪ provide, in a workshop setting, an introduction to generic concepts and approaches for capacity development in a cross-cultural context.
▪ provide opportunities for questions on and group discussion of these topics.</td></tr>
<tr><td>Timing and Duration</td><td colspan="2">Three full days, no less than two weeks prior to departure from Australia for commencement of assignment.</td></tr>
<tr><td rowspan="3">Content</td><td>Day 1</td><td>Morning: The PNG development context & SGP
▪ Welcome by AusAID and strategy overview
▪ Current PNG programs and coordination mechanisms including linkages between programs in relevant sectors
▪ The SGP: objectives, management structure, current status
▪ Development context and the SGP: a PNG perspective
Afternoon: Understanding the task
▪ SGP Capacity Development Strategy and M & E Framework
▪ Ex-SGP officials' perspectives
▪ SGP officials' roles and responsibilities including the PNG Government financial management and procurement framework</td></tr>
<tr><td>Day 2</td><td>Morning: Living & working in PNG (with family, if any)
▪ Adapting to life overseas and managing expectations
▪ Medical information
▪ Security
Afternoon: Conditions of service
▪ Legal issues and codes of conduct
▪ Pay and non-salary entitlements
▪ In-country induction and ongoing support</td></tr>
<tr><td>Day 3</td><td>Workshop: capacity development in a cross-cultural context
Morning:
▪ Models for understanding and working with cultural differences
▪ Intercultural communication
▪ Cultural adjustment
Afternoon:
▪ Key concepts in sustainable development and capacity development
▪ Your role in promoting capacity development
▪ Working effectively with counterparts</td></tr>
<tr><td>Delivery</td><td colspan="2">Days 1 and 2: Briefing sessions presented by AusAID officers, Department of Foreign Affairs and Trade, a PNG National, the SGP ISP and a medical adviser; panel presentation and (subject to availability) discussion with 2-3 returned SGP officials.

Day 3: Workshop facilitated by a specialist in intercultural effectiveness and capacity development.</td></tr>
</table>

Induction Component 7: Pre-departure group briefing & training (continued)	
Learning Outcomes	Participants should: ▪ be able to demonstrate an initial awareness of the PNG Government/Australian Government development strategy, programs and management arrangements; ▪ have a good understanding of their roles and responsibilities as SGP officials; ▪ have refined their expectations of living and working overseas; ▪ have a full understanding of their personal entitlements; ▪ have identified strategies for working effectively with cultural differences; and ▪ be able to demonstrate a basic understanding of key concepts and issues in capacity development.
Management Responsibilities	***Australian Government Partner Agencies:*** release of SGP appointee from duty in Australia. ***AusAID (Learning and Development Section) supported by SGP ISP and sub-contractors:*** scheduling, logistics and coordination of delivery.
Notes	The Workshop on Day 3 will provide SGP officials with an introduction to generic concepts and approaches for capacity development in a cross-cultural context. A follow-on workshop with a focus on capacity development in PNG and with the participation of PNG Government officials forms part of Induction Component 8. AusAID is currently developing its Pre-departure Security Briefing Framework. When finalised, this will be fed into the SGP Induction Program.

<table>
<tr><th colspan="3">Induction Component 8: In-country Induction and Handover (Week 1)</th></tr>
<tr><td>Purpose</td><td colspan="2">To:
Meet incoming SGP officials and their families where relevant, establish them in their accommodation, equip them with personal transportation and attend to their other requirements for 'settling in'.
Provide briefing on living and working conditions including the ongoing support services provided by the SGP ISP.
Introduce SGP officials and their PNG Government colleagues to capacity development issues in the PNG context.
Continue handover between outgoing and incoming SGP officials.</td></tr>
<tr><td>Timing and Duration</td><td colspan="2">Five days in Week 1 of placement in-country. Under normal circumstances, a formal handover will be continued in this week. In cases where the outgoing SGP official has returned to Australia, the handover should occur entirely during Component 4 instead.

When a handover occurs during Component 8, Day 4 should consist of handover activities and the cultural awareness and capacity development workshop will occur the following week. When there is no handover occurring during Component 8, this workshop will occur on Day 4.</td></tr>
<tr><td rowspan="4">Content</td><td>Day 1</td><td>Arrival: SGP official met at airport, given initial security briefing and escorted to accommodation.</td></tr>
<tr><td>Day 2</td><td>Morning: Briefing by SGP ISP
Introduction to ISP staff.
Security issues, services and equipment.
Living and working in PNG.
Uplift of personal belongings and accommodation arrangements.
Ongoing support services.
Afternoon: Orientation drive around Port Moresby
With specific focus on routes to and from work and accommodation.</td></tr>
<tr><td>Day 3</td><td>Morning:
Opening of bank account(s) and issue of PNG driver's licence.
Afternoon:
Briefing on formal and informal PNG systems and institutions and introduction to PNG financial management systems and regulations.
Renewed social interaction with SGP/PNG Government colleagues facilitated by SGP ISP and SGP Team Leader.</td></tr>
<tr><td>Day 4</td><td>Cultural awareness and capacity development workshop OR continuation of formal handover
(with PNG Government Agency colleagues-see Footnote)
Morning:
Welcome and workshop objectives.
Participants introduce themselves and their personal histories.
Cultural differences - a PNG perspective.
Cultural differences - an Australian perspective.
A PNG perspective on working effectively in the PNG public service.
Afternoon:
SGP/PNG Government officials' roles in capacity development.</td></tr>
</table>

		▪ Practical approaches to and tools for capacity development, including PNG capacity development case studies. ▪ In-country professional development opportunities and ongoing support in relation to capacity development.

	Day 5	***Morning:*** AusAID Post briefing at Australian High Commission (see Footnote and Component 9) ***Afternoon:*** ▪ Issue of vehicle ▪ Move into permanent accommodation ▪ Escorted household shopping
Delivery	Days 1 to 3 and afternoon of Day 5: Briefing sessions with SGP ISP; escorted driving and provision of ISP's Information Manual. Day 4: One-day workshop co-facilitated by PNG and Australian Nationals, including SGP Capacity Development Adviser; workshop documentation distributed to participants in advance; social event at end of Day 4.	
Learning Outcomes	SGP officials and their families should: ▪ Be fully briefed on living and working conditions in Port Moresby and aware of the ongoing support services available to them. ▪ Be capable and confident of using their personal transportation for work-related and other purposes. ▪ Have established with their PNG Government colleagues a shared initial understanding of requirements for working effectively with cross-cultural differences and their roles in contributing to sustainable development through capacity development. ▪ Be aware of the ongoing professional development opportunities and support they will receive in relation to capacity development in PNG.	
Management Responsibilities	***AusAID (Whole of Government Operations Section):*** Notification of SGP ISP of SGP official's arrival date. ***SGP ISP:*** Delivery of Component 8 Days 1 to 3 and afternoon Day 5; sub-contracting and coordination of Day 4. ***SGP Secretariat and SGP Capacity Development Adviser:*** Liaison with relevant PNG Government Agencies/officials for PNG Government officials' attendances at Day 4 workshop.	
Special Needs	The content of this Component will be adapted to cater for the special needs of individual SGP officials, notably: ▪ For SGP Team Leaders, an additional half-day briefing session will be provided by the SGP Secretariat in relation to additional SGP coordination, management and implementation responsibilities.	

	▪ In the case of SGP officials appointed to posts located outside Port Moresby, by re-location of Week 1 in-country induction to the relevant location and possible modification of arrangements for participation in the capacity development and cultural awareness sub-component.
Notes	The SGP official will have been introduced to generic principles of capacity development in a cross-cultural context as part of Components 2 and 7. It is anticipated that her/his future PNG Government colleagues will also receive, prior to the SGP official's arrival, up to two days of off-the-job induction facilitated by PNG Nationals addressing: ▪ The objectives of the SGP. ▪ The opportunities identified to date for improving the performance of their PNG Government agency and business unit. ▪ The roles that they and SGP officials are expected to play in building on these opportunities, including understanding by PNG Government officials of their responsibilities. ▪ 'Reverse' cross-cultural perceptions and issues, including understanding that while SGP officials undergo induction in cultural awareness issues they may nevertheless make some initial mistakes. ▪ An outline of the further induction and professional development they will be expected to undertake in relation to capacity development alongside SGP officials. This outline may be revisited at a later date. Day 4 will consist of a handover between the incoming and outgoing SGP official or a cultural awareness and capacity development workshop which will bring SGP/PNG Government officials together for the first time for joint discussion of capacity development issues in the context of PNG. This workshop will be held in the second week after arrival if a handover is occurring on Day 4. The morning of Day 5 may be limited to a short introduction to the AusAID Post, with the full briefing by the AusAID Post (Component 9) delivered at a later date when a viably-sized group of SGP officials is available to attend.

Induction Component 9: AusAID Post briefing	
Purpose	To: ▪ introduce SGP officials to the Australian High Commission officials and the SGP Secretariat; ▪ provide a current overview of the PNG-Australian Development Cooperation Strategy, policies and programs; and ▪ present an overview of the AusAID Post's role and functions in management of the aid program including the SGP.
Timing and Duration	One half-day, desirably provided on the morning of Day 5 of the SGP official's arrival in-country.
Content	▪ Briefing by the SGP Secretariat on its role and services and overview of AusAID sector programs and coordination mechanisms. ▪ Introductory meeting with the Australian High Commissioner, Deputy High Commissioner, AusAID Minister Counsellor and relevant First Secretaries. ▪ Overview of sector strategies, programs and coordination mechanisms including linkages between sectors and links to service delivery programs. ▪ Overview of cross-cutting policies applicable to the delivery of programs in the workplace including but not limited to gender, HIV/AIDS and anti-corruption. ▪ Current development issues in relation to SGP. ▪ Structure and operations of the AusAID Post. ▪ Protocols for SGP officials' communications with the High Commission and Post, PNG Government agencies and Australian Government Partner Agencies. ▪ Key contacts.
Delivery	Briefing presentations by the Secretariat and Post.
Learning Outcomes	On completion of this Component SGP officials should be able to demonstrate their understanding of: ▪ the PNG-Australia Development Cooperation Strategy, overall sector plans and coordination arrangements; ▪ awareness of AusAID Post contacts and communications protocols.
Management Responsibilities	***AusAID Post in consultation with SGP ISP:*** Scheduling and delivery of the half-day session.
Note	This component in part reinforces and provides the AusAID Post perspective on content initially presented as part of Component 7.

Induction Component 10: Public financial management training	
Purpose	To provide SGP officials with understanding and knowledge of: ▪ PNG public financial systems and responsibilities.
Timing and Duration	1 day, ideally within 4 weeks of arrival.
Content	The 1 day program will include information on: ▪ the Public Financial Management Act and PNG Public Financial Management Framework; ▪ key stakeholders – who does what, key contacts, guidelines and handbooks.; ▪ the financial management system – the systems and tools for management and monitoring; ▪ the budget process – where the money comes from, is formulated and where it goes as well as an understanding of budgeting, appropriations and acquittals; ▪ the Sub National Framework; ▪ the Public Accounts and revenue process; ▪ Procurement – spending public money including financial responsibilities, the role of the Supply and Tender Board; ▪ Financial controls, accountability, reporting and monitoring, the role of the internal audit and compliance office ▪ the role of a PNG Financial Controller ▪ the Paris Principle ▪ common sources of leakage of public funds, experience with corruption and fraud
Delivery	Classroom tuition and discussion delivered by the PNG Finance Training Branch in the PNG Department of Finance and PNG Government officers, subject to availability and agreement.
Learning Outcomes	On completion of this Component SGP officials should be able to fulfil their role in harmony with PNG public financial systems.
Management Responsibilities	***SGP Secretariat, supported by SGP ISP:*** scheduling and delivery of the program.
Special Needs	SGP officials assigned to key positions may wish to indicate to AusAID LDS additional public financial training requirements.
Note	It is expected that SGP officials will use SGP operational budgets in accordance with the SGP Operational Budget Guidelines, which are in accordance with the Australian Government's Public Financial Management Act.

Induction Component 11: Cultural and Language Training Program	
Purpose	To provide SGP officials and (optionally) their families where relevant with: ▪ an understanding of PNG society, its cultures and cultural values; ▪ skills to communicate at a basic conversational level in Tok Pisin; and ▪ understanding of when the use of Tok Pisin by expatriates is appropriate.
Timing and Duration	32 hours delivered via 2 x 2-hour afternoon/evening classes per week over an eight-week period, completed within 3 months of the SGP official's arrival in PNG.
Content	The 32-hour program will comprise approximately 12 hours induction in PNG society and cultures and 20 hours of language tuition with content as follows: *PNG society and culture to be provided by PNG nationals* *Language tuition:* ▪ Overview of PNG languages. ▪ Overview of Tok Pisin: its evolution and usage. ▪ Tok Pisin structure and basic vocabulary. ▪ Tok Pisin pronunciation. ▪ Useful phrases and expressions. ▪ Protocols for the use of Tok Pisin by expatriates.
Delivery	Classroom tuition and discussion, including group conversation exercises, delivered by PNG Nationals.
Learning Outcomes	On completion of this Component SGP officials should be able to: ▪ demonstrate understanding of PNG society and cultures in their interactions with PNG Nationals; and ▪ converse at a basic level in, and understand the thrust of documentation presented in, Tok Pisin.
Management Responsibilities	***SGP ISP and sub-contracted PNG Nationals:*** scheduling and delivery of the program.
Special Needs	SGP officials assigned to positions located elsewhere than Port Moresby, or whose duties will require regular face-to-face contact with members of the public, will be offered the opportunity of up to 40 additional hours tuition in Tok Pisin.
Note	SGP officials and their partners where relevant will also receive a self-paced language training facility (CD/book) prior to their arrival in PNG (see Component 2).

Part 3: Induction monitoring and evaluation

The management framework for the SGP incorporates monitoring and evaluation arrangements designed to assess the overall success of the program in terms of its effectiveness, efficiency and sustainability. These arrangements will include monitoring and periodic evaluation of the induction program to ensure its ongoing relevance to the needs of SGP officials and other stakeholders. This will occur in two ways:

- on-line survey of SGP officials; and
- inclusion of the induction program as an agenda item for SGP planning and review meetings with Australian Government Partner Agencies and of the SGP Steering Committee.

SGP officials will be requested to complete an on-line survey of their views on the induction program at three points in time:

- on completion of their first week's induction in-country (Component 8);
- after three months of commencement of their assignments in-country; and
- in the month prior to completion of their assignments in-country.

The on-line survey, designed and administered by AusAID's Learning and Development Section, will not require more than 30 minutes of an SGP official's time to complete on any one occasion. It will systematically track officials' assessments of their induction in terms of, in particular:

- its effectiveness in preparing SGP officials (and their partners where relevant) for living and working in PNG;
- its relevance to the needs of officials in undertaking their individual assignments; and
- its administrative efficiency.

Survey results will be consolidated and, together with views received from participating agencies, will be used to:

- provide regular feedback to AusAID, its SGP ISP and Australian Government/PNG Government partner agencies on the quality of the induction program including areas for continuing improvement; and
- provide quantitative and qualitative data on the induction program as input to the monitoring and evaluation system for the SGP as a whole.