

# Final Activity Completion Report

Management and Policy Program  
for  
Department Of Prime Minister and  
National Executive Council

PATTAF TTS 05-04-07

Prepared by  
Bronwen Harvey  
TAFE GLOBAL Pty Ltd

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- A. ACTIVITY WORKPLAN
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## General information

### *Currency*

All currency references are to Australian dollars (\$AUD) and Papua New Guinea Kina (PNG K). The exchange rate over the life of the activity has varied between .42 and .47 cents to the kina.

### *Glossary*

<b>Term</b>	<b>Explanation</b>
CIII	Qualification at level 3 of AQF
CIV	Qualification at level 4 of AQF
Diploma	Qualification at level 5 of AQF
Trainer Plus One	Participant in Assessment and Workplace Training component who assists local trainer in workplace as part of capacity building and sustainability strategy

### *List of acronyms*

<b>Acronym</b>	<b>Explanation</b>
AMC	Australian Managing Contractor
AQF	Australian Qualifications Framework
AQTF	Australian Quality Training Framework
ATS	Annual Targeting Strategy
AusAID	Australian Agency for International Development
AWT	Assessment and Workplace Training
BSTP	Business Services Training Package
CS	Correctional Services
DCP	Development Cooperation Program
DPM&NEC	Department of Prime Minister and National Executive Council
EHP	Eastern Highlands Province
EHPA	Eastern Highlands Provincial Administration

<b>Acronym</b>	<b>Explanation</b>
FLM	Frontline Management
GAD	Gender and Development
GoA	Government of Australia
GoPNG	Government of Papua New Guinea
HRD	Human Resource Development
J&AG	Department of Justice and Attorney General
JAG	Justice Advisory Group
LJS	Law and Justice Sector
LJSP	Law and Justice Sector Program
LJSWG	Law and Justice Sector Working Group
M&E	Monitoring and Evaluation
MOG	Monitoring Operations Group
MP	Morobe Province
MPA	Morobe Provincial Administration
MS	Magisterial Services
NCD	National Capital District
NJSS	National Judicial Staff Services
NTC	National Training Council
OC	Ombudsman Commission
PATTAF	PNG—Australia Targeted Training Facility
POM	Port Moresby

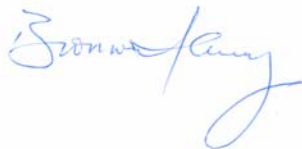
<b>Acronym</b>	<b>Explanation</b>
PSR	Public Sector Reform
RPNGC	Royal Papua New Guinea Constabulary
SMA	Senior Management Activity
SoS	Scope of Services
STT	Short Term Training
T+1	Trainer Plus One
TA	Technical Assistance
TAFE NSW	New South Wales Technical and Further Education Commission
TRS	Training Records System
TTS	Targeted Training Strategy
WHP	Western Highlands Province
WHPA	Western Highlands Provincial Administration

### ***Certification***

TAFE GLOBAL certifies that this ACR has been completed according to relevant guidelines/tasking provided by PATTAF. The final ACR has been prepared after consultation with:

- Ms Barbara Yates, Training and Logistics Coordinator, PricewaterhouseCoopers
- Mr Gerard Dogimab, Acting Director, Performance Management Unit, Department of Prime Minister and National Executive Council
- Mr Patilias Gamato, Deputy Provincial Administrator, Morobe Province
- Mr John Kouse, Director, Western Highlands Province

Where the views of these personnel differ from those of the author, this is noted in the report.



Signed: **Bronwen Harvey**, Senior Project Manager, TAFE GLOBAL Pty Ltd  
Date: 17 December 2004

## Basic activity data

### Activity locations

- Department of Prime Minister and National Executive Council, National Capital District (Port Moresby)
- Department of Justice and Attorney General, National Capital District (Port Moresby)
- National Judicial Staff Services, National Capital District (Port Moresby)
- Magisterial Services, National Capital District (Port Moresby)
- Royal Papua New Guinea Constabulary, National Capital District (Port Moresby)
- Ombudsman Commission, National Capital District (Port Moresby)
- Correctional Services, National Capital District (Port Moresby)
- Eastern Highlands Provincial Administration (Goroka)
- Western Highlands Provincial Administration (Mt Hagen)
- Morobe Provincial Administration (Lae)



Map of Papua New Guinea showing training locations: Goroka, Lae, Mt Hagen and Port Moresby.

([http://www.lib.utexas.edu/maps/cia03/papua\\_new\\_guinea\\_sm03.gif](http://www.lib.utexas.edu/maps/cia03/papua_new_guinea_sm03.gif))

Proponent agency                      Department of Prime Minister and National Executive Council

Australian subcontractor              TAFE GLOBAL Pty Ltd (lead agency)  
TAFE NSW – Hunter Institute

PNG subcontractor                      PricewaterhouseCoopers PNG

Commencement                          21 January 2004

Completion Date                        30 September 2004

Approved cost of the activity	TOTAL (excluding GST)	\$ 649,076.00
	TOTAL GST	\$ 64,907.60
	Reimbursable amount	\$ 74,924.00
	TOTAL (including GST)	\$ 788,907.60

Actual cost of the activity as invoiced (incorporating variation for inclusion of Law and Justice Sector agencies)	TOTAL (excluding GST)	\$ 704,4994.00
	TOTAL GST	\$ 70,498.60
	Reimbursable amount	\$ 92,872.00
	TOTAL (including GST)	\$ 868,364.00

## Executive summary

The Management and policy program was a short term training activity funded under the PNG—Australia Targeted Training Facility. The proponent agency was the Department of Prime Minister and National Executive Council. The program involved delivery of five (5) components to personnel within ten (10) different departments and agencies in four (4) provinces, including National Capital District (NCD). The program was delivered over an eight (8) month period from February to September 2004.

The five components were:

1. Senior management activities
2. Frontline management (FLM) training and assessment at AQF levels 3, 4 and 5 linked to the Australian Business Services Training Package (BSTP)
3. Assessment and workplace training (AWT) at AQF level 4 linked to the Australian BSTP
4. Policy skills training
5. Support for the Law and Justice Sector Working Group (LJSWG).

The intended impact of the activity was:

- Improved liaison and consultation
- Clearer policy development, review and implementation
- Improved partnerships with line agencies.

The activity rationale was to use the workplace based frontline management program to recognize and develop management competencies to help personnel within participating agencies better perform their roles. This training was to overlap with other workshops and activities to support better organisational leadership and development and implementation of policy. In addition, the assessment and workplace training component was included to build the capacity of participating departments to identify and meet their own training needs once the intervention was completed. During implementation a fifth component was designed and implemented to increase the effectiveness of the Law and Justice Sector Working Group in their policy support role.

The activity was implemented by TAFE GLOBAL, PricewaterhouseCoopers and TAFE NSW – Hunter Institute.

Where relevant, training inputs were linked to units of competence and qualifications from the Australian Business Services and Public Sector Training Packages. The key outputs were the achievement of AQF qualifications and units of competence:

<b>FLM/AWT Qualifications</b>	<b>Number achieved</b>
Certificate III in FLM	25
Certificate IV in FLM	39
Diploma in FLM	44
Total FLM	108

Certificate IV in AWT	18
<b>Total qualifications achieved</b>	<b>126</b>

<b>FLM/AWT Competencies</b>	<b>Number achieved</b>
Number of competencies in FLM at AQF 3	150
Number of competencies in FLM at AQF 4	312
Number of competencies in FLM at AQF 5	484
Number of competencies in AWT at AQF 4	144
<b>Total units of competence achieved</b>	<b>1090</b>

The development impact included improved organisational knowledge and awareness, thinking 'sector' rather than agency (within the Law and Justice sector) and improved management practices.

Capacity was built in the contractor (TAFE GLOBAL) and local training partner (PricewaterhouseCoopers), with achievement of six (6) Diploma in Business (Frontline Management) AQF qualifications by project and training personnel. This has enhanced the ability of trainers to deliver and assess management training.

The activity inputs and outcomes helped to achieve the overall goals of improved liaison and consultation and improved partnerships. It is too early to say whether policy development processes have improved, but participants have reported a better understanding of the policy development, review and implementation process

Lessons learnt included:

1. Orientation workshops add value by increasing effectiveness of team members through increased support, understanding and ownership of activity. Such workshops should specifically address security and risk, gender and monitoring and evaluation strategies to ensure an informed and consistent team approach to these areas.
2. There is value to be had by extending the mobilisation period and the operational aspects of consultations conducted during this period. This would allow:
  - a. consultative development of monitoring and evaluation and more reliable capture of mid-term data
  - b. establishment of MOG as a steering/advisory body with the ability to address flexibility in participant numbers and the associated impact on reimbursable costs
  - c. increased consultation on open ended components in scope of services (eg Policy component)
  - d. better targeting of participants, including Trainer Plus Ones
  - e. clarification of feedback mechanisms such as distribution of monthly reports to the recipient agencies as well as PATTAF.

3. Increasing integration across components promotes development impact. For example conducting joint workshops for all participants from an agency increases management commitment. This was done in Morobe Province with a high degree of effectiveness. Another example of this is the benefit from senior management participation in the FLM program. Leading by example enhances institutional sustainability, and minimises attrition linked to competing priorities.
4. The value of training and assessment conducted in the workplace is enhanced by embedding trainers in the work environment. Trainers are available to provide coaching support, conduct continuous assessment and promote application of skills to real work projects and activities.
5. Financial and in-kind commitments of all partners should be clearly defined up front and/or periodically reviewed. In addition, since effective implementation is enhanced by ready communication with all stakeholder groups, strategies for increasing communication effectiveness could include financial allocation for e-mail and telecommunications for recipient agencies. There would also be a benefit in having a more flexible mechanism for managing reimbursable costs.
6. Formal closing ceremonies should be supported by graduations at each site to recognize individual achievement, not just organisational outcomes. Overall program evaluation should also include feedback to recipient agencies. Whilst this is currently addressed through the circulation of the ACR, a workshop or extended MOG meeting addressing activity evaluation might be beneficial.

# 1 Background

## 1.1 Request

The PATTAF annual targeting processes identified the Department of Prime Minister and National Executive Council as a priority area. GRM released an Invitation to Tender for PATTAF TTS 05-04-07 DPM&NEC on 23 October 2003.

The intended impact of the intervention was to:

- Improve liaison and consultation
- Support clearer policy development, review and implementation
- Improve partnerships with line agencies.

## 1.2 Context and rationale

The proponent organisation was the Department of Prime Minister and National Executive Council (DPM&NEC).

The activity concept was to deliver a suite of interrelated workshops and work-based training and assessment activities for personnel from DPM&NEC, three provincial administrations and a central agency, anticipated to be Treasury. At mobilisation, Department of Treasury withdrew and PATTAF and DPM&NEC identified the six (6) agencies of the Law and Justice Sector as additional beneficiaries of the program.

The activity addressed the identified Government of Papua New Guinea priorities of Governance and Public Sector Reform. It linked to the strategic targets of:

- Improved middle management performance
- Good governance
- Public sector reform.

The anticipated outcomes, incorporating those for the inclusion of the Law and Justice Sector were:

- Service delivery and management skills of targeted officers enhanced
- Time and people management skills of targeted officers enhanced
- Improved quality of policy analysis and advice
- Workplace training and assessment skills of selected officers enhanced
- Internal and sectoral policies of LJS reinforced
- LJS liaison with central agencies addressed
- LJSWG coordination of policy development and proposals to NCM addressed
- LJS agency and sector engagement with GoPNG machinery of government processes enhanced.

GRM entered into a subcontract with TAFE GLOBAL on 22 February 2004 (and a subsequent Deed of Variation on 23 September 2004 encompassing support to the Law and Justice Sector) to deliver the suite of activities outlined below.

<b>Activity</b>	<b>Minimum Participation</b>
1. Senior management activities	26
2. Frontline management	115
3. Assessment and workplace training	20
4. Policy skills training	32
5. LJSWG support	12
<b>TOTALS</b>	<b>205</b>

A copy of the updated workplan is shown at Attachment A.

### **1.3 Preparation for implementation arrangements**

Consultation and orientation activities were undertaken during January and February and included:

<b>Preparatory steps</b>	<b>Stakeholders</b>
Logistics planning with local partners	TAFE GLOBAL, PwC
Briefing with PATTAF	TAFE GLOBAL and PATTAF
Joint consultation with PATTAF and proponent agency	PATTAF, TAFE GLOBAL, PwC, DPM&NEC
Joint consultation with PATTAF and Morobe Provincial Administration	PATTAF, TAFE GLOBAL, PwC, MPA
Consultation with other recipient agencies	TAFE GLOBAL, PwC, EHPA, WHPA
Orientation workshop	TAFE GLOBAL, PwC, Hunter Institute, DPM&NEC representative, PATTAF
FLM and AWT preparation	Training team and DPM&NEC
SMA and Policy Skills preparation	Training team and DPM&NEC

During the consultation period the contractor and local training partner made an appointment to meet with Department of Treasury personnel nominated by DPM&NEC. PATTAF personnel did not attend this preliminary meeting. At the meeting it became apparent that Department of Treasury had not previously been briefed about their proposed inclusion in this activity. The contractor reported this to PATTAF who followed up with Department of Treasury and DPM&NEC and negotiated the substitution of the six (6) agencies of the Law and Justice Sector for Department of Treasury. Confirmation of inclusion of Law and Justice Sector did not take place until after program implementation had commenced including:

- Program launch
- First senior management activity
- First intensive workshop for AWT component.

This had an impact on participation levels by some LJS agencies. During March, TAFE GLOBAL and PwC consulted with Law and Justice Sector agencies to brief them on the

overall program objectives and identify potential participants. A preferred participant list was prepared by the PATTAF facility manager in conjunction with the Law and Justice Sector Program. Final participation was determined by the agencies.

## **2 Implementation performance**

### **2.1 Activity management and contracting arrangements**

#### *Contracting arrangements*

GRM subcontracted TAFE GLOBAL to manage all components of the STT activity. The TAFE GLOBAL Project Manager, based in Port Moresby, reported directly to the PATTAF Training Manager for all technical matters. TAFE GLOBAL's Sydney office reported to GRM's Brisbane Office for all contract matters (administrative and financial). In addition to contract management, TAFE GLOBAL undertook some technical inputs (Orientation, SMA and LJSWG and debriefing facilitation), managed resource production and coordinated monitoring and evaluation of the activity.

TAFE GLOBAL subcontracted PricewaterhouseCoopers PNG to provide technical inputs (FLM/AWT trainers, SMA facilitator and LJSWG facilitator/coach) and logistics support in country. PwC's Training and Logistics Coordinator was the key point of contact for TAFE GLOBAL on all technical matters relating to training implementation. Local trainer reports were submitted to both TAFE GLOBAL and PwC.

Both TAFE GLOBAL and PwC liaised with recipient agency contacts via phone, fax, face to face meetings and email. TAFE GLOBAL's main contact was with DPM&NEC to establish dates and protocols for key activities and discuss issues arising from training. PwC's logistics and training personnel maintained regular contact with recipient agency staff at all sites to support implementation of the workplace training, notify participants of workshop dates and arrange travel and accommodation.

TAFE GLOBAL subcontracted TAFE NSW Hunter Institute to provide technical inputs (FLM specialist, AWT specialist, Policy trainers), resource materials and accreditation services for the FLM and AWT qualifications from the Business Services Training Package.

Roles and responsibilities for each organisation and each member of the team were confirmed at the Orientation workshop held on 16-17 February and documented in sub-contractor agreements.

#### *Activity type*

This was a short term training and capacity building activity involving workplace delivery and assessment, workplace coaching, site visits for validation of assessment and trainer support, and central and regional workshops.

#### *Planned and actual funding*

PATTAF was the only source of funding for this activity which included a fixed fee component and a reimbursable component. Reimbursable costs included travel, accommodation, per diems and workshop costs. PwC used existing accounts with PNG suppliers to pay for reimbursable items incurred in PNG before billing TAFE GLOBAL

for these expenses. Reimbursable costs were underestimated based on both actual and predicted levels of participation.

***Stakeholder coordination mechanisms***

A Monitoring Oversight Group (subsequently changed to Monitoring Operations Group) was established to provide a stakeholder feedback mechanism for the activity. Membership of the MOG was from TAFE GLOBAL, PwC, PATTAF, NTC, DPM&NEC, MPA, EHPA, WHPA and the LJS. There were three (3) MOG meetings.

***Reporting requirements***

TAFE GLOBAL was responsible for preparation of three (3) formal reports (inception report, mid term report and activity completion report) as well as simple monthly progress/exception reports. Monthly reports ensured PATTAF were aware of activity progress. An improvement for future activities would be to provide the monthly reports to the recipient agency as well as PATTAF.

***Strengths and weaknesses***

One of the strengths of the management arrangements was the open communication between all TAFE GLOBAL, PwC and Hunter Institute personnel. TAFE GLOBAL and PwC communicated regularly via phone, email and face to face meetings about all aspects of the activity. This regular communication helped ensure minimal disruption to implementation during the unanticipated six (6) week absence from PNG of the Project Manager.

Weakness of management and contracting arrangements included:

- Reporting formats not available at start of contract period
- Uncertainty over substitution of Law and Justice Sector for Department of Treasury including significant delay in finalising and signing Deed of Variation
- The financial risk placed upon the contracting organisation because of delayed contracting.

**2.1.1 Management and contracting rating**

<i>Based on implementation experience, the design of the management arrangements was satisfactory.</i>				
Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
			*	

**2.2 Activity objectives**

The intended outcomes of the activity were:

1. Service delivery and management skills of targeted officers enhanced
2. Time and people management skills of targeted officers enhanced
3. Improved quality of policy analysis and advice
4. Workplace training and assessment skills of selected officers enhanced
5. Internal and sectoral policies of LJS reinforced

6. LJS liaison with central agencies addressed
7. LJSWG coordination of policy development and proposals to NCM addressed
8. LJS agency and sector engagement with GoPNG machinery of government processes enhanced.

The methodology linked the technical inputs to outcomes as follows:

<b>Input</b>	<b>Methodology</b>	<b>Linked to outcome</b>
SMA	3 x central workshops targeting senior managers	1, 2, 6, 8
FLM activities	Local trainers based within workplaces supporting delivery and assessment of units of competence from Business Services Training Package at AQF levels 3, 4 and 5. Included structured learning, workplace coaching.	1, 2
AWT	2 x intensive workshops plus workplace coaching and monitoring and support visit by AWT specialists, supported assessment against units of competence from Business Services Training Package at AQF level 4.	4
Policy skills training	3 x Port Moresby workshops plus 1 x site visits 3 x Regional workshops Included assessment against unit of competence from Public Services Training Package at AQF 5.	3
LJSWG support	7 x workshops plus coaching sessions	5, 6, 7, 8

The activity inputs and outcomes helped to achieve the overall goals of:

- Improved liaison and consultation
- Improved partnerships.

There is insufficient evidence to comment on whether clearer policy development, review and implementation has been achieved, although anecdotal evidence suggests workshop participants feel their awareness of policy processes has been enhanced. The MPA MOG representative has suggested greater linkage between FLM and Policy components would have enhanced policy outcomes.

The activity logic was addressed to a limited extent in the SoS. The documentation stressed that FLM was the major component of the intervention and did not clearly articulate the link between FLM and policy skills development, or the need to target officers specifically involved in policy development in participant selection. Some expectations along these lines were raised in consultation with PATTAF during consultation about LJS after project implementation had commenced and participating personnel in first four (4) components had already been identified and commenced training. In the SoS the policy skills training component was described as being a specific rather than integrated intervention.

The SoS clearly identified the need to finalise the policy and senior management components in consultation with the proponent agency. Training team members

consulted with DPM&NEC personnel during mobilisation to identify proponent agency expectations.

The outputs for components were not quantified in the SoS.

### 2.2.1 Objectives rating

<i>Based on implementation experience, the objectives of the activity were satisfactory.</i>				
Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
	*			

Different perspectives on activity objectives relating to Policy were described in the SoS and by the Facility Manager (during discussions about the Law and Justice Sector variation). The alternate perspective of the Facility Manager was not provided until after the work-plan and approach and methodology had been confirmed and activity implementation had commenced.

### 2.3 Activity achievements

Although qualifications were not quantified as outputs in the SoS, there was an expectation that AQF qualifications in FLM and AWT would be achieved. The following quantifiable outputs were demonstrated:

<b>Qualifications</b>	<b>Number achieved</b>
CIII in FLM	25
CIV in FLM	39
Diploma in FLM	44
Total FLM	108
CIV in AWT	18
<b>Total qualifications achieved</b>	<b>126</b>

<b>Competencies</b>	<b>Number achieved</b>
Number of competencies in FLM at AQF 3	150
Number of competencies in FLM at AQF 4	312
Number of competencies in FLM at AQF 5	484
Number of competencies in AWT at AQF 4	144
<b>Total units of competence achieved</b>	<b>1090</b>

In addition, the contractor sought to add value through recognition of competence in the Policy component, with limited success. Only four (4) participants submitted sufficient evidence to demonstrate competence, although the opportunity for further assessment remains open until the end of the year.

### 2.3.1 Achievement rating

The number of qualifications achieved and competencies developed in FLM and AWT was an indicator of the success of those components of the program. Although participants in the central policy workshops were given the opportunity to submit assessment tasks, only a few participants took up this option. Because of time constraints, participants in the provincial policy workshops were not formally assessed against policy training outcomes. There were no formal indicators for the SMA and LJS components other than participant feedback, which was generally satisfactory.

<i>Based on performance against the work plan indicators, the achievements of the activity were satisfactory.</i>				
Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
	*			

### 2.4 Aggregate benefit indicators

PATTAF targeting strategy aggregate benefit indicators were:

- Improved middle management performance
- Good governance
- Public sector reform

The program inputs led to the following benefits against these indicators:

<b>Benefit Type</b>	<b>Benefit Description</b>	<b>Quantity</b>
Improved middle management performance	Staff at middle and senior management levels demonstrated increased confidence and competence in: <ul style="list-style-type: none"> <li>▪ managing work priorities</li> <li>▪ leadership</li> <li>▪ workplace relationships</li> <li>▪ team work</li> <li>▪ operational planning</li> <li>▪ using and managing information systems</li> <li>▪ customer service</li> <li>▪ system and process improvement</li> <li>▪ change and innovation</li> <li>▪ establishing a learning environment</li> <li>▪ workplace safety</li> </ul>	108 qualifications issued in FLM
Good governance	Staff at senior levels, who responded to the management questionnaire, described the following benefits: <ul style="list-style-type: none"> <li>▪ ability to draft policies</li> </ul>	Not quantifiable

Benefit Type	Benefit Description	Quantity
	<ul style="list-style-type: none"> <li>▪ improvements in the areas of leadership communication</li> <li>▪ improved staff understanding of good and bad policy components and ability to distinguish between a policy and a plan</li> <li>▪ provision of support to provincial operational planning</li> <li>▪ effective delivery of and monitoring mechanism for services to customers</li> <li>▪ competence in performance management and monitoring</li> <li>▪ improved service delivery in areas of management and policy to national and provincial governments</li> </ul>	
Public sector reform	<p>The FLM component helped to address two of the five key issues of the PSR agenda including:</p> <ul style="list-style-type: none"> <li>▪ <b>Improving performance and accountability</b> (BSBFLM509A Promote continuous improvement, BSBFLM409A Implement continuous improvement)</li> <li>▪ <b>Improving service delivery</b> (BSBCM310A Deliver and monitor a service to customers, BSBCM410A Coordinate implementation of customer service strategies, BSBFLM507A Manage quality customer service)</li> </ul>	108 qualifications issued in FLM

See also Attachment H: Monitoring and evaluation report.

## 2.5 Development impact

Although development indicators were not clearly defined for this activity, the probable longer term impacts are shown below.

Component	Impact
SMA	<ul style="list-style-type: none"> <li>▪ Increased liaison between national line departments and provincial participants</li> <li>▪ Better understanding of policy development process</li> <li>▪ Increased awareness of leadership and management issues</li> </ul>
FLM	<ul style="list-style-type: none"> <li>▪ Enhanced team work</li> <li>▪ Increased confidence</li> <li>▪ Better interaction between managers and subordinates</li> </ul>

Component	Impact
	<ul style="list-style-type: none"> <li>▪ Development/documentation of operational guidelines</li> <li>▪ Increased customer service</li> </ul>
AWT	<ul style="list-style-type: none"> <li>▪ Increased confidence and engagement in work activities</li> <li>▪ Self-initiated delivery of training, especially in the provinces</li> </ul>
Policy skills	<ul style="list-style-type: none"> <li>▪ Better consultative processes in the development of policy</li> </ul>
LJSWG	<ul style="list-style-type: none"> <li>▪ Better sectoral coordination in decision making mechanisms, independent of donor funded support</li> <li>▪ Increased depth/capacity within LJSWG</li> </ul>

Trainers and T+Is reported the following workplace performance improvements:

- Improved organisational knowledge and awareness
- Knowing how role impacts on machinery of government
- Thinking 'sector' rather than agency (within the LJS)
- Development of a common management language
- New procedures and documentation for existing practice
- Contingency planning
- Awareness of occupational health and safety
- Realistic goal setting
- General improvement in time management and work priorities
- Team building
- Increased confidence
- Improved personal presentation/grooming.

The activity inputs and outputs have increased:

- Participant effectiveness at intra and inter government levels
- Ability of participants to drive change
- Participant focus on customer service reflected in direct benefits to community, particularly in provinces.

There is a risk of decay in motivation if suggestions and initiatives are overturned by bureaucratic processes. In addition, ongoing restructuring at both WHP and EHP may lead to staff changes reducing impact.

### 2.5.1 Impact rating

Lasting impact is likely to depend on ongoing management support at work site and agency levels.

<i>The Activity will probably have a satisfactory overall impact.</i>				
Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
	*			

Note: MPA have indicated strong agreement with likelihood of satisfactory impact.

## 2.6 Gender

The contractor's gender strategy included four (4) elements:

1. Meeting with managers and staff of recipient organisations to encourage participation of women
2. Modelling gender balance and equity through training and project management personnel
3. Provision of support to T+1s with young dependent children to increase attendance at residential training
4. Use of gender sensitive learning materials and case studies

### 1. Participation

During mobilisation meetings the contractor encouraged key contacts in each participating agency to promote women's participation where possible. Participating agencies were not able to ensure equity in participation rates because participants were selected from within closed environments where employment itself was not gender balanced. For example, in Morobe Province, there were no women employed at senior management levels and so they were not represented in the SMA. However in MP women were well represented in T+1 component. In the LJSWG support selection was made on the closed criteria of position, rather than open selection from amongst all staff.

Participation in each component disaggregated by gender is shown below:

#### *SMA cohort*

Location	Total males	Total female	Total
DPM&NEC	20	4	<b>24</b>
LJS Agencies	6	-	<b>6</b>
EHP	4	1	<b>5</b>
MP	5	0	<b>5</b>
WHP	4	-	<b>4</b>
<b>Totals</b>	<b>39</b>	<b>5</b>	<b>44</b>

#### *FLM cohort*

Location	CIII male	CIII female	CIV male	CIV female	DIP male	DIP female	Total male	Total female	Total
DPM & NEC	2	2	12	2	4	-	18	4	<b>22</b>
LJS	1	1	14	4	11	2	17	6	<b>33</b>
EHP	-	-	13	3	1	-	23	3	<b>26</b>
MP	8	8	10	3	-	-	18	11	<b>29</b>
WHP	3	3	7	1	2	2	12	6	<b>18</b>
<b>Totals</b>	<b>14</b>	<b>14</b>	<b>56</b>	<b>13</b>	<b>17</b>	<b>4</b>	<b>95</b>	<b>33</b>	<b>128</b>

*Trainer Plus One cohort (AWT)*

<b>Location</b>	<b>Total males</b>	<b>Total female</b>	<b>Total</b>
DPM&NEC	5	2	7
LJS Agencies	5	2	7
EHP	2	1	3
MP	2	4	6
WHP	-	2	2
<b>Totals</b>	<b>14</b>	<b>11</b>	<b>25</b>

*Policy cohort (central workshops)*

<b>Location</b>	<b>Total males</b>	<b>Total female</b>	<b>Total</b>
DPM&NEC	10	1	11
LJS Agencies	11	3	14
EHP	2	-	2
MP	2	-	2
WHP	4	-	4
<b>Totals</b>	<b>29</b>	<b>4</b>	<b>33</b>

*Policy cohort (regional workshops)*

<b>Location</b>	<b>Total males</b>	<b>Total female</b>	<b>Total</b>
EHP	16	2	18
MP	15	2	17
WHP	22	8	30
<b>Totals</b>	<b>53</b>	<b>12</b>	<b>65</b>

*LJSWG cohort*

<b>Location</b>	<b>Total males</b>	<b>Total female</b>	<b>Total</b>
LJS Agencies	12	-	12
<b>Totals</b>	<b>12</b>	<b>-</b>	<b>12</b>

*Summary of all components*

<b>Component</b>	<b>Male</b>	<b>Female</b>	<b>Total</b>
SMA	38	6	44
FLM	95	33	128
AWT	14	11	25
Policy Skills	82	16	98
LJSWG	12	-	12
<b>Total</b>	<b>241 (78%)</b>	<b>66 (22%)</b>	<b>307</b>

Achievement of qualification/statement disaggregated by gender is shown overleaf.

<b>Component</b>	<b>Male</b>	<b>Female</b>	<b>Total</b>
FLM Cert III	14	11	<b>25</b>
FLM Cert IV	28	11	<b>39</b>
FLM Diploma	36	8	<b>44</b>
AWT Cert IV	8	10	<b>18</b>
<b>Total</b>	<b>86</b>	<b>40</b>	<b>126</b>

Comparison of participation and completion rates for FLM and AWT

	<b>Male</b>	<b>Female</b>	<b>Total</b>
FLM participation	95 (74%)	33 (26%)	<b>128</b>
FLM completion	78 (72%)	30 (28%)	<b>108</b>
AWT participation	14 (56%)	11 (44%)	<b>25</b>
AWT completion	8 (45%)	10 (55%)	<b>18</b>

The data indicates that attrition rates were slightly higher for men than for women, more noticeably in the AWT component.

## **2. Modelling**

The following table shows the gender distribution within the training and project management teams.

	<b>Male</b>	<b>Female</b>	<b>Total</b>
FLM workplace trainers	3	2	<b>5</b>
Management personnel	1	3	<b>4</b>
Workshop facilitators	6	3	<b>9</b>
<b>Total</b>	<b>10 (55%)</b>	<b>8 (45%)</b>	<b>18</b>

## **3. T+1 support**

No additional support for female T+1s attending residential programs was required.

## **4. Gender inclusive training approach**

Trainers were encouraged to ensure all written materials were either gender neutral or gender inclusive. Training activities, such as the Leadership Challenge within the SMA actively promoted discussion of and affirmative action strategies. In future activities, the inclusion of a session on gender awareness in the orientation workshop may be beneficial.

### **2.6.1 Gender impact rating**

Without further data it is not possible to determine whether the marginally higher completion rates for women were a result of effective gender support strategies or whether they are attributable to other factors, such as learning styles. However, the approach to gender adopted did encourage women's participation.

<i>The differential gender impacts of the activity and gender components were satisfactory.</i>				
Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
	*			

## 2.7 Cost benefit analysis

Final cost summaries are shown at Attachment C.

The contract value (excluding GST) was \$868,364.

The total number of participants in all components was 307.

The total number of FLM/AWT qualifications issued was 126.

The total number of FLM/AWT competencies demonstrated was 1090.

Cost measured against outcomes can be tabulated as follows:

Expenditure per participant	\$2,828
Expenditure per qualification issued	\$6,892
Expenditure per competency demonstrated	\$ 796

The cost of equivalent qualifications for international students enrolled in TAFE NSW programs are:

Certificate level programs	\$4,195 to \$15,740
Diploma level programs	\$8,390 to \$31,470

### 2.7.1 Cost Benefit Rating

Insufficient data to make a judgment.

<i>The activity's benefits as compared with costs are satisfactory.</i>				
Indicate the extent of your agreement by placing a cross in the appropriate box.				
Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
		*		

## 2.8 Monitoring of activity

The monitoring and evaluation (M&E) framework was developed progressively throughout the activity and incorporated the suggestions made by MOG members at the initial MOG. M&E was coordinated by the TAFE GLOBAL Project Manager and included data collected by members of the training team as well as surveys completed by participants. The monitoring and evaluation process aimed to measure the reaction, learning transfer, behavioural change and indicative impact as a result of the intervention.

The strengths of the M&E approach included:

- capture of data through formal survey instruments

- consultative relationship between TAFE GLOBAL and PwC which allowed the team to respond promptly to emerging implementation issues and suggest improvements.

The weakness of the M&E approach included the short time frame. This precluded longitudinal study of impact. Delays in collecting reaction data for some components limited ability to feed improvements back into the program.

The M&E report is provided at Attachment H.

### 2.8.1 Monitoring rating

<i>The monitoring of the activity was satisfactory.</i>				
Indicate the extent of your agreement by placing a cross in the appropriate box.				
Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
	*			

## 2.9 Technical Assistance, Training and Capacity Building

Training and capacity building took place within the proponent and recipient agencies and the local training and logistics partner PwC.

### *Training approach*

<b>Component</b>	<b>Approach</b>	<b>Content</b>
SMA	3 x workshops (plus one catch up workshop)	Leadership, communication and decision-making; Strategic thinking and planning; Improving workforce performance.
FLM	Facilitated in the workplace by local trainers. Combined structured training sessions with one-to-one coaching and small group work. Where possible trainers were embedded in the workplace. This meant that they were given a desk/permanent location enabling open and ready access for participants.	CIII, CIV and Diploma in Frontline Management
AWT	Combination of off-site workshops and on-site coaching by trainers and the FLM and AWT specialists. The T+1 concept was underpinned by principles of action learning, and integration across all components.	CIV in AWT

<b>Component</b>	<b>Approach</b>	<b>Content</b>
Policy skills	2 x central workshops plus follow up site visits. 3 x regional workshops (condensed program)	Policy research, policy development and policy drafting
LJSWG	7 x workshops plus some coaching support in the workplace	Role, vision and values of the LJSWG Promoting team effectiveness Leadership in the public sector Networks and liaison strategies Developing policy frameworks for the working group Implementing sector policy at an agency level

### ***Capacity building***

A summary of capacity building outputs is shown below.

<b>Agency</b>	<b>FLM Cert III</b>	<b>FLM Cert IV</b>	<b>FLM Diploma</b>	<b>Cert IV AWT</b>	<b>Totals</b>
DPM&NEC	3	13	4	6	<b>26</b>
OC	-	-	-	-	<b>0</b>
RPNGC	-	1	3	2	<b>6</b>
CS	2	3	2	1	<b>8</b>
NJSS	-	2	3	-	<b>5</b>
MS	-	1	2	-	<b>3</b>
J&AG	-	1	3	-	<b>4</b>
MP	11	6	4	4	<b>25</b>
EHP	5	7	13	3	<b>28</b>
WHP	4	5	4	2	<b>15</b>
TAFE GLOBAL	-	-	1	-	<b>1</b>
PwC	-	-	5	-	<b>5</b>

The full capacity building table is provided at Attachment F.

#### **2.9.1 Training and capacity building rating**

<i>The technical assistance provided under the activity was satisfactory.</i>				
Indicate the extent of your agreement by placing a cross in the appropriate box.				
Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
*				

## **2.10 Procurement**

Where possible, the contractors endeavored to procure goods and services locally in order to support economic growth in PNG. In PNG, procurement included workplace trainers and resource production.

Over the life of the activity, the contractor endeavored to make increasing use of government facilities over commercially available sites. For example, workshops for the LJSWG component were conducted in the training room of the Ombudsman Commission.

## **2.11 Risk Management**

Projected risks were broken into those relating to:

- Project participation
- Project impact
- Project sustainability.

Actual risks arising during the program included security, implementation and participation risks.

### **Security risks**

There was one security incident involving members of the PNG and international training team. This incident occurred on 8 March 2004 following delivery of the first day of the initial intensive training workshop for Trainer Plus Ones (AWT component). The three training personnel (one expatriate PNG based trainer, two Australian specialist facilitators) were involved in a car jacking incident. No injuries were sustained, and the vehicle and majority of personal items and training equipment stolen was recovered later that same night. Pastoral care and logistics support was offered to all trainers involved and the training schedule for the week modified to accommodate trainer needs. There was no impact on workshop content or outcomes for participants. Investigation into the incident suggests that it was a random act that could not have been avoided, and that the training team members did nothing to provoke the incident. However, as a result of the incident, TAFE GLOBAL reviewed and increased security support available to all personnel (short and long term) based in PNG. There were no further incidents.

### **Implementation**

One unforeseen risk that emerged over the course of the activity was the requirement for all international personnel to switch visa category from business visa to aid worker visas. The contractor worked in consultation with, and under advice from, PATTAF to manage the visa transition with minimal impact on the program. No training activities were rescheduled, and project management duties were able to be conducted from the Sydney office, or delegated to other TAFE GLOBAL staff during the absence of the project manager from PNG.

The policy workshop planned for WHP was to be facilitated over two (2) days. Because of a cancelled flight from Goroka to Mt Hagen, the training team was unable to travel to Mt Hagen until the second scheduled day. The impact of this was minimised by using

the local FLM/AWT trainer to facilitate some preliminary reading and discussion with workshop participants to prepare them for the second intensive day of training.

### Participation

Participation in SMA, Policy and LJSWG workshops was lower than anticipated. Factors impacting on attendance at SMA and Policy workshops in Port Moresby included:

- Non-availability of some staff during parliamentary discussions relating to a proposed Vote of No Confidence
- Provincial NEC meeting conducted at the same time as a scheduled POM workshop
- Failure by recipient agency to distribute reminders about workshop in a timely fashion.

In addition, participation in LJSWG workshops and coaching sessions was affected by the extensive training and operational commitments of the members of the LJSWG. Although there was consultation with stakeholders about timing of workshops and some changes were made to accommodate other commitments, the volume of competing priorities meant that not all participants' timetables could be accommodated.

Strengths of risk management approach include the high level of consultation between TAFE GLOBAL and PwC (including all training team members) and also between TAFE GLOBAL and PATTAF.

A minor weakness was that risk management matrix was not formally reviewed and updated at either project management or MOG meetings.

#### 2.11.1 Risk Management Rating

Minimal program disruption was an indicator of an effective risk management approach.

<i>Risk Management for the activity was satisfactory.</i>				
Indicate the extent of your agreement by placing a cross in the appropriate box.				
Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
	*			

### 2.12 Activity Management

#### 2.12.1 Consultative Mechanisms

The Monitoring Operations Group (initially a monitoring oversight group) or MOG was the key consultative mechanism for the activity. MOG membership was comprised of representatives from:

- NTC
- DPM&NEC
- WHPA
- EHPA
- PwC
- MPA
- LJS
- PATTAF
- TAFE GLOBAL

PATTAF established the following functions for the MOG<sup>1</sup>:

- Consideration of the overall M&E approach for the activity
- Discussion about possible ‘value added’ strategies for the contractor
- Identification of linkages and networks that would improve the impact of the M&E framework
- Identification of possible strategic improvements that could be considered by the contractors
- Provision of external advice to the contractor about lessons learnt and successful approaches to M&E.

Ongoing membership was confirmed by the second meeting. MOG members understood and accepted their roles and worked effectively to support and guide the activity. The engagement of NTC and participating agencies was generally very good.

The MOG is an effective tool for improvement. In future activities it would be appropriate for the MOG to meet during mobilisation. As an operational group they would be able to review, comment on and improve the work-plan prior to implementation. An ideal model would have the proponent agency setting the agenda for MOG meetings, chairing the meetings and using the MOG to steer the project. It is noted that the DPM&NEC representative refused the chairmanship for this activity.

Feedback from MPA suggests MOG members would have liked more information about the operational nature of the MOG.

The main weakness of the current model was the conflict between PNG customs in which public criticisms of activities are rarely made, and the open nature of the MOG with its expectation of constructive criticism.

#### 2.12.1.1 Activity Coordination Rating

The MOG provided an effective feedback mechanism and strengthened the communication between stakeholder groups.

<i>The performance of consultative/oversight mechanisms were satisfactory.</i>				
Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
	*			

#### 2.12.2 Proponent Agency

DPM&NEC was the proponent agency for this activity.

The key contact within the department, Mr Dogimab, was very cooperative, facilitating meetings with key staff during the mobilisation period, providing input on program outlines developed for SMA and responding to queries and requests for information

<sup>1</sup> The terms of reference for the MOG are included at Annex G.

throughout the activity. Despite changing positions during the activity, Mr Dogimab retained the role of key contact. Limited email access within DPM&NEC occasionally impacted on timeliness of responses.

In general, DPM&NEC personnel were very welcoming and supportive of trainers and program staff. DPM&NEC made resources and facilities available for use by the training personnel, including an office for the FLM/AWT trainer based within the Department.

The program coincided with a major recruitment and selection activity within the Department which put staff under significant operational pressure and involved personnel changes during the implementation period.

The DPM&NEC MOG representative provided feedback on this activity completion report.

**2.12.2.1 Proponent Agency Rating**

<i>The performance of the proponent agency(s) was satisfactory.</i>				
Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
	*			

**2.12.3 PATTAF**

During mobilisation the consultation and supervision provided by the PATTAF Training Manager and Senior Research Officer was adequate and supportive. PATTAF actively supported the team orientation. They facilitated liaison with DPM&NEC and other agencies (with the exception of Treasury), and established a simplified monthly reporting process.

The non-prescriptive nature of the contract (with respect to approach and outcomes) depended upon an open working relationship between contractor and PATTAF for effective implementation. There was a transition period between the departure of one training manager and the commencement of the current training manager during which consultation, reporting and problem solving were less clear and less effective. An example of this was the significant delay in finalising and signing the Deed of Variation for the incorporation of the LJS agencies. Mobilisation and deliverable payments for the LJS variation were not able to be invoiced until after activity implementation was completed.

A contractor management meeting was held to address issues arising during the staff transition period. Under current staffing arrangements the support was adequate and detailed expectations about management, monitoring and evaluation and reporting was provided. There was open communication between the contractor and PATTAF.

The two major issues arising during the activity requiring collaborative problem solving were the requirement to vary the visa status of all international personnel from Business visas to Aid Worker visas and the Deed of Variation for the Law and Justice Sector.

Both matters were effectively resolved over time with minimal impact on implementation.

PATTAF showed a high level of support for the program. This included the provision of constructive feedback and comments on deliverables, attendance at workshops, participation in closing and graduation ceremonies and chairing the MOG. The contractor management manual and reporting guidelines being prepared by PATTAF will be a useful tool for future activities.

**2.12.3.1 PATTAF rating**

<i>The performance of PATTAF was satisfactory.</i>				
Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
	*			

Note: MPA rated PATTAF performance as highly satisfactory.

**2.12.4 Contractor**

The Contractor managed technical inputs in a timely manner according to the work-plan and revisions agreed with the proponent agency. Although brief monthly reports were generally submitted in a timely manner, reports relating to milestone payments were generally delayed by 3-5 weeks from the indicative submission date.

The interaction between specialist advisers, project management staff, trainers and the training recipients and proponent agency personnel was generally very good. The working relationships with PATTAF allowed the Contractor to share and act on technical information relating to the activity.

The Contractor’s presence in PNG allowed them to meet regularly with the local training partner (PwC) to monitor performance and address issues arising. The Contractor developed a strong relationship with the local training partner, depending on them for logistics support, particularly for travel associated with central and provincial workshops and MOGs. The quality and commitment of the local trainers was outstanding. Performance monitoring was effective.

Financial management was fair, with the Contractor tracking expenditure over the life of the activity to ensure that variations to the workplan did not impact in a critical manner on the fixed component of the project budget.

The Contractor and local training partner jointly monitored expenditure on reimbursable costs. When it became apparent that reimbursable expenditure would be significantly in excess of available reimbursable funds, this was brought to the attention of the AMC.

**2.12.4.1 Contractor rating**

<i>The performance of the Contractor was satisfactory.</i>				
Strongly Agree	Agree	Neither Agree	Disagree	Strongly

		nor Disagree		Disagree
	*			

Note: MPA rated Contractor performance as highly satisfactory.

### 2.12.5 Recipient/Beneficiaries

The recipients/beneficiaries of this activity were:

- Department of Prime Minister and National Executive Council
- Morobe Provincial Administration
- Eastern Highlands Provincial Administration
- Western Highlands Provincial Administration
- Ombudsman Commission
- Department of Justice and Attorney General
- Magisterial Services
- Correctional Services
- Royal Papua New Guinea Constabulary
- National Judicial Staff Services

The three participating provinces each had representation on the MOG, as did the DPM&NEC. The six (6) agencies of the LJS had one representative on the MOG. The views of participating agencies were monitored through evaluation sheets and surveys, consultation with trainers and MOG discussions. (See M&E report at Attachment H). Trainer reports highlighted team building, customer service, occupational health and safety, mentoring and management skills as key growth areas.

Levels of initial engagement are shown below.

Activity	DPM&NEC	MPA	EHPA	WHPA	LJS
1. SMA	24	5	5	4	6
2. FLM	22	29	26	18	33
3. AWT	7	6	3	2	7
4. Policy skills	11	19	20	34	14
5. LJSWG	-	-	-	-	12
<b>TOTALS</b>	<b>64</b>	<b>59</b>	<b>54</b>	<b>58</b>	<b>72</b>

All provinces were welcoming and supportive of training personnel and EHP & WHP made office space available for the FLM/AWT trainer. This was not required at MPA. The LJS agencies were also very supportive of the FLM/AWT trainers.

In the FLM and AWT components, trainers reported few instances of evidence submitted not being satisfactory. Where this did occur, trainers gave the participants the opportunity to resubmit or assessed them at a lower AQF level, which increased the numbers of participants who demonstrated competence in sufficient units to receive a qualification.

### Levels of completion (assessable components)

Activity		DPM&NEC	MPA	EHPA	WHPA	LJS
FLM	Certificate III	3	11	5	4	2
	Certificate IV	13	6	7	5	8
	Diploma	4	4	13	4	13
AWT		6	4	3	2	3
Policy skills		2	-	-	-	2
<b>Total</b>		<b>27</b>	<b>25</b>	<b>28</b>	<b>15</b>	<b>27</b>

In the Policy component, only those participants in the central workshops (32 participants) were given the opportunity to submit evidence for assessment, as a value add. Of these, 20 participants submitted evidence and four (4) were assessed as competent. The remaining 16 were given formal feedback and asked to resubmit, but to date have not presented sufficient evidence for an assessment of competence to be made.

The SMA and LJSWG components did not have formal assessable outcomes.

The recipient agency MOG representatives from WHP and MPA provided feedback on this activity completion report.

#### 2.12.6 Recipient/Beneficiaries Rating

The recipients/beneficiaries demonstrated high levels of engagement and satisfactory levels of completion in FLM and AWT components. Positive feedback was provided through surveys and anecdotal evidence. (See also Attachment H).

<i>The involvement of recipients/beneficiaries in the activity was satisfactory.</i>				
Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
*				

### 2.13 Sustainability

Sustainability refers to the continuation of benefits after the activity has been completed.

*Financial issues:* There is no indication that recipient agencies will be able to replicate FLM training from within the recurrent budget, however, all have expressed an interest in continuing with the training model if an alternative funding source can be found.

#### 2.13.1 Financial Sustainability Rating

<i>The activity is financially sustainable.</i>				
Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
			*	

*Technical Issues:* M&E findings suggest a reasonable degree of satisfaction with the workplace training methodology employed for FLM. Technologies and resources used included paper based readings and an activity guide, and the majority of resources are

able to be supplied on CD to each site. This includes readings for SMA, Policy and LJSWG workshops and activity and evidence guides for FLM and AWT.

The key resources used in FLM and AWT were the training personnel. The capacity building through T+1s means that recipient agencies are now in a position to use these personnel to support HR development initiatives. For example EHPA have indicated that they will make more effective use of HR staff for training as a result of the capacity building through the AWT component.

In WHP, telecommunications problems frequently delayed information sharing. During the course of the activity the contractors provided a mobile phone and SIM card for the key contact within the WHPA to enhance communication. This phone has been left with the PA in order to build their communication capacity. Because there is no cost to receive calls this should not pose any financial strain on the WHPA.

### 2.13.2 Technical Sustainability Rating

<i>The activity is technically sustainable.</i>				
Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
	*			

*Institutional Issues:* Management support is likely to be the key success factor in institutional sustainability. Ongoing restructuring at DPM&NEC, EHPA and WHPA may impact on continuity of staff, disrupt established work teams and impact on management support.

In MP the engagement of senior management (the Deputy Provincial Administrator was a participant in three of the four possible components including FLM) will promote ongoing impact at an institutional level.

### 2.13.3 Institutional Sustainability Rating

<i>The activity is institutionally sustainable.</i>				
Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
		*		

Note: MPA have indicated activity could be institutionally sustainable within that province.

### 2.14 Phase-Out/Exit Strategy

The phase out strategy of the contractor has included the following activities:

- Final MOG
- Debrief with training team members (as part of an overall TAFE GLOBAL trainer debrief and networking activity)
- Issue of certificates of participation and achievement including testamurs and transcripts of academic record

- Documentation of mentoring resources
- Development and distribution of FLM Quick Reference Guide.

The phase out strategy could be strengthened by providing a more structured learning mechanism for trainer feedback and other M&E data to be effectively shared with the proponent agency to promote sustainability. A final M&E workshop might be a mechanism to be considered in future. As well as providing useful data it could contribute to the capacity building of the proponent agency.

#### 2.14.1 Phase-Out/Exit Strategy Rating

<i>The activity phase-out/exit strategy is satisfactory.</i>				
Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
	*			

## 3 Conclusions, recommendations and lessons learned

### 3.1 Conclusions

#### 3.1.1 Strengths and achievements

**Capacity building in management and training for recipient agencies.** The FLM and AWT qualifications achieved were indicators of the enhanced workplace training and assessment and middle management capacity and capability of participants from the ten (10) recipient agencies and departments. As well as external indicators such as qualifications, feedback received from participating agencies indicates that they believe the program has enhanced their capacity. In addition, the program has built effective communication channels between the provinces and the central and line agencies in Port Moresby, through the establishment of relationships in the SMA and Policy workshops, as well as through the MOG. The key factor for this success was the activity design which promoted workplace learning linked to operational effectiveness, together with a horizontal and vertical slice approach. Other success factors included:

- the calibre of the workplace and workshop training teams
- management support.

**Qualifications achieved.** The number of qualifications achieved in FLM/AWT was in excess of the minimum expectations of engagement for the program. The delivery of FLM to staff at a range of operational levels within the recipient agencies ensured a vertical slice approach to capacity building, which enhanced communication between senior managers and other staff and promoted team building and effectiveness. The key success factor was the engagement and commitment of FLM trainers to take on more participants than the required minimum, and to work across multiple sites.

**The ‘Leadership Challenge’.** The second of the three SMA workshops was structured around a two day interactive activity engaging cross-agency work teams in a simulation of policy development. This experiential learning approach exposed participants to a range of decision making approaches, consultative strategies, problem solving approaches and collaborative team work. Outcomes included better understanding of government decision-making processes, development of relationships and increased understanding of the impact of leadership styles on work teams. The innovative nature of the activity combined with the element of competition proved an excellent incentive for participants to fully engage and benefit from the workshop.

**Successful implementation of training program into time poor organisations.** One of the anticipated challenges of implementation was engaging staff in a six month program given their high level of existing work and public commitments. As with capacity building, success factors included:

- the calibre of the workplace training teams
- management support
- the quality of activity design reflected in the flexibility of the workplace based approach.

**Collaborative problem solving.** Effective problem solving took place at a number of levels and was due to relationships and partnerships established between the various 'partners':

- Training team members
- Project management personnel
- MOG
- PATTAF
- Recipient agencies
- Program participants.

The Orientation workshop was a key activity for laying a foundation for this collaboration together with the training team's email forum - "Tigers".

**Capacity building of trainers.** The existing skills of the workplace FLM/AWT trainers were recognized and reinforced. Trainers were exposed to new delivery approaches and increased content knowledge in FLM and AWT. Relationships were built between training team members that ensured open and cooperative sharing of resources. The international team members increased their cultural awareness and ability to support training and assessment within PNG. Success factors included:

- Support and capacity building for PNG training team from Australian counterparts
- Activity orientation workshop, intensive workshops and exposure to new techniques, templates and resources.

**Extension of policy training to Provinces.** The original SoS identified the policy intervention as being a central activity with limited participation from the provinces. During mobilization, requests from the provincial administrations highlighted the need for policy training for provincial and district staff. The Policy training team and project management personnel consulted with the recipient agencies and developed a revised program for delivery of the policy component, replacing the third planned central workshop with a series of three two-day workshops conducted in the provinces. This still allowed the key content areas identified by DPMNEC to be addressed in central workshops and increased exposure of provincial participants to new knowledge and skills. The key to this success was the flexibility of the program design.

Overall, the systems/partnership approach that underpinned this program was a key factor for success. Partnerships were developed between NTC, DPM & NEC and the other recipient agencies, PwC, TAFE GLOBAL and PATTAF that ensured all partners gained benefits from the program. For example, NTC now has an increased pool of skilled PNG citizens/residents who are qualified as workplace trainers and assessors. PATTAF has access to increased capacity in potential training providers – both local and international and evidence of impact of methodology that can inform future design. PwC has had capacity built in the form of qualifications, whilst TAFE GLOBAL has increased its operational experience in PNG. The key beneficiaries were the recipient agencies who have increased their middle management capacity and capability.

### 3.1.2 Activity weaknesses

**Limited evidence of success in the Policy component.** Although four (4) participants demonstrated competence in the selected unit for assessment for the policy component, this was less than the anticipated number. Influences included:

- Varied attendance at Policy workshop because of competing priorities during Vote of No Confidence debates
- Different expectations about policy program content and outcomes from PATTAF and from DPM&NEC
- Limited integration of policy assessment events with FLM program.

**Lack of depth and longitude in monitoring and evaluation.** The limited time frame impacted on the amount and frequency of data that was collected without overloading the participants. The short time frame also mitigated against incorporating feedback from formal surveys into the program, although the training team did act on informal feedback and suggestions received through MOG.

**Low levels of engagement by LJSWG in workshops and coaching sessions.** The attendance of LJSWG members at LJSWG workshops declined over the period of the activity. The key factor at work was the volume of conflicting commitments of working group members. Feedback received indicated that LJSWG members found the workshops valuable but operational expectations often meant they had to prioritise other commitments over the workshop.

### 3.1.3 Other issues

An issue arising towards the end of the activity period was financial support for GoPNG representation (through NTC) at closing ceremonies and graduation events. As provincial graduations were conducted as a value add to the program, there was no budget allocated for airfares for invited guests. This would normally be drawn from the contractors reimbursable budget, which had already been overrun. Poor communication meant that NTC were not represented at one provincial event, but quick action on behalf of PATTAF lead to this being rectified for two subsequent events.

Communication with recipient agencies in the provinces was often constrained by poor telecommunications. This was overcome by relaying emails via the FLM trainers in the workplace who were all provided with email access as part of the activity.

In conclusion, participants reported change at a workplace level including increased team effectiveness, increased communication, awareness of occupational health and safety, improved customer service. The proponent agency reported satisfaction with process and impact in the short term. The activity design and implementation would therefore seem to have met intended outcomes.

### 3.2 Recommendations

Actions/measures which could be incorporated into future activities of a similar nature are shown below with responsibility indicated in brackets:

- Orientation workshops (Training provider)
- Monitoring and evaluation workshop at program conclusion including trainer debriefs (Contractor/Training provider)
- Longer mobilisation period (AMC)
- Reimbursable budget should include a “contingency” amount for additional costs arising during course of project – eg – Expenditure on airfares and accommodation for NTC participation in events. Alternatively, reimbursable amounts could be open-ended and approved on a monthly basis by a steering committee (AMC)
- Increased operational role of MOG, in particular the MOG could be used as a forum to ensure common expectations of outcomes for recipient agencies and PATTAF (Proponent agency)
- Distribution of monthly reports to proponent/recipient agencies (Contractor)
- Budget for email access for key contacts in each agency (Contractor)
- Budget for graduation ceremonies in all sites. Whilst a formal central function is cost effective, site-based events promote a sense of achievement and public recognition amongst participants (AMC/Contractor). Note: this was also endorsed by MPA.

### 3.3 Overall Rating Matrix

	Weak	Marginally satisfactory	Satisfactory overall	Fully satisfactory	Good Practice
Appropriateness of design			*		
Achievement of objectives			*		
Management			*		
Sustainability			*		
Overall assessment			*		

### 3.4 Lessons learned

1. Orientation workshops add value by increasing effectiveness of team members through increased support, understanding and ownership of activity. Such workshops should specifically address security and risk, gender and monitoring and evaluation strategies to ensure an informed and consistent team approach to these areas.
2. There is value to be had by extending the mobilisation period and the operational aspects of consultations conducted during this period. This would allow:
  - f. consultative development of monitoring and evaluation and more reliable capture of mid-term data
  - g. establishment of MOG as a steering/advisory body with the ability to address flexibility in participant numbers and the associated impact on reimbursable costs

- h. increased consultation on open ended components in scope of services (eg Policy component)
  - i. better targeting of participants, including Trainer Plus Ones
  - j. clarification of feedback mechanisms such as distribution of monthly reports to the recipient agencies as well as PATTAF.
- 3. Increasing integration across components promotes development impact. For example conducting joint workshops for all participants from an agency increases management commitment. This was done in Morobe Province with a high degree of effectiveness. Another example of this is the benefit from senior management participation in the FLM program. Leading by example enhances institutional sustainability, and minimises attrition linked to competing priorities.
- 4. The value of training and assessment conducted in the workplace is enhanced by embedding trainers in the work environment. Trainers are available to provide coaching support, conduct continuous assessment and promote application of skills to real work projects and activities.
- 5. Financial and in-kind commitments of all partners should be clearly defined up front and/or periodically reviewed. In addition, since effective implementation is enhanced by ready communication with all stakeholder groups, strategies for increasing communication effectiveness could include financial allocation for e-mail and telecommunications for recipient agencies. There would also be a benefit in having a more flexible mechanism for managing reimbursable costs.
- 6. Formal closing ceremonies should be supported by graduations at each site to recognize individual achievement, not just organisational outcomes. Overall program evaluation should also include feedback to recipient agencies. Whilst this is currently addressed through the circulation of the ACR, a workshop or extended MOG meeting addressing activity evaluation might be beneficial.