

Sub – National Strategy Update October 2010

This paper summaries the historical development of the current SNS program, its components and the principles involved. It also provides indicative dates for the design of a phase 2 of the program for consideration by the Government of Australia (GOA) and the Government of Papua New Guinea (GoPNG).

1. Original Concept

In July 2004 the AusAID executive endorsed a concept for the Sub National Initiative (SNI). Strengthening the Effectiveness of Australia Aid to Provinces, Districts and Local Governments and Administrations: Concept Paper for a Sub-National Initiative (AusAID 2004). The concept:

- Recognised Australian Government aid program is focussed on helping the Government of Papua New Guinea to deliver better services.
- Noted the aid programs central agency engagement had increased the focus on integrity of public expenditure management while sectoral program support has assisted national agencies in their capacity to deliver services.
- That in Papua New Guinea's decentralised system, the importance of sub-national governments in achieving good governance and effective service delivery outcomes is fundamental and should therefore also receive support from AusAID.
- Proposed the SNI with the aims to address our engagement with and assistance to sub- national governments to build on the aid program's work at central and line agency level.
- Defined SNI as being about targeted, tailored engagements that include incentives to support performance and achieve development outcomes.
- Identified that continued analysis and pilot assistance will provide a continuous learning context to inform a strategic policy framework that will guide the Initiative over the medium term.

2. Sub-National Initiative

The Sub-National Initiative (2004 – 2006) was AusAID's mechanism to provide support for reform opportunities that assisted to strengthen PNG's system of decentralised government.

The focus of the initial SNI contained three main themes:

- Support to the key national government agencies responsible for improving sub-national government performance
- Pilot engagement and incentive linked assistance for selected sub-national governments
- Enhanced coordination and coherence of Development Partner funding to provinces.

The summary of the program from the concept paper Strengthening the Effectiveness of Australia Aid to Provinces, Districts and Local Governments and Administrations: Concept Paper for a Sub-National Initiative (AusAID 2004) is at **Attachment A**.

3. The Provincial Performance Improvement Initiative

In line with the themes outline above, SNI supported the development of a Provincial Performance Improvement Initiative (PPII) which was remains an initiative of the Government of Papua New Guinea. It is led by the DPLGA in partnership with the DNPM and AusAID. The GoPNG through the Central Agency Coordinating Committee (CACC) endorsed the PPII on 12 July 2004, and stated it should be piloted in three provinces - Eastern Highlands, Central and East New Britain.

The focus of PPII is: *Improved service delivery by provincial, district and LLG administrations through more efficient and effective public administration.*

The Enabling Objectives of PPII are:

- Strengthen Corporate Management of the Provincial and District Administrations
- Strengthen relations between Provincial/District Administrations and Elected Leaders
- Streamline National Agency support for Provincial and District Administrations
- Enhance accountability of Provincial and District Administrations for service delivery.

In October 2005 the GoPNG directed that provincial involvement in the program would be subject to assessment against public administration criteria. Phased support was also agreed to:

- Preparatory Phase (Five provinces in 2010) –DPLGA assists the province to complete its Corporate Plan.
- Corporate Management Phase (Phase 1) (Seven provinces in 2010)–Once in Phase 1 a province then has access to technical advice and an ‘incentive grant’ of K500,000 to support the implementation of its Capacity Building Plan.
- Service Delivery Phase (Phase 2) (Five provinces in 2010) supports provinces to use their capacity to identify service priorities and expand their response. The incentive grant available is K1 million.
- Consolidation and Sustainability Phase (Phase 3) was never implemented. The assumption was that Phase 1 and 2 assistance would scale-down with provinces using their own resources.

DPLGA has continued to lead the PPII and in 2010 commissioned an independent review of the program. This report Provincial Performance Improvement Initiative (PPII) Independent Review for the Secretary Department of Provincial and Local Government Affairs (August 2010) is currently with the department and expected to be released shortly. It is understood to offer key findings on continuing the PPII that will shape its progress. It is envisaged that the GoPNG will consider and respond to the recommendations in the future.

Australia’s support to GoPNG PPII is expected to continue because it compliments our development objectives of improved implementation of decentralised service delivery functions and a effective decentralised service delivery system.

The PPII remains a key tool that AusAID supports to directly engage with provinces on their reform agendas and to support their efforts for improved service delivery.

4. Sub National Strategy

Building on a successful pilot (SNI), the Sub National Strategy (SNS) was designed in 2006 and began implementation in 2007.

The Goal of the design is: Improved service delivery for the men, women and children of Papua New Guinea. It is a flexible partnership with the PNG Government that supports three areas:

1. Government of Papua New Guinea initiatives that aim to improve public administration and governance processes related to enhanced service delivery (including the PPII);
2. Improved performance in Provinces of national interest to both governments (special case Provinces – Bougainville and Southern Highlands); and
3. Informing the alignment of AusAID's ongoing programs in PNG so that they are more responsive to service delivery challenges at the Sub-National level.

Attachment B summaries the SNS as articulated in the 2006 Design document. **Attachment C** summarises the key recommendations in the 2009 independent Mid Term Review of SNS.

5. Sub National Strategy Principles

Underpinning the program are the following principles:

- i. Ownership
 - Invest time into development of ownership of assistance by recipient and responsible drivers
- ii. Tailored, targeted, responsive and flexible assistance
 - Assistance to consider and utilise different types, approaches and focus' of assistance as appropriate for each stakeholder
- iii. Integration with PNG systems, responsibilities, policy, leadership and reforms
 - Working with and through PNG systems to plan, finance, provide and monitor assistance
 - Co-locating AusAID with GoPNG and locating advisers with recipient counterparts
 - Coming behind PNG reform and improvement agendas and their committed leadership
- iv. Relationally based engagement
 - Engagement based around effective working relationships
- v. Holistic approach
 - Engage with and support whole of decentralised service delivery system
 - Supporting cross sectoral coordination, consideration and prioritisation
- vi. Support sub-national service delivery responsibilities
 - Have direct engagement with sub-national administration (provinces, districts and LLG's)
- vii. Cohesive and coherent approach

- Support SNS and other programs to increase coherence with PNG's policy agenda, reform agendas, systems and practice
- viii. Incremental and iterative approach
 - Work gradually utilising pilots, lessons learnt, improved understandings and M&E findings to allow refinement and targeting of program
- ix. Performance / incentive based assistance
 - Reward those who implement systems, practice and reforms that improve service delivery and their specific drivers

6. Current Program

AusAID provides its support through the SNS in partnership with GoPNG. The SNS program is planned on a flexible annual planning process that aligns with the GoPNG calendar year budget. Assistance to be provided by SNS is agreed with and comes behind the various SNS stakeholders priorities at the national and sub national levels. Ongoing engagement informs the consultation process to determine priorities and target areas for assistance. There is also flexibility applied for emerging priorities and changing contexts during the year.

An approximate summary of SNS annual assistance includes:

- Total budget of around \$25 million
- \$19 million for support to DPLGA (incl PPII), NEFC, ORD and NRI. This includes contractor and AusAID management costs.
- \$1 million to the Commonwealth Local Government Forum's Good Practice Scheme
- \$2 million incentive grants to provinces
- \$3 million through Bougainville's Governance and Implementation Fund
- 40 advisers of whom about 50% are Papua New Guinean Advisers and 33% are women.
- Increasing focus on Capacity Building Assistance other than advisory (including provincial exchanges, training etc).

In terms of AusAID staffing resources for SNS: 8 AusAID representatives are located in four provinces and the Autonomous Region of Bougainville, 1 position is based in the Department for Provincial and Local Government Affairs and 6 officers are located at the Australian High Commission

6.1 Provincial Performance Improvement Initiative (ref 4.1 above)

Provincial Performance Improvement Initiative

The following table summaries the current status of PPII provinces across the four phases.

PPII Phases	Preparatory Phase: Engagement with DPLGA to develop Corporate Plan	Phase 1: Support to implement key priorities in Corporate Plan	Phase 2: Implementation of Corporate Plan and focus on service delivery	Phase 3: Economic Growth and Sustainability
Participating provinces	• Gulf • Western • East Sepik • Enga • Western Highlands	• Simbu • Madang • West New Britain • Oro • Morobe • New Ireland • Manus	• Central • Sandaun • Milne Bay • Eastern Highlands • East New Britain	None to date and criteria yet to be defined.
PPII Incentive Grant	None	Up to K250,000	Up to K1 million	Yet to be defined
PPII Assistance (Capacity building)	DPLGA engagement to support Corporate Plan development that identifies reform priorities	• Full-time TA in the province depending on needs • Fly-in, fly-out TA in key corporate functions: budgeting, financial management, HR, project management and IT • Provincial exchanges • Training, scholarships • Provincial peer review • Facilitation of other program assistance (both GoPNG and donor – eg PSWDP)		Yet to be defined

6.2 Department of Provincial and Local Government Affairs (ref 4.1 above)

DPLGA is the central agency within GoPNG responsible for supporting the country's decentralised system of government. Its mission is articulated as “providing the vital link between the national and provincial / local government levels, while empowering and building the capacity of provincial and local level governments to fulfil their mandates for the benefit of the people of PNG” It's role is developing as the ‘mother’ department role for provinces representing provincial and local needs in the wider whole-of-government context as well as ensuring Government is informed with information based policy options. Through this mandate DPLGA manages the PPII (including chairing its Steering Committee and Secretariat) and PLLSMA. The department therefore is a critical stakeholder of the SNS.

Key Divisions receiving support through SNS and their core functions are summarised here:

Capacity Building Division

- Supports capacity strengthening of the Province and District Administrations. This Division currently chairs the PPII Secretariat.

Performance Monitoring Division

- Support implementation of systems that assist the government to monitor and coordinate service delivery

Legal & Policy Division

- Provision of Policy, Legal and IT advice and support to Province and LLGs, Minister and CACC

6.3 National Economic and Fiscal Commission (ref 4.1 above)

NEFC is a constitutional body under the Organic Law. Its mission statement is “To develop and maintain fair, equitable and transparent intergovernmental financing arrangements that support improved quality of life for all Papua New Guineans.” The main role of the NEFC is to provide advice to government on the level of grants to be given to Provincial Governments and Local-level Governments. The NEFC has been responsible for guiding the reform of intergovernmental financial arrangements (RIGFA). AusAID has been supporting the NEFC for many years primarily through the SNI and SNS.

6.4 National Research Institute (ref 4.1 above)

The Sub-National Strategy (SNS) and the National Research Institute (NRI) have developed a Partnership Agreement on SNS support for NRI’s sub-national governance program in 2009. In 2010 the NRI plan to undertake a range of analysis looking at sub national issues that will enhance the program’s understanding of PNG’s decentralised system of government.

6.5 Office of Rural Development (ref 4.1 above)

In 2009, the Office of Rural Development (ORD) requested AusAID support for Technical Assistance to implement a District Information Management System (DIMS). The intention is for the system to assist the government monitor implementation of the District Services Improvement Program (DSIP). The DIMS Adviser commenced in February 2010.

6.6 Special Case support - Autonomous Region of Bougainville (ref 4.2 above)

The Autonomous Region of Bougainville (ARoB) remains a special focus for both PNG and Australia, especially in the lead up to the referendum on independence due no later than 2020. AusAID’s support for Bougainville is delivered through nationally-based programs (such Transport, Law and Justice, Health and education) and through the SNS.

SNS’s support to Bougainville has four broad components:

1. Deployment of two AusAID staff to Buka. These positions support the coordination of AusAID's assistance to Bougainville
2. Funding to the Governance and Implementation Fund, a joint arrangement between GoPNG, the ABG, New Zealand and Australia. The Funds supports the implementation of Bougainville's autonomy arrangements and the ABG's priority service delivery needs.
3. Funding of a package of advisory support to assist capacity development in key areas of the administration including: finance and expenditure, policy, budget and planning, HR, legislative drafting, economic development and procurement
4. Funding for Peace building and reconciliation through the UNDP

6.7 Special Case support - Southern Highlands Province (ref 4.2 above)

A special package of SNS assistance for Southern Highlands Province was developed in late 2008 to assist that province's stabilisation from years of poor governance and conflict. With the support of targeted HR assistance from SNS, the province has recently finalised recruitment of its senior management positions. As a result the Provincial Administrator now has a team to assist him coordinate and manage service delivery to the Southern Highlands. SNS will retain the flexibility to provide more assistance to the province to support the administration prepare and manage the increased revenues expected to flow from the LNG project.

6.8 Support for better alignment of Australian aid (ref 4.3 above)

SNS also focuses on informing the alignment of AusAID's programs in PNG so they are more responsive to service delivery challenges at the Sub-National level. This is potentially where SNS can have the greatest impact on improved service delivery outcomes. Currently the SNS AusAID team invests resources into AusAID sector program planning and design processes as well as having eight officers located in provinces and the Autonomous Region of Bougainville to inform, target and monitor our assistance there. AusAID's ongoing response to the recommendations of the Australian Papua New Guinea Development Cooperation Treaty Review will inform how SNS performs this function into the future.

6.9 Monitoring and Evaluation

The monitoring and evaluation framework for the program provides support for on-going assessment of progress against the program's objectives. The programs monitoring utilises a research approach to performance assessment. This allows for identification and assessment of change as well as inquiry about the reasons for that change. The monitoring is currently coordinated by an independent consultant who produces a six monthly report for AusAID drawing from a broad range of information sources including GoPNG departments (DPLGA and NEFC), the ISP, advisers and AusAID staff. These reports are then shared with the programs partners.

7. Next steps

The current phase of SNS is scheduled to end in June 2012. Contractor services are required to cover the final year of this phase (from 29 May 2011). During this final year the second phase will be designed and if agreed by GoA and GoPNG the tender

includes an option to extend the contract of the Implementing Service Provider for up to five years.

This second phase of SNS is expected to continue providing similar support to that provided in phase 1. It is therefore reasonable to expect that ISP services will remain similar also. This is consistent with the original 2006 design which foreshadowed a 10 – 15 year period of assistance to support PNG's decentralised system of government. Further the principles underpinning the program referred to above and which have evolved iteratively over time remain relevant and are therefore expected to continue underpinning the program's implementation in the future.

AusAID has commenced a design process which can be summarised as:

Task/Activity	Indicative Date
Concept Note Mission	Nov 2010
Concept Note Peer Review	Dec 2010
In-Country Mission	Feb 2011
Design Document Finalised	April 2011
Appraisal Peer Review	June 2011
Goa and GoPNG approval	July 2011
Re-negotiate with contractor for continued services OR Request for Tender	Sept 2011

References

Strengthening the Effectiveness of Australia Aid to Provinces, Districts and Local Governments and Administrations: Concept Paper for a Sub-National Initiative (AusAID July 2004)

Provincial Performance Improvement Initiative Framework (April 2005)

Roll Out of the Provincial Performance Improvement Initiative (PPII) – Key Design Features (April 2006).

Guide to Services and Performance Requirements under the Provincial Performance Management Initiative (PPII) (DPLGA 2007)

Provincial Performance Improvement Initiative (PPII) Independent Review for the Secretary Department of Provincial and Local Government Affairs (August 2010)

Australian Government, Papua New Guinea Sub-National Strategy, 2007-2011, Final Design Document (August 2006)

Australian Government, Papua New Guinea Sub-National Strategy, Mid Term review Report (2009)

Sub National Strategy Implementing Service Provider Progress Report January to June 2010

Provincial and Local Level Governments Services Monitoring Authority (PLLSMA) 3year Implementation Strategy (2010)

Australian Government, Papua New Guinea Sub-National Strategy, Monitoring and Evaluation Framework (Version 2 2009)

Attachment A

Sub National Initiative – Summary

Overarching Goal	Strengthening public administration for improved service delivery outcomes		
Rationale	The sub national level has extensive responsibilities for service delivery; actions at the Central and Sector Agency level have limitations on service delivery impacts; there is will and desire for reform at the sub national level in certain areas.		
SNI Objectives	• Provide support to sub national reform initiatives • Improve the management of budget, planning and public expenditure at the sub national level • Help strengthen implementation of PNG's decentralised framework		
SNI Strategy	• Pilot engaging in reform opportunities existing at the sub national level • Help national government respond to the needs/challenges raised by sub national issues • Promote better consistency of donor activities with PNG's decentralised framework		
Key Principles	Public expenditure management; affordability; budget integrity; civil participation; accountability; flexibility; incremental performance based assistance; team approach; stability		
Components	1. National government support	2. Selected sub national engagement	3. Consistent approach to decentralisation
Actions	• Engagement of central agencies (DoF, DoT, DNPM, PSRMU and NEFC) on sub national performance issues facilitated through DPLGA • Ongoing support for NEFC's Review of Inter Governmental Financing Arrangements (RIGFA) • Provide high level and senior management assistance to DPLGA including NMA and engagement in areas of national interest • Support management of pilots through DPLGA	• Identify entry points • Engage and reach agreement on ongoing relationship principles • Help formulate a reform agenda in partnership • Undertake stocktake and provide tool kit of policy and technical advice, capacity building assistance and limited financial support • Increase AusAID policy dialogue engagement on resource allocation • Help support public expenditure management at the sub national level	• Review donor cohesion with PNG's decentralised framework and make recommendations • Distil and disseminate understanding of PNG's decentralised framework • Elicit governments support • Input into program development (ECP, aid review and JCS) • Support SN engagement in areas of national interest and post conflict
Mechanisms	• Placement of technical assistance • Establish (or use existing) committee to monitor and guide process • Placement of AusAID resources with DPLGA	• Reach relationship based agreement with pilots involving sub national entry points, AusAID and DPLGA • Provide AusAID staff and TA for policy engagement on resource envelope and allocation • Provide new TA and possibly additional resources as well as a better coordination of existing programs with pilots priorities	• Provide AusAID and TA resources for cohesion study and decentralisation framework articulation • Facilitate discussion forums • Share ongoing learning for SNI pilot engagement and national responses • Link SNI with other program initiatives

Attachment B

Sub National Strategy Design

Government of Papua New Government (GoPNG)	Government of Australia (GOA)
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Provincial Performance Improvement Initiative (PPII)

Managed By	Work Area
Department of Provincial and Local Government Affairs (DPLGA) /Provincial Management Teams	Targeted Provincial Assistance 3 Phases, focused on: - Improving public administration systems - Service Delivery - Consolidation (inc revenue generation) - Administrations, civil society, private sector, elected leaders
DPLGA	Coordination of National Agencies Strengthening of the Provincial and Local Level Service Monitoring Authority
National Economic and Fiscal Commission	Review of inter-government financing arrangements (RIGFA)
DPLGA/National Research Institute	Review of the Organic Law on Provincial and Local Level Government
	Other initiatives as agreed by GoPNG & GoA

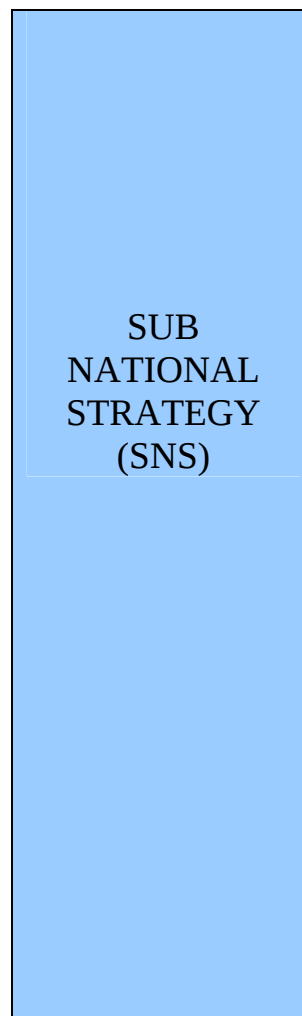
SUPPORT

Bougainville

Special Case Provinces and Bougainville

Managed By	Work Areas
Aut Bougainville Govt/Bougainville Peace and Restoration Office	Bougainville
Inter-departmental committee (IDC)	Southern Highlands
IDC	Western
	Other

SUPPORT



AusAID Program

AusAID Sectoral Programs
Whole of Government engagement in Australia
Engagement with other GoPNG programs
Engagement with other donors



INFORM

Attachment C

Sub National Strategy Mid Term Review Recommendations

Recommendations

Detailed recommendations are presented at the end of each section of the report. SNS has the opportunity to adapt as the program continues to evolve, adjust to a changing policy context and learning from experience. At the same time, SNS is a long term strategy, and far-reaching change should not be encouraged for its own sake. Many of the processes the program employs are now bedding in and the many stakeholders with whom it engages are becoming familiar with its approach. It would be inappropriate to recommend far-reaching changes that may unsettle stakeholders, unless really warranted. The MTR, therefore, recommends a continuation of SNS' overall trajectory and adjustments in selected areas only, as set out in the recommendations contained in the body of this report. The key recommendations are reproduced here for ease of reference:

Supporting the Rollout of PPII.

- Develop a vision, criteria and incentives for provinces to advance to Phase III. This vision should aim at harmonizing and aligning development budgets (including PPII) through provincial planning, budgeting and reporting systems and focus on strengthening implementation capacity at district and facility levels.
- Take steps to ensure that adequate capacity is in place within DPLGA to ensure delivery of quality support associated with an ever-expanding program. Support for PCMCs and establishment of regional offices of DPLGA to back stop activities at provincial levels should be an immediate consideration.
- Encourage PPII to serve as a platform for promoting performance improvement by coordinating and harmonizing various GoPNG initiatives to strengthen service delivery. It is important for PPII to proactively engage with other initiatives to create synergies and avoid fragmentation of effort.

Strengthening National Agencies and Policy Framework.

- Reinforce current efforts at promoting inter-agency collaboration, particularly through PLLSMA, but equally through other coordination instruments such as CACC.
- Make efforts at consolidating and reinforcing capacity gains that have been made within key national agencies and consider more closely ways to sustain those gains.
- Proactively promote debate and dialogue among GoPNG and its development partners on the architecture of decentralisation and on building stronger linkages between separate governance, administrative and sector reform initiatives.

Promoting Coherence across the AusAID Country Program.

- Distinguish SNS the program from SNS the strategy as a step towards developing a clear country program-wide policy/position on the relationship between sector support and decentralisation and the implications for service delivery improvements.
- Find ways to align AusAID support to different parts of GoPNG national and sub-national administration and better align sector/thematic support to the architecture of sub-national government.

- Actively promote, behind GoPNG leadership, harmonisation and alignment of donor support for decentralisation.

Incentives

- Ensure that incentives are provided in strict accordance with agreed upon performance criteria, and that decisions are communicated in a transparent manner. The value of the incentive payments is immediately lost if strict adherence to the criteria is not upheld.
- An assessment should be made of the incentives needed for Provinces to successfully complete Phase II and advance to Phase III. As suggested elsewhere, besides provision of a financial incentive, it may be appropriate to think about alternative funding mechanisms that prepare the way for moving towards a single financing instrument eg: earmarked budget support.

Use of Government Systems

- To strengthen GoPNG ownership and initiate a transition to sustainability, the PPII Steering Committee should be renamed the SNS Sub-Committee and become a sub-committee of PLLSMA. This would better position SNS at a strategic coordination level for decentralised service delivery and allow the SNS program to be ultimately implemented as PLLSMA.
- Encourage greater cross-government commitment and ownership of PPII, and stronger links with CACC in the way of reports on the SNS by the PPII Steering Committee and by PLLSMA.

Co-location.

- Provide greater clarity on the roles, responsibilities and relationships of co-located officers and distinguish these from other stakeholders involved in SNS delivery.
- Strengthen the role of co-located officers as a focal point for promoting coherence across the AusAID program rather than being mainly a co-manager of SNS supported activities.

TA

- Reflect critically on alternatives to TA deployment in support of provincial and national agency capacity development, and consider different modes of CD support for progressive stages of PPII.
- Clarify roles and responsibilities of TA personnel, and invest more thoroughly in the preparation of TA to ensure their focus is on capacity development. This should include arrangement of joint induction courses, and orientation/training in process facilitation/ change management.

ISP and AusAID Management.

- Reinforce the understanding of GoPNG/AusAID management of SNS and in this context clarify the respective roles and responsibilities of GoPNG, AusAID and the ISP.
- Structure AusAID career paths to include PNG national specialists with a long-term career focus on a country as a way to better support long-term policy dialogue and effective contract management, and as part of a wider staff retention and sustainability strategy.

Monitoring and Evaluation.

- Set in motion a medium term transition plan to align the SNS MEF behind GoPNG instruments and processes for sub-national performance monitoring and reporting under DPLGA/PLLSMA stewardship.

Encourage an increasing focus on monitoring trends in service delivery outputs and outcomes and to link this to monitoring of CD support

Attachment D

Summary of inputs provide January to June 2010

As articulated in the Sub National Strategy Implementing Service Provider Progress Report January to June 2010

DPLGA - Capacity Building Division (CBD)

- Full-time technical assistance: Capacity Building Adviser (CBA), team of FIFO advisers. ISP, DTL and AusAID, SNS, Deputy Program Director.
- Budgetary assistance towards PPII Review, M&E site visits, provincial liaison and program visits, PPII Secretariat meetings.
- Periodic technical assistance: ICT team in the development of a monitoring database (MS excel), Finance & Expenditure Advisers on FIFO schedules to provinces.
- Logistical (accommodation, airline and land transport) support to PPII Review team and meetings in provincial locations.

PPII Secretariat meetings

- Secretariat membership with consistent attendance and inputs from DPLGA (Director and Assistant Director, CBD), AusAID (SNS Deputy Program Director), ISP (TL and DTL), DPM (Manager, Compliance & Monitoring, and Manager, Devolution Project).
- CBA supported PPII Secretariat meetings.
- ICT team provided software training for CBD administration staff with secretariat responsibility for PPII Secretariat.
- ISP met venue and catering costs for two of the four Secretariat meetings.

DPLGA - Performance Monitoring Division (PMD) and PLLSMA

- PLLSMA Lead Adviser.
- Committees Coordinator.
- Function Assignment Adviser.
- Performance Management Adviser.
- Communications Adviser commenced April 2010.
- ICT Team support to build s119 database and roll out to provinces

DPLGA - Policy and Legal

- Full-time Policy Adviser.
- Periodic Legislative Drafting Adviser.
- Professional Diploma in Legislative Drafting (PDL) for provincial lawyers in Central and Simbu provinces

National Economic and Fiscal Commission

- SNS supports NEFC with 3.5 full time equivalent advisers.
- Four regional workshops in Kimbe, Vanimo, Alotau and Goroka were attended by at least nine provincial officers from each province.

National Research Institute (NRI)

- SNS funds the position of Research Coordinator for NRI.

Office of Rural Development (ORD)

- SNS supports a District Information Management System (DIMS) Adviser who commenced in February 2010.

Central Province

- Budget and Expenditure Adviser.
- Development Planning Adviser.
- The ICT team assisted Central Administration staff (with DPA support) develop a performance monitoring and reporting system.
- Limited support from the Fly In Fly Out team.
- Support for PCMCs by DPLGA and the Committee Coordination Adviser.
- ISP's logistical support to full-time and periodic advisers in the province.

East New Britain Province

- Full time Budget and Expenditure Adviser.
- Periodic inputs from HR Adviser based in Milne Bay.
- Periodic support from the Fly In Fly Out team.
- Support for PCMCs by DPLGA and the Committee Coordination Adviser.
- ISP's logistical support to full-time and periodic advisers.

Eastern Highlands Province

- Budget and Expenditure Adviser full-time support.
- Project Management Adviser full time support until March 2010. This Adviser continues to support EHP periodically.
- Support for PCMC by DPLGA and the Committee Coordination Adviser.
- ISP's logistical support to full time and periodic advisers.

Milne Bay Province

- Human Resource Adviser based in province since January 2010.
- Development and Planning Adviser based in province since May 2010.
- Periodic support for Integrated Planning and Budgeting System by SNS Lead Finance Adviser.
- ICT Team Support for s119 and provincial database development.
- Support for PCMCs by DPLGA and the Committee Coordination Adviser.
- ISP's logistical support to full time and periodic advisers in the province.

West Sepik Province

- Full time Corporate Plan Implementation Adviser.
- Full time Budget and Expenditure Adviser mobilised in June 2010.
- Human Resource Adviser appointed since November 2009.
- Periodic support for Integrated Planning and Budgeting System by SNS Lead Finance Adviser.
- ICT Team support to develop service delivery sector performance monitoring.
- Project Management Adviser assessed and scoped support requirements.
- ISP's logistical support to full time and periodic advisers.

Madang Province

- HR Adviser based in the province November 2009.

- Periodic Finance Adviser inputs.
- Support for PCMCs by DPLGA and the Committee Coordination Adviser.
- ISP's logistical support to full time and periodic advisers in the province.

Oro Province

- The Lead ICT Adviser and DPLGA's PLO for Oro travelled to the province in April to assess the ICT status, including skills and use of ICT equipment in the provincial administration.
- The ISP Deputy Team Leader accompanied a monitoring and evaluation team to the province in June, 2010 to assess PPII's re-engagement.
- Support for PCMC by DPLGA and the Committee Coordination Adviser.
- ISP's logistical support to periodic advisers visits to province

Simbu Province

- DPLGA Assistant Director, CBD and Lead Finance Adviser conducted assessment visit.
- The Fly In Fly Out Finance Adviser for Simbu helped re-establish the trust account.
- DPLGA and the Committee Coordination Adviser supported the PCMC.
- Legislative Drafting Adviser, ICT Team and ISP supported the Deputy PA to undertake Professional Diploma in Legislative Drafting (PDL D).
- ISP's logistical support to periodic advisers visiting the province.

West New Britain Province

- ICT Team continues to support the WNB Planner on ICT issues.
- DPLGA and ISP reengagement visit in April.
- Fly In Fly Out Project Management Adviser (PMA) support.
- ISP's logistical support to periodic advisers.

Morobe Province

- Full time Corporate Plan Implementation Adviser (CPIA) since January 2010.
- Scoping of periodic assistance by DPLGA FIFO team arranged by CPIA in April 2010: Provincial Liaison Officer, Finance Adviser, HR Adviser, Capacity Effectiveness Coordinator and ICT Adviser.
- Technical Facilitator for Huon Gulf District mobilised in June 2010.
- Support for PCMCs by DPLGA and the Committee Coordination Adviser.
- ISP's logistical support to full time and periodic advisers.

Manus Province

- Periodic assistance from Finance Adviser.
- ISP's logistical support to periodic advisers.

East Sepik Preparatory Phase Provinces

- DPLGA and the Committee Coordination Adviser supported the PCMC.

Enga Province Preparatory Phase Provinces

- Capacity Building Division visit in May to assess readiness to graduate to PPII Phase 1.

Western Highlands Preparatory Phase Provinces

- DPLGA and the Committee Coordination Adviser supported the PCMC.

Autonomous Region of Bougainville

- Eight advisers: Revenue & Taxation, Finance & Expenditure, Procurement & Contract Management, Policy Development, Planning & Budget (commenced April 2010), Legislative Drafting, Human Resource Management, and Economic Development.
- Procurement & Contract Management Adviser supporting Acting CEO - Technical Services Division.
- Procurement & Contract Management Adviser assisting with preparation for transition of National Works Department functions to ABG Technical Services Division. Procurement & Contract Management Adviser assisting review of capital works projects at risk of failing.
- HR Adviser supported recruitment of 149 positions to the ABG Administration.
- HR Adviser helped e-establish three important HRM committees.
- Economic Development Adviser helped develop implementation plans for Economic Development Policy and associated Investment Policy.
- Economic Development Adviser supported reinvigoration of the cocoa industry.
- Legislative Drafting Adviser prepared legislation for the Bougainville Parliament and provided general counsel to the CEO Law and Justice.
- Legislative Drafting Adviser mentored three new legal officers and assisted with divisional policies and procedures.
- Revenue & Taxation Adviser supported development of a Memorandum of Understanding between ABG and the PNG Internal Revenue Commission, signed in March 2010.
- Revenue & Taxation Adviser completed draft of major tax policy document for dissemination.
- Finance & Expenditure Adviser supported Finance Division and Treasury implement improved work practices.
- Finance & Expenditure Adviser supported ABG Health Division on Direct facility funding and assisted establish the Kina-for-Kina Scheme for the ABG.
- Budget and Planning Adviser supported a mid-term review of the ABG Corporate Plan and associated divisional Management Action Plans.
- Budget and Planning Adviser helped establish an asset management program across the administration.
- Policy Development Adviser and Legislative Drafting Adviser supported the Joint Supervisory Board (JSB) in the drawdown of powers from the National Government to the ABG. Other advisers supported their counterpart divisions present to the JSB on drawdown issues in their areas.
- Policy Development Adviser supported the Bougainville Elections Commissioner and Acting Chief Administrator during 2010 Bougainville elections and provided policy advice to the incoming government.
- Managed the Governance Implementation Fund (GIF).

Southern Highlands Province

- Since November 2008, a Human Resource Management (HRM) Adviser has supported the Southern Highlands Administration.