

Strongim Pipol Strongim Nesen Program Context

Robin Scott-Charlton
Chief of Operations

Good morning, and welcome to the Deloitte office of AusAID.

I have been asked to make a few introductory remarks to start today's briefing on the SPSN Program. I am the deputy head of AusAID in PNG and the Chief of Operations.

So first a summary of the policy setting in which SPSN sits.

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- > Millennium Development Goals
- > Partnership for Development
- > Aid effectiveness

AusAID is focussed on making progress against the MDGs and in achieving results. MDG's are at the heart of the PNG-Australia Partnership for Development (P4D).

The P4D, signed by Prime Ministers Rudd and Somare in 2008, is a manifestation of Australia's strengthened resolve to support the GoPNG in its efforts to realise its own development objectives.

The partnership implementation schedules are concrete road maps to 2015, in transport infrastructure; basic education; health; public service; statistics; and three additional schedules to be prepared over the coming months: HIV and Aids; Higher Education; and Law and Justice.

Each schedule aims to support PNG leadership of its own development process, with mutual responsibility for clearly articulated development results for the Australian program. Each schedule is a vehicle for long-term and more predictable engagement agreed at a very senior level, with scope for increased levels of development assistance over time.

Through the partnerships, AusAID will seek to increasingly work through and on PNG systems, including decision making systems, monitoring and evaluation, and ultimately as appropriate, fiscal and procurement systems, to the maximum extent possible and appropriate to increase the chance of ownership and sustainability.

The principles underpinning the partnership for development, and our focus on achieving the MDGs, similarly apply in the context of AusAID's support for democratic governance in PNG, through the Strongim Pipol Strongim Nesen program.

PNG and Australia have endorsed the 2008 Accra Action Agenda, and the Statement on Acceleration and implementation of the Paris Declaration on aid effectiveness, which committed donors and developing countries to deepen engagement with civil society organisations as independent development actors, whose efforts complement those of governments and the private sector. Effective delivery of Australia's aid program is not just about the Australian and PNG governments. It's about recognising that there are many groups out there who have the knowledge, skills and resources to contribute, and it's also about bringing all of the contributors to the table.

SPSN puts Accra into action, through providing flexible, innovative support to build partnerships with a range of players to maximise aid coordination. It will encourage development partners to work together towards the common objective of enabling civil society, the state, the private sector, and others to better meet the needs of people and communities in PNG.

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> New approach of “democratic governance”

- Building on previous lessons
- Ambitious, challenging
- Requires innovation and two-way learning

•SPSN builds on AusAID’s lessons learned from previous small grants and community development programs, and introduces the concept of democratic – “shared” – governance, in which communities, the state, and other development partners practice and promote responsiveness, accountability, and transparency in the allocation and delivery of public goods and services.

•This shift to integrating democratic governance into our work is an ambitious and challenging undertaking, and will require flexibility and innovation. Some activities will occur relatively quickly, while others may prove more difficult, and we will need to adapt and learn along the way. PNG culture may have ways of doing democratic governance that is new to us, and we will need to have an attitude of two-way learning in order to effectively implement the SPSN program.

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- >Complex range of activities
- >Working at multiple levels across multiple sectors
- >Nation-wide coverage
- >Set of relationships

- SPSN is a **complex program** with five components, each with a discrete set of key delivery mechanisms, funding arrangements and stakeholders. It aims to provide **nation-wide reach** through the establishment of 7 field offices across the country, and a head office in Port Moresby.
- SPSN will facilitate a **set of relationships** with GoPNG, other development partners, civil society, and the private sector.
- Because of this reach, and the diversity of partners, the successful managing contractor will be expected to capitalise on opportunities for **program coherence** and **increased collaboration**.

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> Program coherence

- Other AusAID programs
- GoPNG priorities and initiatives
- Other development partners' activities

• **Coherence and coordination** with other AusAID programs will be critical, such as **AusAID's support to the Sub-National Strategy program** in PNG. Since 2004, AusAID has been supporting GoPNG efforts to build capacity within subnational governments, and this work has now extended down to districts with support being provided for district and LLG planning. SPSN will meet SNS from the bottom-up, and the successful managing contractor will have to facilitate coherence between these programs.

• Also, the MC will need to align with AusAID's approach to the **Autonomous Region of Bougainville**, given its status as a "special case" region with its own political and legal arrangements, and specific development needs due to its post-conflict experience. In particular, the five years leading up to the 2015 referendum will require specific attention from development partners, including AusAID.

• Equally, SPSN will improve **AusAID's engagement with NGO partners**, including organisations that are also supported through the AusAID PNG Sanap Wantaim program, and the Australia PNG Incentive fund. The successful managing contractor will assist AusAID to streamline processes and achieve coherence between AusAID programs' engaging with other development stakeholders.

• **GoPNG's decentralisation and reform agenda** aims improve service delivery to communities living in remote and rural areas across PNG. DNPM, DPLGA, and DFCD are all increasing their presence at the subnational level. It will be crucial for SPSN to align with and strengthen GoPNG's existing systems to reinforce GoPNG engagement nationwide.

• There are a **range of donors** active in community development and subnational governance in PNG, including WB, ADB, UNDP, NZAID and EU. Relevant donor programs are located within DFCD and DPLGA. AusAID has commenced engagement with donor partners through a civil society working group and SPSN is expected to actively develop processes for donor harmonisation in a whole of sector approach. SPSN will ensure information exchange, mutual learning, streamlining of processes, and program collaboration and leverage between donor partners.

• Similarly, engagement with the **business community** is crucial to achieving good development outcomes. This is an emerging area for AusAID, and the successful managing contractor will need to assess and capitalise on opportunities to strengthen collaboration between private sector, government, and civil society.

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> Approach and relationships

- AusAID – MC
- Governance partners
- Implementing partners

- The successful MC will **facilitate and support delivery partners** to implement activities under SPSN, rather than being a direct implementer.

- AusAID will provide strategic direction, and focus on building effective partnerships with key democratic governance stakeholders. The reality is that in order to achieve SPSN's objectives, we will need to manage and implement SPSN as "one team", whose members include AusAID, MC, GoPNG, and other development partners.

- We recognise that MC personnel bring experience and perspective to the table, and we seek to foster that through strong communication amongst SPSN's partners. Over the course of a five year program which is ambitious and works in an area where results are measured in years rather than months, we will need to **identify and jointly solve challenges in a way that demonstrates the spirit of partnership, with mutual understanding of what is meant by democratic governance**. This will require receptiveness, frank exchange of ideas, mutual respect, and good communication. Getting the right personnel will be central to success.

- Only **exceptional people** will be able to navigate PNG's complex social structures in a diverse, fragmented cultural and geographic environment and be able to foster, meaningfully, the good governance concepts of transparency, accountability, and inclusiveness amongst civil society as well as government representatives.

- This approach, and the **importance of relationships**, applies to the engagement between the MC and AusAID, between the MC and partners responsible for governing the program, and between the MC and delivery organisations responsible for implementing activities under the 5 components.

- Two final messages: paying attention to doing **gender** effectively, and delivering an appropriate program in **Bougainville**, are important priorities for SPSN.



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AusAID's support to Democratic Governance in PNG

Kath Taplin
First Secretary
Democratic Governance

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>Democratic Governance Strategy

>From 'community development' approach to promoting Democratic Governance

>Both government and civil society are responsible for supplying and demanding aspects of good governance

>“Men and women, civil society, and the state working together on issues of public interest, shaping policy, allocating resources, and enabling the exercise of rights”.

•Following a scoping mission by AusAID, GoPNG, academic and civil society representatives in 2005, AusAID's support for democratic governance in PNG shifted its approach from “community development and strengthening civil society” to fostering democratic governance – in which civil society and the private sector participate with the government in public matters. This includes policy making and implementation, resolution of public problems and the allocation of public resources. This shift recognised that while AusAID's past engagement with civil society in PNG demonstrated some successes, there is room for improvement (for example, through increased GoPNG engagement at all levels).

•The new approach of fostering democratic, or shared governance, recognises that civil society is required to supply as well as demand good governance, and similarly the state may demand, on behalf of the citizens of PNG, better governance of civil society and the private sector. This approach recognises that no one stakeholder holds “the answer to good governance”. No single NGO, church or institution can present a perfect record of inclusiveness, transparency, responsibilities and accountability. Rather, democratic governance can be learned between organisations and institutions in PNG. Lessons of good governance can be shared between government, civil society and the private sector; each can not only supply good governance but can also demand it from others. This is an “integrated approach”; an approach that moves away from focusing, quite separately, on civil society on one hand, and technical reforms of the state on the other, and rather, actively supports both civil society and the state to engage in better governance that includes democratic values such as equal participation; legitimacy; transparency; accountability and responsiveness to the people of PNG, the people and communities who are affected by the decisions of governments, the private sector and civil society organisations. In line with the Democratic Governance Strategy, Strongim Pipol Strongim Nesen is designed to support constructive interaction between democratically oriented people and organisations, public and private, and profit and not-for-profit. Strongim Pipol support will take a strengths-based approach, reinforcing competencies and mandates – not re-engineering them.

•The Democratic Governance Strategy recognises that most Papua New Guineans related to their own customary social structures which include PNGean modes of governance which define, for example, processes of decision making. Working at the local level, SPSN will have to make itself relevant in this context. The Program will have to understand the unique nature of local level civil society in PNG, and will have to encourage appropriate and relevant relationships and partnerships between local level civil society and government in the PNG context.

•AusAID's Democratic Governance Strategy works towards the goal: “men and women, civil society, and the state working together on issues of public interest, shaping policy, allocating resources, and enabling the exercise of rights in PNG”.

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> Democratic Governance Program

> Innovative program, building on key lessons from the Community Development Scheme and Democratic Governance Transition Program:

- contracted administrative support to AusAID
- long term approach
- support for diverse partners including clans
- support for broad set of activities
- PNG-led approach to governance reform
- focus on supporting key substantive issues
- support for individuals and organisations

As I mentioned, the Strategy aims to guide AusAID's democratic governance work in PNG through building on lessons learned from our past support to civil society and community development.

We have learned some important lessons from our previous support, including that:

-When working with stakeholders in PNG, AusAID must move beyond a funder/contract administrator role and instead must position itself to engage strategically with government and civil society. This requires more time being devoted to meaningful engagement.

-Working to support democratic governance in PNG requires a long term approach. AusAID needs to allow time for partners build their capacity and provide ongoing, reliable funding and other forms of support. Attitudinal change, and behavioural change which is truly owned, will take time.

-We need to work with a broad range of stakeholders in PNG, given that most civil society groups in PNG do not fit the conventional western "registered NGO model". At the local level, the principal form of social structure is the clan; churches are the predominant intermediary organisations focussing on service delivery; and there are relatively low numbers of organisations engaged in civic action and public advocacy. This will require flexibility on the part of AusAID and the MC as we engage at the local level.

-We need to support a wide range of activities encompassing, for example, capacity building, direct service delivery, planning and advocacy, and learning/M&E. For communities and organisations to want to be engaged in democratic, or shared, governance, they need to see the benefits to them in the short and long term, which means being flexible and responsive to their range of needs.

We have learned:

-That ownership and leadership by PNG stakeholders is critical. Democratic governance is an area in which donors need to be lead by PNG-grown initiatives, rather than transplanting externally led activities.

-That support needs to integrate cross-cutting issues such as civic education, gender equity, gender based violence, HIV and AIDs prevention and Care, and peace and conflict issues, disability inclusiveness, and environment and climate change.

-That AusAID needs to provide support to both individuals as well as organisations, given the high fluidity of groups which mobilise and then dissolve as development issues arise and are addressed. Support to individuals must not be overlooked. Such support can be of real and sustainable benefit as people are regularly involved across a number of organisations, committees and boards and may also hold customary or traditional leadership roles, and their decision-making can affect a range of processes and people.

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Guiding principles

Working in partnership:

Supporting state and civil society to work in partnership in order to strengthen their complementary roles and responsibilities, thereby facilitating political stability, service delivery, and sustainable economic development.

Working at a local level:

Work at as local a level possible in supporting civil society, the sub-national levels of the PNG state and, where relevant, private enterprise, to articulate demand for democratic institutions, and strengthen their capacity to meet that demand and become drivers of change.

- The Democratic Governance Program, and thus SPSN, operates under two guiding principles:
- Regarding Partnerships: in particular, we have learnt that it is important to strengthen existing systems and processes in PNG, and support partnerships between PNG actors to enhance ownership and sustainability.
- Regarding working at the local level: the Democratic Governance Unit is the Unit in the PNG program that prioritises engagement at the local level. SPSN can, this way, complement AusAID's existing support to the public sector and national level agencies in PNG through working upwards from the "grassroots".

The slide features a dark blue background with a faint world map. A vertical lime green bar is on the left. The Australian Government AusAID logo is in the top left. The title 'Strongim Pipol Strongim Nesen' is in large white font. Below it, a green arrow points to the heading '>Supporting other programs'. The text 'SPSN is a resource for other programs working with civil society and sub-national governance in PNG:' is in white. A list of supported programs follows, with some items in green and others in white.

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>Supporting other programs

SPSN is a resource for other programs working with civil society and sub-national governance in PNG:

- AusAID and GoPNG**
 - >Sub-National Strategy
 - >Sanap Wantaim Program
 - >PNG-Australia Incentive Fund
 - >Other sector programs
- GoPNG's own initiatives**
- Other donors**
- Civil society (and the private sector)**

•SPSN intends to maximise opportunities to support other programs working with civil society and sub-national governance in PNG. This program must not operate in isolation. Its experiences must be shared, both the success and the failures. The sharing of these experiences are critically important to Government and development actors in PNG. Current pilots of the Democratic Governance Uni are of ongoing interest to PNG, other AusAID sectors, and other donors, and it is incumbent on AusAID and the MC to invest in consistent, quality information exchange. Such exchange ensures that successes are duplicated and mistakes are not, that support is streamlined and harmonised, and opportunities for collaboration are taken up. We expect a lot from Strongim Pipol over the next 5 years in this regard.

For example:

AusAID and GoPNG

Sub-National Strategy

Sanap Wantaim Program

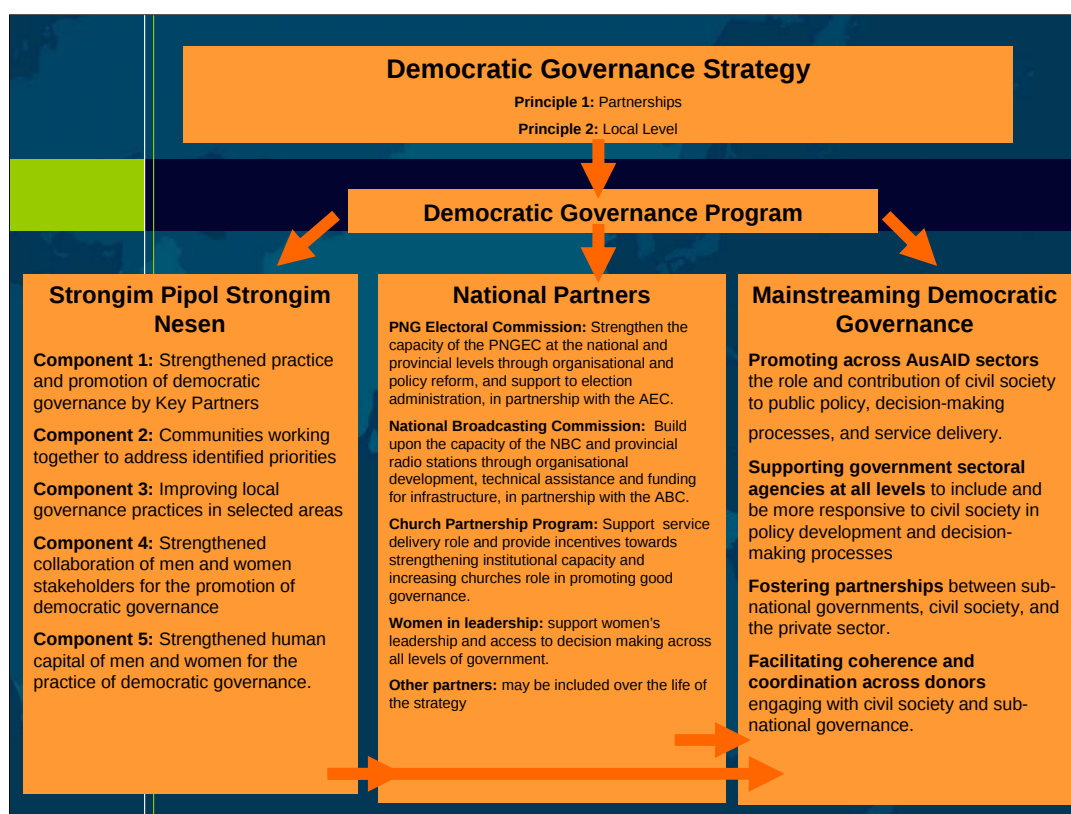
PNG-Australia Incentive Fund

Other sector programs

GoPNG's own initiatives

Other donors

Civil society (and the private sector)



SPSN in context – Strongim Pipol's context in AusAID's Democratic Governance Program should be understood

The Democratic Governance Program is made up of three equally important pillars and the successful MC will need to support AusAID to implement all three pillars.

1: SPSN – 5 components in support of goal: to enable civil society together with the state and others to better meet the needs and priorities of men, women and children in communities across PNG

2: National Partners – working with PNG Electoral Commission, NBC, Church Partners and others who are able to extend the scope and influence of work with communities in PNG, and who are important to the “enabling environment” that permits democratic or “shared governance” to occur in PNG.

3: Mainstreaming Democratic Governance – for the principles of democratic governance to develop, the Democratic Governance Unit needs to engage across sectors, across donors and across stakeholders to promote the valuable role of civil society in a nation, to supporting GPNG's demonstrations of responsiveness, inclusiveness and transparency; to foster cross-sector partnerships at all levels, and to support coordination. As previously mentioned the Democratic Governance Unit has started this work with a civil society working group, work with NGO and CSO partners of our unit, work with GoPNG through our pilot programs; and work with other AusAID programs that engage heavily with civil society.

The SPSN will, over 5 years, contribute significantly to these mainstreaming efforts through information and ideas sharing, facilitating networking and forums and through other innovative means.

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SPSN activities

5 discrete components:

- interrelated objectives and governance, and common partners
- flexible, responsive and demand driven
- engagement with a wide range of stakeholders in Democratic Governance

SPSN has 5 discrete components as outlined in detail in the design:

While they read as 5 components for clarity, we would ask that the following be remembered:

-The components have interrelated objectives and governance, and common partners. AusAID and the successful MC must use vision to make the program coherent and have impact ("bigger than the sum of its parts"). Previous programs have been criticised as "broad swathes of unconnected projects". Strongim Pipol has been designed to ensure connectivity and "bigger picture impact" which MUST be demonstrated for the initiative to succeed.

-In the earlier slides I mentioned the importance of GoPNG leadership and ownership. Without it, sustainability will be compromised, if not impossible to demonstrate. This program must be considered by stakeholders to be flexible, responsive and demand driven, encouraging of PNG leadership, and able to provide tailored support recognising the diversity of PNG, and of the stakeholders it engages with.

-Regarding the stakeholders engaged with, it is recognised that this program entails some risks. It is a challenging area of work where results of genuine change are measured in years, not months. There may be a temptation, in a challenging field, to prioritise working with stakeholders of organisational or institutional strength. It is worth mentioning that AusAID expects the program to engage with a range of stakeholders interested in democratic governance, including weak stakeholders. Sometimes it is the weaker stakeholders who will have a vested interest in democratic governance principles, organisations promoting the rights of women, or people with disabilities. Such organisations, if committed to becoming sustainable partners, must be engaged with and provided with organisational strengthening, and other, support. The measure of success will not be an exercise in benchmarking against other high functioning organisations, it will be an assessment of progress, of demonstration of shared governance, of inclusiveness and of strengthening over time.

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> What will success look like?

Key partners are operating as strengthened, effective organisations demonstrating democratic governance.

Grants programs are user friendly and generate sustainable results with strong community ownership and strengthened partnerships with government.

Replicable, bottom up planning processes are jointly used by communities, governments and civil societies leading to **funding flows and services reaching communities** in a way that heightens awareness of, and strengthens, GoPNG systems.

Networks of people are connected, and common solutions to common challenges are developed and shared inclusively.

People in communities, civil society and government receive **training and accreditation** that supports the **professionalisation of the community development sector** and fosters **advocacy of democratic governance**.

TO: enable civil society, together with the state and others, to better meet the needs and priorities of men, women and children in communities across PNG.

So what will success look like? While it is impossible to lay out the next 5 years' successes, we are able to give a picture of what a successful program will produce.

Key partners are operating as strengthened, effective organisations demonstrating democratic governance – inclusive and transparent decision making, responsiveness and accountability. Their lessons are shared with each other, AusAID, GoPNG and other development partners.

Grants programs are operating that have reach around the country, and they are considered user friendly by stakeholders and generate sustainable results. Grants programs are operating in a way that demonstrates democratic governance and promotes leveraging of community, government and other development partner resources.

Replicable, bottom up planning processes are jointly used by communities, governments and civil societies leading to **funding flows and services reaching communities** in a way that heightens awareness of, and strengthens, GoPNG systems.

Networks of people are connected and communicating, increasing their effectiveness and reach. Learning is shared so common solutions to common challenges are developed and shared inclusively.

People in communities, civil society and government are provided with training and accreditation that supports the professionalisation of the community development sector, and who go on to advocate democratic governance principles in their communities and organisations. We have seen some success in this with the Community Development Workers, which we can learn from and improve on.

AND ALL THIS IS TO LEAD TO THE FOLLOWING GOAL: *to enable civil society, together with the state and others, to better meet the needs and priorities of men, women and children in communities across PNG.*



Department for Community Development

Integrated Community Development Policy



Aims

- The Integrated Community Development Policy (ICDP) is aimed at strengthening communities and enhancing community access to learning and development opportunities.
- The policy aims to contribute to PNG government goals of improving community livelihoods and empowering Papua New Guineans to drive and benefit from the development process (ICDP, 2007).



Introduction

- Integrated Community Development Policy, was formally adopted by National Parliament in January 2007.
- The development of the new national policy was unprecedented, with the policy development process involving PNG government officers undertaking extensive consultation with local communities.
- The Policy has at its core the establishment of a national network of community learning and development centres (CLDCs), at the ward/community level that are connected via District-level Focal Points to all levels of government.

Integrated Community Development Policy, was formally adopted by National Parliament in January 2007.

The development of the new national policy was unprecedented, with the policy development process involving PNG government officers undertaking extensive consultation with local communities.

The Policy has at its core the establishment of a national network of community learning and development centres (CLDCs), at the ward/community level that are connected via District-level Focal Points to all levels of government. The CLDCs are envisioned as places which bring together customary and modern forms of knowledge, which facilitate community development that addresses the needs of families in a holistic way through the priority areas of community learning, governance, economics and environment.¹

The Community Learning Centre model is based on a UNESCO concept that has been implemented (with varied degrees of success) across the globe.



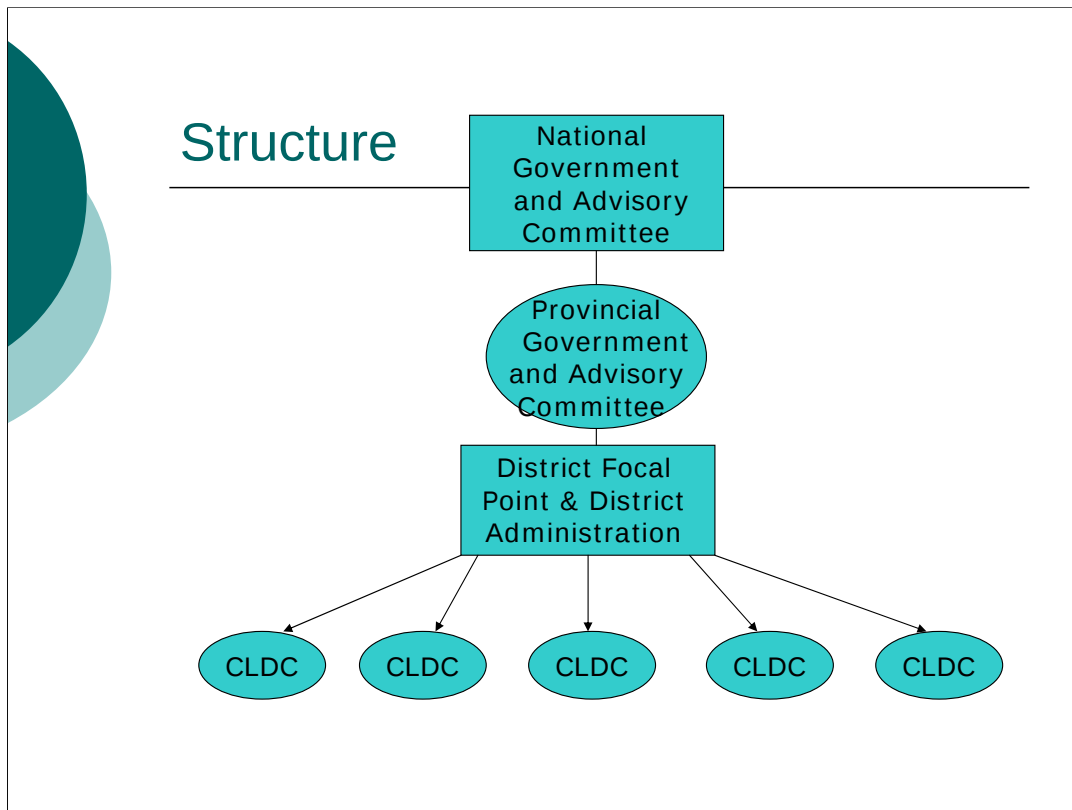
Focus Areas

- **Strengthening community learning particularly through community learning and development centres and networks**
 - Promote learning opportunities for communities outside of the formal school system with a focus in literacy, income oriented skills and 'life skills'.
- **Incorporating HIV/AIDS into Community Development Work**
 - Mainstreaming HIV/AIDS into the work of Community Development Divisions
 - Support community-based responses
 - HIV/AIDS workplace policies in Community Development Divisions (National, Provincial, District).
- **Strengthening community access to community development resources**
 - Extending the reach of existing programs and materials through CLDCs.



Focus Areas

- **Building government capacity at national, provincial and LLG level.**
 - Strengthen the management and community development skills of DfCD staff.
 - Building the capacity of Provincial and District Community Development Divisions
- **Development of provincial, district and local profiles**
 - Develop implementation strategies of the CLDC approach on a case by case basis, informed by social mapping.
- **Building partnerships**
 - Develop partnerships with Provincial and District Administrators, LLGs, development partners, other national agencies, NGOs, churches, tertiary institutions, and the private sector.



National Advisory Committee – is made up of government and non government representatives

Provincial Committees haven't yet been established but will form part of the Provincial Administration and also be widely representational



Implementation

- Implementation has been focused on the establishment of District Focal Points.
- Eight District Focal Points have been launched across PNG as part of the roll-out of the ICDP. Sandaun, West New Britain, Simbu, Madang, Central, East Sepik, Moresby South East New Britain.
- Two further DFPs will be launched this year with the aim to have at least one in each province during 2010.

The focus of the implementation has been on the establishment of District Focal Points (DFPs) which act as administrative support centres for new and existing CLDCs, and central points for the delivery of community development and training resources to those centres. They are intended to provide an interface between government and community. A “District CLDC Focal Point” will support the CLDC at the district level and will be ideally located with the District Administration as part of the District Community Development Division.

As of September eight District Focal Points had been launched across PNG as part of the roll-out of the ICDP. These DFPs are located in Vaimo-Green district in Sandaun Province, Bialla district in West New Britain Province, Sina-Sina Yongumugl district in Simbu Province, Madang Town District in Madang Province, Kwikila District in Central Province, Wosera Gawi district in East Sepik Province, Moresby South in the National Capital District, and ???? in East New Britain. Two further DFPs are due to be launched by the end of 2009 in Finchaven, Morobe and Goodenough island, Milne Bay.



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Industry Briefing and Tender Process Overview



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> Tender Probity

Presenter: Malcolm Brammer APM



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Managing a Good Procurement Process

❖ Elements of Procurement Probity and Ethics

Concepts of Ethics and Probity

> Ethical Behaviour

- encompasses the concepts of honesty, integrity, probity, diligence, fairness, trust, respect and consistency;
- is critical to government procurement as it involved the expenditure of public money, and is subject to public scrutiny;
- supports openness and accountability in procurement processes and gives suppliers confidence in the Government marketplace;
- can also reduce the cost of managing risks associated with fraud, theft, corruption and other improper behaviour, and enhance public confidence in public administration



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> Probity

- Probity is the evidence of ethical behaviour in a particular process;
- It is defined as complete and defined integrity, uprightness and honesty;
- Contributes to sound procurement processes that accord equal opportunities for all participants;
- Probative procurement is one that involves largely common sense, clarity, openness, clear understanding and application equally to all parties to the process;
- It is integrated into all procurement planning, and should not be a separate consideration;
- Probity excludes suppliers whose practices are objectionable, dishonest, unethical or unsafe;



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> Probity Guiding Principles

Guidance to establishing probity in the tendering process is contained in a variety of instruments:

- Commonwealth Legislation Financial Management and Accountability Act
- Commonwealth Procurement Guidelines
- APS Values set down in Section of the Commonwealth Public Service Act
- Other Commonwealth and AusAID procurement policy and guidelines



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❖ Role of the Probity Advisor

To monitor the tender, evaluation and selection process to ensure

- Conformity
- Accountability
- Defensibility
- Fairness and equity;
- Assessment against same criteria;
- Preserve public and tenderer confidence in AusAID;



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> Probity Advisor Function

The general principle applying to the engagement of a probity advisor includes include;

- Develop an agreed Probity Plan for the tendering process
- Provide proactive advice on the conduct of the tender process
- Assess whether
 - tender rules and procedures are followed;
 - the tender process will be conducted fairly;
 - the tenders received are assessed in accordance with the stated evaluation criteria;
 - tangible and intangible risks that may impact or arise are properly identified and mitigated;
 - potential liability that may otherwise arise out of the conduct of a tender process is minimized;
 - a clear audit trail of the overall process is demonstrated tangibly;
 - there has been overall compliance with the probity plan.



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> Probity Advisor Exclusions

The Probity Advisor does not:

- abrogate or reduce the responsibility of AusAID to conduct a probative tendering process
- undertake the evaluation;
- provide advice on financial aspects of the tender or bids received;
- provide legal advice in relation to the tender process,
- have direct communication or liaison with probity auditors unless directed to do so by the TAP Chair;
- witness tender opening;
- attend meetings purely as a independent observer;



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>Probity Plan

As a general principle aspects that maybe monitored by the Probity Advisor or reflected in a formal probity plan include [but not necessarily limited, inclusive or prescribed];

- Authorizations and approvals;
- Confidential and handling of bidders proprietary information
- Adequacy of documentation
- Risk identification and management
- Tender process and rules;
- Non-conforming bids;
- Breaches of the tendering process;
- Problem solving on probity issues;
- Tender deviations and changes
- Tender inquiries and internal communications
- Tenderer and associates relationships
- Tender briefings
- Access to tender process information
- Checks on tenderers [including nominated persons]
- Guidelines ion Conflicts and Disclosure
- Assessment and Negotiation
- Dealing with innuendo and hearsay;
- Records management [communications, meetings documentation]
- Finalization and awarding of contract



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> The Tender Process

Presenter: Pamela Larkin

Manager, Procurement and Agreement Services



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- >The Request for Tender (RFT)
- >The Selection Process
- >Value for Money



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❖ The Request for Tender (RFT)

> Structure of RFT

— Section 1

- Part 1 Project Specific Tender Conditions
- Part 2 Project specific Contract Conditions
- Part 3 Scope of Services
- Part 4 Basis of Payments

— Section 2

- Part 5 Standard Tender Conditions
- Part 6 Standard Contract Conditions



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❖ The Request for Tender (RFT)

>RFT Particulars:

RFT Closing Time: 2:00pm local time Canberra, ACT, Australia, 27 October 2009.

>Mode of Submission:

Either:

- Electronically, via AusTender at <https://tenders.gov.au> before RFT Closing Time;

Or

- Hardcopy, by depositing by hand in the Canberra Tender Box before RFT Closing Time at address below.
- Address: Ground Floor, AusAID, 255 London Circuit Canberra ACT 2601Australia

The closing date and time will be strictly adhered to.



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❖ The Request for Tender (RFT)

Late Tenders

- Late Tenders that are rejected by AusAID will be returned to tenderers unopened, except in cases where a Tender must be opened to identify the return address of the Tenderer or to establish which tender process the Tender was for.

Non Conforming Tenders

- Tenders will be regarded as non-conforming if they fail to conform with one or more of the requirements of the RFT.



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❖ The Request for Tender (RFT)

> Submission requirements:

– For electronic tender lodgement

- **Tenderer's Declaration:** One (1) electronic copy in a separate file.
- **Tenderer's Submission Checklist:** One (1) electronic copy in a separate file.
- **Tender Schedule A - Technical Proposal:** One (1) electronic copy containing all parts and annexes.
- **Tender Schedule B – Specified Personnel:** One (1) electronic copy containing all parts and annexes.
- **Tender Schedule C - Financial Proposal;** One (1) electronic copy in a separate file
- **Tender Schedule D – Financial Assessment:** One (1) electronic copy in a separate file.



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❖ The Request for Tender (RFT)

> Submission requirements:

– Endorsement of hard copy Tenders: “Tender for Strongim Pipol Strongim Nesen”

– For hard copy tender lodgement

- **Tenderer's Declaration:** One (1) signed original, to be included with the Financial Proposal.
- **Tenderer's Submission Checklist:** One (1) signed original, to be included with the Financial Proposal.
- **Tender Schedule A - Technical Proposal:** One (1) printed Original containing all parts and annexes.
- **Tender Schedule B – Specified Personnel:** One (1) printed Original
- **Tender Schedule C - Financial Proposal:** One (1) printed Original, in a separate, sealed envelope.
- **Tender Schedule D – Financial Assessment:** One (1) printed Original, in a separate, sealed envelope.
- **One CD/DVD** containing all the files specified for electronic lodgement.



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❖ The Request for Tender (RFT)

> Questions on the RFT:

- should be asked after this presentation; or
- after lunch today;
 - We will register interested Tenderers for individual sessions of 15 minutes per organisation; or
- forwarded to James Passmore no later than 12 October 2009 at james.passmore@ausaid.gov.au

> Answers:

- will be issued by public Addendum via AusTender (www.tender.gov.au) as soon as practical.
- last issue of addendum will be close of business Monday 19 October 2009



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❖ The Request for Tender (RFT)

Tender Schedule A: Technical Proposal Selection Criteria

(A) Corporate Systems and Processes to Support SPSN (Weighting 25%)

(a) Tenderers must demonstrate that they:

- have appropriate systems and processes to support large and complex activities in diverse locations with a wide range of partners;
- have the ability and capacity to develop and implement equitable, inclusive and accountable systems in support of partnership principles, particularly management of grants, procurement and sub-contracting; and
- the ability to support and manage a large and diverse team.



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Tender Schedule A: Technical Proposal Selection Criteria

(B) Strategic Understanding of SPSN and Design Critique (Weighting 25%)

- (a) Tenderers must demonstrate a strategic understanding of the SPSN, its goals and objectives, key linkages and stakeholders. Tenderers must demonstrate how Australian and PNG Government policies and the Democratic Governance Strategy will be applied to:
- the development, translation and communication of high level strategies into activities implemented on the ground;
 - the five components and how they interrelate within the SPSN program, as well as externally to other development / GoPNG initiatives; and
 - cross cutting issues of inclusive decision-making, gender equality, violence against women, HIV and AIDS, disability inclusiveness, the environment, climate change, peace and conflict, child protection and anti-corruption.



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Tender Schedule A: Technical Proposal Selection Criteria

(B) Strategic Understanding of SPSN and Design Critique (continued)

- (b) Tenderers are to provide a critique of the Program Design Document (PDD) including its strengths, weakness and suggestions for improvement or alternatives.



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Tender Schedule A: Technical Proposal Selection Criteria

(C) Approach to Implementation (Weighting 25%)

- (a) Tenderers are required to articulate their approach to implementing SPSN including:
- development of an Inception Plan, mobilisation and establishment of head and field offices;
 - engagement with men and women, civil society, and GoPNG at all levels to prioritise local needs and secure local ownership;
 - communication; risk management; and monitoring and evaluation strategies, including links with existing partners and systems at sub-national and national levels;
 - performance management of the Program; and
 - incorporating lessons learnt relevant to supporting democratic governance in PNG.



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Tender Schedule A: Technical Proposal Selection Criteria

(C) Approach to Implementation (continued)

- ❖ (b) Where Tenderers are part of a consortium or association with another party, they must demonstrate robustness in the linkages established as well as a clear management framework detailing the roles and responsibilities of each party.



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Tender Schedule A: Technical Proposal Selection Criteria

(D) Personnel **(Weighted 25%)**

(a) Tenderers are required to nominate personnel for the following positions:

- Contractor Representative (Head Office)
- SPSN Program Manager (Long term in PNG)
- Monitoring and Evaluation Adviser (Long term in PNG)
- up to eight short term advisers.



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Tender Schedule A: Technical Proposal Selection Criteria

(D) Personnel (continued)

- (b) Tenderers are to describe proposed team composition; and
- (c) Tenderers are to describe their recruitment strategies for engaging long term and short term national and international personnel including administration staff, technical advisers and coordinators.



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> Tender Schedule A: Technical Proposal

> Annexes:

- Annex 1: Past Experience. No more than four(4) examples and details of each activity must not exceed one (1) A4 page.
- Annex 2: Work Plan. A Gantt Chart or Critical Path Method presented on A3 paper.
- Annex 3: Staffing Schedule (indicative) and Team Member Inputs. Bar Chart presented on A3 paper
- Annex 4: Risk Management Plan.
- Annex 5: Draft Inception Plan.
- Annex 6: Letters of Association.
- Annex 7: Commonwealth Government Policies Compliance



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Tender Schedule B: Specified Personnel

SPECIFIED PERSONNEL

Position	Name	Total Inputs in person months		Referee Contact Details		Commitments
		Home Base	O/s	#1	#2	
Contractor Representative	specify					
SPSN Program Manager	specify					
M&E Adviser	specify					
Up to eight Short Term Advisers (to be specified by tenderer)	specify					



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Tender Schedule C: Financial Proposal

Table A – Like-for-like assessment						
	Cost in Year 1	Cost in Year 2	Cost in Year 3	Cost in Year 4	Cost in Year 5	Total for 5 years
Table B	specify	specify	specify	specify	specify	specify
Table C	specify	specify	specify	specify	specify	specify
Table D	specify	specify	specify	specify	specify	specify
Table E	specify	specify	specify	specify	specify	specify
Table F	specify	specify	specify	specify	specify	specify
Table G						specify
Table H	specify	specify	specify	specify	specify	specify
Table I						
Total						Total for like for like assessment



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Tender Schedule D: Financial Assessment

No Contract will be entered into unless AusAID has satisfied itself of the financial capacity of the Tenderer to undertake the contractual obligations. In this regard, AusAID requires that each Tenderer provide information on its financial status.

Option 1 or Option 2

Tenderers should be aware that AusAID may wish to contact the nominated financial accountant to obtain further information to assess the financial capacity of the Tenderer to undertake the Contract.

AusAID reserves the right to engage appropriate external expertise to assist with the analysis of the financial information.

The financial information of Tenderers will be treated confidential.



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❖ Tender Selection Process:

- > Tender selection is a combination of Technical (weighted 85%) and Financial (weighted 15%).
- > Technical Assessment will be conducted by a Technical Assessment Panel (TAP).
- > The TAP comprises representatives of Govt of Papua New Guinea, AusAID representatives and an independent external representative, providing a diverse range of skills and expertise.
- > The role of the TAP is to rank conforming Tenders on the basis of technical merit against the selection criteria in the RFT.
- > TAP members are required to make their assessments in a objective manner, drawing upon the information set out in the tenders and their professional experience.



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Tender Selection Process:



The Technical Assessment

- Following consideration by the TAP of the technical merit of the tender, AusAID will invite selected tenderer's key personnel to interview.
- The following personnel will be required to attend: Contractor Representative, Program Manager, Monitoring and Evaluation (M&E) Adviser, and one other representative nominated by the Tenderer.



The Financial Assessment

- Information provided in the financial proposal will be assessed on a like-for-like price basis.



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❖ Value for Money:

- > As an Australian Government Agency that is governed by the Financial Management Act AusAID's overriding priority is to achieve a Efficient, Effective, Ethical, Value for Money outcome.
- > Value for money means "the best available outcome when all relevant costs and benefits over the procurement cycle are considered"
- > Value for money does not necessarily mean the lowest price and price alone is not a reliable indicator of value for money.
- > Value for money is enhance in government procurement by:
 - encouraging competition by ensuring non-discrimination in procurement and using competitive procurement processes;
 - promoting the use of resources in an efficient, effective and ethical manner; and
 - making decisions in an accountable and transparent manner.



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Key Dates

Close of business 12 October 2009	Final date for questions to AusAID on RFT
Close of business 19 October 2009	Final date for AusAID to issue addenda including responding to questions.
2 pm local Canberra time 27 October 2009	RFT closing date