

PACIFIC
LEADERSHIP +
GOVERNANCE
PRECINCT
LEADERSHIP > ETHICS > VALUES



FOREWORD

The Pacific Leadership and Governance Precinct will forge a new generation of Papua New Guinean leaders. Its partner institutions will hone the talents of public and private sector executives, and those with the ability to take on senior roles, giving them the ethical, practical and intellectual framework they need to usher in a new era of development for Papua New Guinea's people.

Together, the University of Papua New Guinea's School of Business and Public Policy and the Papua New Guinea Institute of Public Administration have formed the Pacific Leadership and Governance Precinct. The Precinct will promote values-based decision-making among leaders, engendering a culture of accountability and integrity, and encouraging the highest standards of professional conduct.

The School of Business and Public Policy will be housed in a new modern building, funded by the Australian Government, and its faculty strengthened with a focus on economics, public policy and business through a new strategic partnership with the Australian National University.

The PNG Institute of Public Administration – once known as the Administrative College and home to the famous Bully Beef Club – is being transformed into PNG's School of Government. New classrooms and a refurbished library will complement renewed course offerings.

Both institutions will provide education and training to improve public policy development and its implementation, promote national development and strengthen a culture of integrity in the PNG public service.

But the Precinct will be more than the sum of these institutions and the training programs they provide. It will be a hub – physically and in the virtual space – for debate and collaboration. It will promote a culture of continuous learning with an overarching focus on gender equity and social inclusion.

The Precinct will encourage the formation of professional networks that transcend provincial boundaries and traditional gender roles. It will form linkages with other institutions, professional associations and the private sector.

This PNG-led, Australian-supported initiative will drive cultural change across Papua New Guinea's public and private sectors. The Precinct will - in time - become a truly regional initiative through the participation of students from neighbouring countries. It will improve service delivery and standards of business conduct, becoming a centre of gravity for efforts to improve governance across the Pacific.





The Pacific Leadership and Governance Precinct was established through a memorandum of understanding signed on December 15, 2014, by Papua New Guinea and Australia.

The MOU was signed on behalf of the Government of PNG by Public Service Minister, Sir Puka Temu, and Higher Education Minister Malakai Tabar; and by Foreign Affairs Minister Julie Bishop on behalf of Australia.

Under the agreement, Australia is supporting Papua New Guinea to deliver a comprehensive program of education and leadership training to build the capacity of PNG's public and private sector leaders.

An effective and ethical public sector is vital for PNG's stability and prosperity. It will ensure services reach those in need and support them to participate fully in the economy.

Ethical private sector leaders will promote sound business practices and encourage better resource allocation.

The Precinct will facilitate the delivery of a wide range of education and training programs. It will include a transformed School of Business and Public Policy at the University of Papua New Guinea, and will contribute

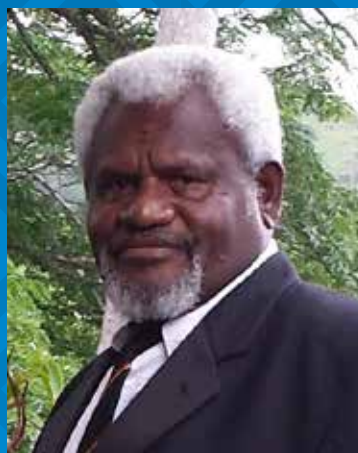
to the revitalisation of the Institute of Public Administration as the PNG School of Government.

The Australian National University, the Australian Public Service Commission, and a number of other Australian institutions will contribute to this important new program.

Courses are already underway as of 2015 – a year that symbolically highlights the deep bilateral relationship between Australia and Papua New Guinea, the 40th anniversary of PNG's independence.



Hon. Sir Puka Temu
Minister for Public Service
Papua New Guinea



Hon. Mr Malakai Tabar
Minister for Higher Education,
Research, Science and
Technology
Papua New Guinea



Hon. Ms Julie Bishop
Minister for Foreign Affairs
Australia

SNAPSHOT

The Pacific Leadership and Governance Precinct at a glance

New infrastructure including a modern School of Business and Public Policy at the University of PNG, and new buildings at the PNG Institute of Public Administration for enhanced teaching, learning and administration.

A major partnership with the Australian National University to strengthen PNG's premier university, UPNG, in economics and public policy.

The revitalisation of the PNG Institute of Public Administration in partnership with the Australian Public Service Commission and Australian higher education providers.

Innovative leadership experiences with Australian institutions including the University of Queensland, Australia and New Zealand School of Government, and the Australian Institute of Company Directors.

Linkages between the public and private sectors including joint training and opportunities for the private sector to influence public sector innovation.

Our Brand

Papua New Guinea's Bird of Paradise, the Kumul, symbolises leadership, excellence and the soaring ambitions of the nation's people.

The weave design has its roots in the Lapita culture of the Pacific, which dates back to 1600 BC. It symbolises unity and reflects the Precinct's regional focus.

The colour palette - blue, yellow, green and grey - is also Pacific-inspired. Blue represents confidence; yellow, enlightenment; green, renewal; while the grey conveys a sense of prestige.



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Institutions to get the facilities they deserve

New and modern infrastructure will ensure the best possible learning environment for Papua New Guinea's leaders of tomorrow. The Pacific Leadership and Governance Precinct's delivery partner institutions will be transformed with Australian funding.

UPNG's School of Business and Public Policy will be housed in its own building containing international-standard teaching, research and study areas.

The nearby PNG Institute of Public Administration will also get new facilities to complete its transformation to the PNG School of Government.

There will be a focus at both institutions on building design that promotes discussion and collaboration. The facilities will be digital ready, with modern information technology equipment, giving students access to global learning resources and the ability to network with peers across the world.

At the PNG IPA, the run-down "Building A" has been demolished, to make way for a new administration and education wing. Its replacement will contain classrooms, meeting rooms and administrative offices, while a modern learning resource centre will also be provided.

At UPNG, the School of Business and Public Policy building will cement the school's new identity and address severe capacity constraints experienced by its predecessor.

The space will promote a contemporary style of learning, based on enquiry,

discussion and adult learning. All new infrastructure will be low maintenance to keep ongoing costs down, and be accessible by disabled students.

In addition to the works associated with the Precinct, UPNG is receiving new facilities under separate commitments from Australia as agreed under the 2013 Joint Understanding between Australia and PNG for increased bilateral cooperation. These include a new main lecture theatre and student services building, which will be available for use by the School of Business and Public Policy.

RIGHT: Australia's Minister for International Development and the Pacific, Steven Ciobo, attends a Precinct Women in Leadership event.

FAR RIGHT: Prime Minister Peter O'Neill marking the commencement of works at the PNG Institute of Public Administration.



Planned Precinct Infrastructure

UPNG's School of Business and Public Policy will be housed in a modern, ICT-ready design that will cater for more students and a wider range of courses.



A new "Bully Beef Building" at the PNGIPA will replace the historic Building A, demolished in 2015. It will house an administration wing and meeting rooms for the revitalised institution.



A new main lecture theatre at UPNG will cater for major Precinct events.



PNGIPA's existing library is to be replaced with a new wing housing a Learning Resource Centre, seminar rooms and catering facilities. The new wing will be ICT-ready, ensuring PNGIPA has the capacity to deliver contemporary approaches to learning.



RIGHT: Language students at the-then PNG Administrative College in the mid 1970s
FAR RIGHT: Construction of the original buildings at the PNG Administrative College



New partnership for historic institutions

The University of Papua New Guinea and the PNG Administrative College shaped the country's independence-era leaders, providing them with the skills and personal networks to help build a nation. Now, these historic institutions will play a new role in preparing PNG's future leaders, as part of the Pacific Leadership and Governance Precinct.

THEY would become public service chiefs, government ministers and business leaders. Among them were future prime ministers and a governor-general-to-be.

At the PNG Administrative College in the mid-1960s, a young Michael Somare and contemporaries like Albert Maori Kiki, trained for positions as senior public officials and talked into the night about politics. They started an informal discussion group known as the Bully Beef Club and began to plan for a time when PNG would be run by Papua New Guineans.

Similar conversations were occurring at the newly-formed University of Papua New Guinea, where future statesmen like Rabbie Namaliu and Vincent Eri were thinking about PNG's future as they worked towards undergraduate degrees in its first student intake.

Both institutions were established by the Australian Government to meet the needs of an independent Papua New Guinea. They would be pivotal in the generation of nationalist sentiment that influenced the independence path PNG would take, and its timing.

The Australian-appointed Currie Commission on developing tertiary education in PNG said a national university should be established to drive economic development and prepare the country for self-government. The proposed UPNG, the commission said in its 1964 report, "should not only be a symbol of approaching nationhood but a place for fostering of unity in a society where tribal and regional loyalties are still strong".

The Administrative College, or ADCOL as it was known, was established in 1963 with the

aim of “localising” the public service. Later it became the PNG Institute of Public Administration. Legislation is currently planned to officially rebrand it as the PNG School of Government.

The college focused on providing training for mid to senior level public servants, with the aim of lifting educational standards within the service and meeting departmental requirements for employees who could take on higher levels of responsibility.

Certificate and diploma courses of up to two years were offered. But the college offered more than courses for bureaucrats. It became a centre for debate and forged friendships that would prove nationally significant.

Somare, PNG’s first post-independence prime minister and Grand Chief, said 1966, the year he arrived at the Administrative College, was “one of the most important in my life”. “It was then that I met many like-minded men who are still my friends

today,” Sir Michael wrote in his autobiography, *Sana*. “Together we began to plan for the future of our country.”

The group included other men who would go on to become household names. Kiki would become deputy prime minister. Cecil Abel, who taught political science at the college, would play a role in drafting the PNG constitution. Joseph Nombri became a senior public servant and was a longtime PNG ambassador to Japan. Future cabinet minister Ebia Olewale, a student leader from the nearby Port Moresby Teachers’ College, was also a member of the club.

They named their group after their staple food of the time. “We would all contribute money and substitute our own food by having navy biscuits, hard biscuits, and corned beef - because that was real food as far as we were concerned in those days,” Somare told the Australian Broadcasting Commission years later. “We said, ‘We’ll form a Bully

Beef Club’. And that Bully Beef Club developed into a political club.”

At UPNG, fifty-two men and six women commenced their studies in 1966, in a preliminary intake aimed at preparing them for undergraduate study. They were, remarked historian Hank Nelson, an “exceptional group”.

Undergraduate courses commenced in 1967, with students attending classes at the nearby ADCOL due to a lack of classrooms. The university quickly became a centre of intellectual and political debate.

Growing nationalism at both institutions was fuelled by a ruling that local public servants would be paid less than white officers. The decision infuriated PNG’s young student leaders and gave them an issue to campaign on.

In June of 1967, Bully Beef Club members formed the Pangu Pati. The party was established on a platform of home rule, a united territory,



FAR LEFT: Administrative College students in the early 1970s
LEFT: Construction work on the original “Building A” at the PNG Administrative College

RIGHT: Librarianship students graduate from the Administrative College. Date unknown
FAR RIGHT: The grounds of the Administrative College in its early years



the localisation of the public service and the use of Pidgin as the main common language of communication. The party combined with the People's Progress Party, among others, to form government in 1972 under Somare as chief minister. On September 16, 1975 – Independence Day – he became prime minister.

UPNG turned out its first graduates in 1970. They were a "Who's Who of the country's elite", said historian Jonathan Ritchie. They included Namaliu and Mekere Morauta, both later prime ministers; Eri, a future governor-general and PNG's first novelist; and Renagi Lohia, who took the reins as UPNG's vice-chancellor seven years after graduating.

Classmate Ilinomie Frank Tarua became an adviser to the Pangu Pati and Constitutional Planning Committee; Anthony Siaguru became a senior public servant; Florence Griffin went on to be librarian at UPNG and the National Library.

Charles Lepani, currently PNG High Commissioner to Australia, also commenced his studies at UPNG in 1967 but concluded his degree with a scholarship to Australia.

Since those early days, both institutions have played a central role in educating PNG's public servants and private sector leaders. But due to budget constraints they have struggled in recent years to provide high-quality courses.

The PNG IPA incorporated the name "PNG School of Government" into its title in 2009 in an attempt to invigorate the institution. However, it continued to face difficulties. The PNG government responded by appointing a new director in 2014, and a reform process commenced. With the new management team and Australian support, its facilities are being revitalised and its courses updated and expanded.

In 2014, UPNG's School of Business Administration was also in difficulty with insufficient space, unfilled staff vacancies and a curriculum in need of reform. Funding problems meant it was unable to meet recurrent costs, purchase textbooks or upgrade IT facilities.

Now with Australian Government assistance the faculty has been transformed into a more effective School of Business and Public Policy. The school will occupy a new modern building incorporating teaching, research and study areas. Its courses will place an additional focus on good governance and policy reform, in addition to economics and business studies.

LEADERSHIP

Leadership is about initiative, action and courage. Good leaders inspire and support those around them so they can achieve common goals. They are accountable, and demand accountability in others.

ETHICS

Ethical leaders resist temptation and are committed to carrying out their professional duties with legal and moral integrity. They must uphold society's values and speak out when others fail to do so.

VALUES

PNG's public sector leaders are expected to exhibit six core values: honesty, integrity, accountability, respect, wisdom and responsibility. This values-based leadership framework is equally consistent with clan and Christian settings, and the modern business environment.

Women provide 'check' on decision making



The Pacific Leadership and Governance Precinct places a high priority on developing the capabilities of PNG's women, so they can take their place alongside men in senior roles. Ida Yuki, the acting executive manager in the Department of Personnel Management, said she was proud to be part of an emerging group of women leaders in the PNG public sector.

She said there was a growing appreciation in PNG of women's leadership skills, and they were now taking their rightful place at the boardroom table. "We have come to realise that

in decisions you need a balance," Ms Yuki said. "And when men are advocating for any changes, you need to have a woman's opinion also, because they see things from a different perspective. "For women to be on a board, it provides that check and balance to the discussions that men really want to drive. "Women tend to be more practical in regards to the nitty-gritty."

Ms Yuki attended the PNG Directors Course, an initiative of the Pacific Leadership and Governance Precinct delivered by the Australian Institute of Company Directors.

Exec says course can help tackle corruption and promote good governance practices

Senior executive Evangeline Taunao says the Papua New Guinea Directors Course, offered through the Pacific Leadership and Governance Precinct, will help address corruption among public officials. The course, run by the Australian Institute of Company Directors but tailored to the PNG context, provides participants with a comprehensive understanding of corporate governance, finance, strategy, compliance and risk.

"There has been a trend over the last couple of years of misappropriation, of not

abiding by the laws," Ms Taunao said.

"It's important for directors to be aware of the implications, as a board and as an individual on that board, as we sit and make decisions."

Ms Taunao who oversees the management of crucial state-owned entities, said the training gave her a new appreciation of the operation of boards she was involved with. "I've now started to attend (state-owned enterprise) board meetings and I've been recently appointed as a director on one of the SOE boards. "I feel that continued training is important to keep up with market trends and the current issues that directors are facing on a day to day basis." She said she would take back the lessons she had learnt

from the training to her own workplace, where it would assist in the operation of the Independent Public Business Corporation business unit and individual state owned enterprises. She said such courses made public officials better able to address issues like corruption.



Leadership takes courage, says exec

Kumul Hotels Group executive John Cholai said the high-level training offered through the Pacific Leadership and Governance Precinct had given him the “guts” to demand greater accountability from his team.

Mr Cholai, a Kumul Hotels board member and strong supporter of women executives, said he saw his role in a completely new light since attending a recent company directors’ course.

“I was going through the financials yesterday, I also had my board papers (from) a meeting last month beside me to compare and look at the numbers,” he said. “It all started to make a lot more sense.”

Mr Cholai said in the past, directors had taken a more casual approach to examining the company’s affairs and failed to ask important questions.

“Sometimes we think, ‘I’ll wait until the board meeting and then will deal with this’. “No, no it’s the company’s life. It’s working. It’s every day. If you don’t deal with it now it will fester and it might become worse before the next board meeting in three months. You must be able to see if there is no governance issue, if there is a conflict of interest,” he said.

Mr Cholai, a 30-year veteran of the public sector, said PNG was at a turning point and everyone had to play their part in the nation’s next phase of its development.

“It starts with every one of us,” he said. “It requires a bit of courage. It requires you to be forthright. It requires you to make a stand. But that’s what leadership is about.”



“You must be able to see these things and you must have the guts to question, probe, and find out.”

John Cholai
Kumul Hotels Group

“I was thinking I could work somewhere in the government, as an advisor to the government. I really want to see development go back to my place and all the rural areas of PNG.”

UPNG economics student
 Martha Waim



Students on the verge of dream jobs

There's a fresh optimism on campus at the University of Papua New Guinea, where economics students are driven by hopes of contributing to their country's development.

A new partnership with the Australian National University is lifting teaching standards and strengthening course offerings across public policy disciplines.

The relationship, with the ANU's Crawford School, has encouraged students to think about how they'll use their skills when they graduate.

Third year student Arthur Amos, 21, said he wanted to apply his love of economic modelling in PNG's public sector.

“I'm interested in analysing stuff. (Looking at) what are the effects? What are the consequences?” he said.

“I am thinking about working for the Treasury or the Bank of Papua New Guinea, specifically as an analyst. I am interested in the macro level and (want) to work in policy-related areas.”

Fellow economics student Martha Waim, 21, said she wanted to see PNG's towns and villages benefit from PNG's investment boom.

Fourth year student Kimson Kare, 22, said he dreamed of helping to manage Papua New Guinea's natural resources.

“I want to be an investment analyst,” he said. “Maybe with IPBC (Independent Public Business Corporation). Yes, that's number one.”

I want to be able to advise government. If they want to do a project, I want to be one of the guys that says, ‘This is a good project because it derives the most benefit’.”

The UPNG-ANU partnership is supported by the Australian Government as part of the Pacific Leadership and Governance Precinct.

The commitment will expand over time, involving a growing number of ANU lecturers in economics and public policy disciplines.

Future support may include teaching assistance in banking and finance, while collaborative research and student exchanges are envisaged.

“I will contribute by going back and strengthening what is already there. Getting all these lessons, it motivates us and we can go and implement what we have learned in the workplace.”

Bougainville Public Service officer Brian Kimana

Double qualification for PNGIPA students

Participants in PNG Institute of Public Administration courses say they have been inspired by the material covered and are eager to put it into effect.

Geua Ravu, from the National Capital District Commission, attended a financial management course offered at the PNGIPA, with support from the Canberra Institute of Technology.

She said she was impressed with units on harnessing workplace diversity, and dealing with workplace accidents.

“What I have learnt here, I have to share it with my friends in the workplace,” she said.

The course, overseen by the Australian Public Service Commission, offers participants a dual qualification - a PNG accredited Diploma in Accounting, and a Diploma in Financial Management that is accepted in Australia.

Bougainville Public Service officer Brian Kimana said the course offered participants an insight into the operation of Australian public sector agencies.

“It is really helping us, to give us more ideas,” he said.

“I will contribute by going back and strengthening what is already there. Getting all these lessons, it motivates us and we can go and implement what we have learned in the workplace.”



OUR PARTNERS

Government of Papua New Guinea

Government of Australia

Department of Personnel Management, PNG

Department of Higher Education, Research, Science and Technology, PNG

University of Papua New Guinea School of Business and Public Policy

Papua New Guinea Institute of Public Administration

Australian National University Crawford School of Public Policy

Australian Public Service Commission



Text by Coffey. Photos by Coffey and the Post Courier.

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