



Title: Meeting with Hon. Gary Juffa Government of Papua New Guinea

Date: 25 November 2022 **Security Level:** IN CONFIDENCE

Minister: Hon Aupito William Sio, Minister for Pacific Peoples

CC: Minister for the Public Service, Hon Chris Hipkins

Report no: 2022/0301

Purpose To provide background information for your meeting with Hon Gary Juffa, Member of Parliament for Oro Province, Government of Papua New Guinea on 1 December 2022.

Date of meeting 1 December 2022

Minister Hon Aupito William Sio

SProposal You are meeting with the Hon Gary Juffa, Member of Parliament for Oro Province Government of Papua New Guinea on 1 December 2022. Mr Juffa leads a cross party Parliamentary Select Committee focussed on public sector reform. He and his team are supported in this work by the Public Service Fale (based at Te Kawa Mataaho Public Service Commission). Mr Juffa is in New Zealand for several days from 30 November-1 December. The Fale has organised a visit programme for him which includes meeting with Hon Adrian Rurawhe, Speaker of House of Representatives.

We recommend that you note the contents of this briefing and the suggested talking points **attached**.

Key issues Hon Juffa will be interested in hearing about your Ministerial work focussed on improving outcomes for Pacifica peoples across multiple portfolios. Given Hon Juffa's focus on public sector reform, he will also be interested in your insights on achieving whole of government delivery of critical services to Pacifica peoples, including how to work with officials and others to encourage connected and integrated policy development and service delivery.

Programme of work with the Public Service Fale In 2018-2019 Hon Juffa visited New Zealand with the then Prime Minister of Papua New Guinea, the Hon James Marape (Hon Marape was recently re-elected in the 2022 General Election and remains Prime Minister of Papua New Guinea). As part of his visit, he met with the Public Service Commissioner, Peter Hughes and Hon Luamanuvao Dame Winnie Laban DNZM. Following the establishment of the Public Service Fale (Fale) in 2020, Hon Juffa contacted the Fale to discuss whether it could assist a Special Parliamentary Select Committee on public sector reform that he had

been appointed by his Prime Minister to lead, with advice and information to inform their public sector reform strategy.

The Fale has been engaged with Hon Juffa's team since late 2020 and supported the delivery of the Report to the Papua New Guinea Parliament on Public Sector Reform and Service Delivery in April 2022. The New Zealand Government and the Public Service Fale's assistance are acknowledged in the Report, a copy is **attached** for your information.

Papua New Guinea gained independence in 1975 and since then have undertaken, or been part of, multiple reviews intended to improve how the public sector is organised and works. The perspective of the Special Parliamentary Select Committee, as set out in the report, is that there are some fundamental issues that should be tackled by the Papua New Guinea government to ensure that their citizens receive efficient and effective public services. These include developing strong governance arrangements for their public service, designing and embedding effective business processes and systems across the system, and making ongoing investment in management and leadership capability of their public service, to both retain and attract the right people.

Your experience and perspectives in working with the NZ public service and your insights on achieving whole of government delivery for Pacifica peoples, including how to encourage connected and integrated policy development and service delivery will be of interest to Hon Juffa. These themes are reflected in your suggested speaking points **attached**.

Manager

Tania Ott, Deputy Commissioner, Public Service Fale contact: 027 531 9811

Suggested Speaking Points

Meeting with Hon Gary Juffa, MP for Oro Province, Government of Papua New Guinea

1 December 2022, 10.15am

Venue: Rainbow Room, Parliament Buildings

Welcome to the NZ Parliament Gary, it is very good to meet you.

I understand that you met Mr Speaker earlier this morning. I believe you are leading a Special Parliamentary Select Committee on public sector reform in your country.

Achieving cross political party agreement is not easy and I am really interested to hear about your experience in this area.

I am the Minister for Pacific Peoples, the Minister for Courts, the Associate Minister for Foreign Affairs and I have Associate responsibilities for Education, Justice and Health. I am also the Member of Parliament for Māngere, which represents the largest Pacifica constituency in NZ.

I work with a broad range of the NZ public service. The need for a well organised and effective public service that has delivery to citizens and a spirit of service at its heart are very important. A big part of my focus is ensuring that the public service develops policy and plans for service delivery in a co-ordinated and integrated way for the benefit of Pacifica peoples.

Working in silos or not fully understanding the context for Pacifica peoples are issues that I will always raise as required.

What are the areas of focus for your work, your challenges?

What has been your experience of working with the Public Service?

Thank you for making time to meet me today, please do stay in touch.

BIOGRAPHY OF HON GARY JUFFA

Background Information



Hon Gary Juffa is a Papua New Guinea (PNG) politician and Member of the 10th Parliament of PNG. He founded the People's Movement for Change party, of which he is the sole Member of Parliament.

He was first elected to the 9th Parliament of Papua New Guinea as the Governor of Oro Province (also known as Northern Province) in July 2012. He was re-elected in 2017 and 2022.

Hon Juffa is also the Chairman of the Special Parliamentary Committee on Public Sector Reform and Service Delivery. The Committee's function is to review performance and propose reforms across the whole Public Sector and make recommendations to the National Parliament of PNG.

The Committee's functions also include collating any other findings that will contribute towards the improvement of public service performance and productivity in PNG.

Hon Juffa's career began when he entered the public service, joining the PNG Customs Department. He rose through the ranks to become Commissioner of Customs. He resigned in 2011 to successfully run for Parliament as Governor of Oro Province in 2012.

Hon Juffa is an outspoken opponent of logging activity in his home province and across the country. In March 2018, Juffa led a shut down of controversial logging operations at Collingwood Bay, seizing equipment and arresting allegedly illegal workers. He has repeatedly called for action against illegal logging on customary land in Parliament.



NATIONAL PARLIAMENT

Special Parliamentary Committee on Public Sector Reform & Service Delivery.

Interim Report of the Special Parliamentary Committee on Public Sector Reform and Service Delivery

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Chairman's Forward



On behalf of the Special Parliamentary Committee on Public Sector Reform and Service Delivery, I am honoured to be able to present this first interim report of our work so far which will need to be continued through a few Parliament cycles to really bear the results in this area that our country so desperately needs.

This Interim Report 1 of 2022 presents the concepts for the creation of this Committee as currently refined. In reviewing the former Committee's work and in commencing our work in earnest to execute our Terms of Reference, we discovered that a sound strategy was essential.

A question a reasonable person is entitled to ask is; Why is the performance of the Public Sector a Parliamentary focus? The answer is that the subject is of such a public concern and universal despair that it has triggered the legislature to peer over the lines and ask questions to the responsible arms of Government why there appears to be such a state of paralysis to hold the Public Sector to account.

In this Honourable House, for many years, elected leaders have lamented the lack of service delivery by the Public Sector. Every year the Members of this house approve up to a third of our annual budget going towards ever increasing salaries and emoluments to feed a runaway creature who no longer does what its owner pays it to do. By current design the Public Sector is our only option to deliver the most basic of services and infrastructure to our people. Much has been written and researched motivated by concerns of a failing Public Sector system.

We have concluded that much needs to be done about growing the drivers of our systems, which used to work at Independence. As a nation, we are today sadly graded at the wrong end of the global scales in harvesting the neglect of basic education and health to our people and also by deliberate failure of administration. It is apparent that success at sustainable reform of the Public

Sector must entail us growing our own human resources. This we estimate will require the full cooperation of the whole of machinery of Government over 4 to 5 Parliamentary terms.

We are convinced that any reform has to be done on the basis of solid data and data analysis - not on knee jerk reaction. To that end I thank the New Zealand Government's 2021 commitment to journey with us in the establishment of this critical data as described in the latter part of this report, in particular Hon Luamanuoa Dame Winnie Laban, Commissioner Peter Hughes CNZM and his hard-working staff, Deputy Commissioner Tania Ott, Roy Lagolago and Tina McNicholas, assisted by His Excellency Philip Taula, New Zealand's High Commissioner to Papua New Guinea.

I thank the Honourable Prime Minister, James Marape, MP for supporting this Parliamentary Committee.

I thank the honourable Members of the Committee for providing quorum for its sittings and deliberations. We have held 6 hearings.

A few financially significant results of the Committee work have been to:

- Launch the 4-year stalled Public Service Payroll Review which the nation has been crying out for so long. Once completed and if followed through by the next Committee, should save Millions of Kina in restoring integrity back to it by cancelling ghost names and dealing with multiple personalities on single positions.
- Adamantly demand that the procurement and distribution of medical supplies be subjected to proper tender with the inclusion of appropriate international human standards.
- Step into the National Housing Corporation to stem the public outcry of allegations of mismanagement of State housing assets.

The Secretariate has run technical sessions with over 40 State instrumentalities and related individuals in the quest for immediate and strategic long-term reforms.

We intend to keep up the current momentum right up to the formation of the next Parliament in August this year and will not stop just because we are heading into the National General Elections. The effort of Public Sector Reform cannot stop. Therefore, we recommend that this Committee be made a permanent Committee and that this Parliament authorise the work done so far

be continued into any next Special Parliamentary Committee on Public Sector Reform and Service Delivery.

Further, that the efforts by this Committee be migrated out of it and institutionalised so that there is an established authority which effectively audits and monitors Public Sector performance and appointments without political or external capture.

I commend this interim report to Parliament and ask that this Honourable House endorses the work of this Committee to be carried forward into future Parliament sittings, if and when this Committee is reconstituted.

.....
Honourable Gary Juffa, MP

Chairman - Special Parliamentary Committee on
Public Service Reform and Service Delivery

The Special Parliamentary Committee on Public Sector Reform and Service Delivery



The Report

1 Introduction

1.1 Public Sector definition:

The Public Sector is not just the Public Service. In order to better define this term called “Public Sector” the Committee has further dissected it into 3 subsectors.

1. The Public Service
2. The State-Owned Enterprises (SOEs) and Statutory Authorities.
3. Internal Security and Armed forces.

1.2 Growing Public Concern of Public Sector performance:

The majority of the delivery of Government services to the people of PNG is currently designed to be provided by the Public Sector. There exists varying views as to whether the State should be confined to being a regulator and contract out the actual logistics and service delivery part or continue to do this function.

At present, the National Budget has allocated more than one third of the total annual budget to salaries and emoluments of more than 120, 000 employees of the Public Sector.

The consistent complaint from end users of organizations within the Public Sector, is that they are failing to deliver the targets they are set up for, though being financially resourced to do so. The Public Sector consists of 1, 419 to 1, 496 organisations. (*source: Auditor Generals Corporate Plan 2017-2021 and 2018 annual report*).

Majority of these 1,419 State entities appear to enjoy an existence unto themselves. They appear to have little or no accountability to the purposes they were created for. Nobody appears to know who they are or what they do, or worse they don't know what they are supposed to do. Their intended benefactors have given up trying to extract from them what they are supposed to deliver.

There has been an expressed concern in the Committee that most of these entities are never heard of and only surface like mosquito larva, once a year at budget time, put their snorkel out, take another year's financial oxygen and disappear to the bottom of the swamp, never to be seen of or heard again until next annual budget.

As of the date of this report, interactions with key Public Sector stakeholders have not given the Committee sufficient levels of comfort to assure the people of PNG, that anybody in the Government system has any control or supervision or blanket accountability on these numerous bodies of State, their functions, their efficiency or intended outcomes. No level of comfort can be sought from even the key agencies of State responsible to hold the Public Sector visibly accountable.

1.3 Parliamentary Response

In response to an ever-increasing public outcry to an ever-growing void and disconnect in the overall accountability of the performance of the Public Sector, Parliament in 2013 took the initiative to set up a Special Parliamentary Committee on Public Sector Reform and Service Delivery.

The three reports * produced by the 2013- 2017 Committee validated those concerns of Parliament in just 3 narrow areas of Public Sector accountability failure and desire to reform failure.

**Late delivery of Teachers leave fares 2014.*

**PNG Law Society & Lawyers Statutory Committee.*

**Interim Report on Health Sector Management.*

2 Committee's Jurisdiction, Intent, Approach & TOR.

2.1 The Committee membership

2.1.1 Composition of Committee:

The Committee comprises of the following Members of Parliament:



1. Hon. Gary Juffa, MP - Chairman



2. Hon. William Nakin, MP –Deputy Chairman



3. Grand Chief Sir Peter Ipatas, MP



4. Hon. Peter Numu, MP



5. Hon. Philip Undialu, MP



6. Hon. Robert Agarobe, MP



7. Hon. William Powi, MP



8. Hon. Allan Bird, MP



9. Hon. Elias Kapavore, MP

2.2 THE COMMITTEE'S TERMS OF REFERENCE:

1. The Committee shall consist of eight (8) members appointed by the Parliament
2. The Committee shall have responsibility for
 - (a) matters relating to the Public Service Reform generally; and
 - (b) Such matters as may be referred to the Committee.
 - i. By the Minister for Treasury,
 - ii. By the Minister for Public Service
 - iii. By the Resolution of the Parliament; and

- (c) Investigating and reporting to the Parliament on such matters as the Committee itself considers appropriate.
3. The Committee may Research and Survey and engage the Public Service for
- a. its enhancement, review performance of Public Service and,
 - b. make findings for recommendations to the Public Service Minister, the Cabinet and the National Parliament.
4. Any other findings that will contribute towards improvement of Public Services performances and productivity.
5. The Committee has power to appoint sub-committees consisting of two or more of its members and refer to such sub-committees any of the matters which the committee is empowered to consider.
6. The Committee has power to send for and examine persons, papers and records, to move from place and to transact business in public or private sessions and to act during Parliamentary recess.

Note: -unlike Permanent Parliamentary Committees- this one has no State Departments working for or reporting to it.

-By definition of Special Parliamentary Committee, terminates when a new Parliament resumes after a general election.

2.3 STRATEGY AND ADMINISTRATIVE STRUCTURE:

2.3.1 STRATEGY CONCEPT:

The Committee adopted what it calls a Car and Driver principle. We don't invest and demand the wrong thing from the wrong item. "The system" (car) cannot be blamed forever- it's time to look at the driver of the system.

- Changing a car or upgrading one is relatively easy and is relatively short in implementing.
- Changing the driver who won't relinquish his damaging role or destructive habits, takes years and is usually a lengthy process, given the severity of the infection. This Committee will prioritise focus on the driver with a long-term view.

- We are of the view that the car is importable, not the driver. The driver must be homebuilt and is the sole responsibility of the State- not foreign countries or Donors. This Committee intends to adopt short term corrective therapy for current misbehaving drivers.

2.4 HIGH LEVEL ADMINSTRATIVE STRUCTURE OF COMMITTEE:

Committee has divided the whole of the Public Sector into 3 Subcommittees led by 3 Chairmen-

- 1.Internal Security and Armed Forces** - Sub-Chair- **Hon. Gary Juffa**
- 2.SOE's and Statutory Authorities** - Sub Chair-**Hon. Alan Bird**
- 3.Public Service** - Sub Chair- **Hon. Elias Kapavore**

2.5 BRIEF EXECUTION STRATEGY (Long- and short-term):

2.5.1 Long term strategy:

- Commence with a diagnostic analysis of the Public Sector based on quality data consolidation.
- Examine each sector's historic portfolio of investments to determine its expected and actual capabilities.
- By diagnostic tools develop, adopt, launch benchmarked standards for each Public Sector organization.
- Develop a 15–20-year Parliamentary driven Public Sector Resource Supply Plan complementing all other existing plans.
- Establish a neutral authority-free from political and external manipulation to keep driving the reforms to full execution.

1.5.2 Short term strategy (to assist long term strategy):

- Expose, prosecute, correct by drawing public attention to abhorrent, deviant and unacceptable Public Sector behaviour through public and private Committee Inquiries,
- Focus remedial action on current human resources,
- Public Committee inquiries on selects topical issues.
- Visitation to sites and incidents requiring Committee attention.

- Workshopping and consultation on select topics.
- Presenting reports to Parliament accompanied by vigorous debate.
- Champion benefits of Public Sector employees, including working conditions, Housing and Insurance.

The Modus Operandi:

- Identify and treat critical core agencies that have the greatest ripple effect first and work through the consequential requirements.

2.6 Matters addressed to the Committee:

Reports outstanding from a previous Special Parliamentary Committee Public Sector Reform and Service Delivery from 2012 to 2017, tabled in Parliament by current Committee in June 2020.

- Health Management Report,
- PNG Law Society and Lawyers Statutory Committee Report,
- Late delivery of Teachers Leave Fare Report.

Matters generally received by the Committee and areas of interest between June 2020-April 2022 include-

- Cooperation with Auditor General,
- Public Service Command and Control in different levels of Government,
- Integrity of the Government Payroll system,
- Mental Health management.
- Consideration of Auditor Generals Reports to Parliament regarding Provincial and Local Level Government audits,
- Cost benefit analysis of Regulatory and Statutory Authorities,
- The Black Economy,
- Public Servants Home Ownership scheme,
- Public Servants Life Insurance scheme.

Matters specifically received and being attended to between June 2020 and April 2022:

- Internal operations of National Airlines Corporation.
- Internal operations National Housing Corporation.

- Port Moresby Cancer Clinic project delays and deterioration of Medical Faculty facilities.
- Public Service Payroll integrity.
- Procurement and distribution of Medicines
- Health Regulations.
- Forestry
- National Statistical Office
- Organic Law on Provincial Government and Local Level Government Reforms

2.7 Special Projects:

- Stock take & formation of database based on 20 years of PNG Public Sector Reform efforts. This database will set the basis for long term diagnostical framework of reform, and will be owned by Parliament. This project is donor assisted by New Zealand Government and aims to run to May, 2022.
- Sample Provincial Government's consolidation of personnel and assets
- Sample Provincial Governments rightsizing of administrative structures.

2.8 Developed protocols of Committee to enhance productivity:

The Committee understands the daunting task of dealing with a subject which has evaded correction for decades. The Public Sector has in general enjoyed many decades of free fall deterioration and hence developed a hardened culture to resist accountability to its owner and hence producing for itself self-serving reforms.

Therefore, the strategy for any success in this Committee's endeavours must be coupled with hard resistance to the culture of unaccountability and a longer-term strategy to install fresh resources in a fresh structure incapable of political or external capture. Public Inquiries by a Parliamentary Committee alone will not change the Public Sector culture that the public is detesting.

Our new approach-

While matters may be referred to it, this Committee has inherent legal powers to research and survey and show interest into any matter it chooses in the domain of the Public Sector Reform processes (including Public Sector performance) and make representation to Public Service Minister, National Executive Council and Parliament.

This includes:

- Summoning and examining documents



- Summoning and examining material.
- Summoning and examining persons and making such summonses subject to public hearings.



In order to provide the best opportunity for actual results for our efforts, we adopted a strategy where:

1. We contact the entity at senior executive or ministerial level to have a verbal discussion of the issues of concern.



2. Should this fail, we escalate our representations to a served written letter for a one-on-one meeting.
3. Should a letter fail, we escalate the matter to a summons leading to a full hearing.

3 Expansion of the Long Term and Short-Term Strategy developed by the Committee

3.1 Long term Strategy:

The Long-term strategy is to deal with the root- not the fruit. If you cut the fruit off, the root will yield the offensive fruit again. The Committee addressed this under 2 basic concepts:

1. Reform based on data analysis and projections based on professional diagnostics.
2. Home growing the human resource required for the Public Sector.

Reform based on data analysis and projections based on professional diagnostics.

As noted earlier the Committee has divided the Public Sector into 3 main parts. We have secured indicative donor support, as a stand by facility to assist in the diagnostic exercises of each sector.

1. *All Security Agencies* including the Armed forces, Border Security, Internal Security agencies. (A Donor has expressed support)

2. *The basic Public Service.* (A Donor has expressed support)
3. *State Owned Enterprises and Statutory Authorities.* (A Donor has expressed support)

From the databases we have collated (*see database report below*) we will seek to add on existing research work on the Public Sector, in many academic institutions to form a database that can be manipulated and structured for diagnostic use.

Once we have created a diagnosable database, we will apply international diagnostic tools to the 1,419 instrumentalities of State and achieve professional international benchmarked reforms.

From quality data diagnosis the Committee suggests that the reforms set the level of compliance of international standards by any instrumentality of State. The Government can then set and resource those benchmark targets. It can then audit and demand that those in charge of managing an institute produce those benchmarked outcomes.

3.2 Short Term Strategy:

The short-term strategy is to deal with the fruit, while addressing the root in the long-term strategy. We will deal with intolerable extreme bad toxic fruit causing rapid decay on the tree system.

We have accomplished this through the use of forensic accounting and investigations and the use of experts on various topics setting out our interrogatories.

Since late 2020 the Committee has held 6 hearings with organizations which have come to its attention in response to the public's call for reforms. These are referred to below.

What the Special Parliamentary Committee on Public Sector Reform and Service Delivery has done.

1 Committee Website development

The Committee has developed a website to expand its use in the near future to attract correspondence and promote interaction by the public. The interactive facilities are being developed.

The Website address is: **www.spcpsr.gov.pg**

2 Public Sector Database Cataloguing Project

2.1 INTRODUCTION

This section of the report will discuss a central depository that the Committee has developed containing all reports in the public domain pertaining public sector reform and service delivery.

It will be divided into three parts. The first part will give the background information and rationale for the committee's decision to establish this library. The second part will be the review of the structure and contents of the library. The third and final part will discuss next steps.

2.2 PART 1: BACKGROUND AND RATIONALE

The basis of any successful government is its ability to develop and implement policies. These policies need to be anchored in an understanding of how things were, what has been done, what has worked, what hasn't worked and why. It is only after this examination can public policy be developed to move the country towards its long-term strategic objective.

This is what the Special Parliamentary Committee on Public Sector Reform and Service Delivery attempted to do. It attempted to make policy recommendations to Public Sector Reform & Service Delivery. To do this the Committee decided to examine documents that are reported on how things were before, what has been done, what has worked, what hasn't worked and why. The committee discovered that while over 1000 documents existed pertaining to public sector reform and service delivery, they were not stored in

a single depository. Instead, these important documents were stored all over the place.

This also meant that there was no way of keeping a central registry, or way of linking the work from different contributors together, linking legislation to these reports on reform and service delivery, and no way of linking ministerial determinations and gazettes to these reports.

Further, there had not been a literature review of all these public sector reforms and service delivery reports that could inform government on the extent to which failures we currently face in government have been attributable to system failure, or human failure.

Having identified this gap, the committee then decided to fill it by developing a central depository, a library, that contains all the publicly available documents pertaining to public sector reform & service delivery. This will be a gift that Special Parliamentary Committee on Public Sector Reform and Service Delivery presents to parliament.

Having a library of all relevant documents is only part of the solution to understanding the history for the purposes of policy development. What was also required was a summary of all the reports. To this end, the committee has partnered with the New Zealand Public Service Commission and its Public Service Fale to engage the development of an annotated bibliography and literature review. This partnership was made possible after our Prime Minister's official visit to New Zealand in February 2020. It was on this trip that our Prime Minister was able to secure New Zealand's assistance in public sector reform and service delivery. We are very fortunate for the opportunity to partner with New Zealand. For as you would know, in January of this year, New Zealand was rated equally first alongside Denmark and Finland as the least corrupt countries in the world. This is only possible if the integrity of the public sector and judiciary is intact and of the highest standard. A high level of integrity results in a neutral and trusted public sector which is a cornerstone of effective public sector reform and service delivery. This is a worthy goal for PNG to aspire to. It is hoped that this partnership can continue in the next parliament as there is a lot to do and a lot to learn from our partners in New Zealand.

The final component to this gift is a search engine capability that will enable future members of parliament and their research officers to go to the library within the precinct of National Parliament, access this database the Committee is gifting to Parliament and create a summary of a particular reform or government agency that includes:

1. A summary list of reports relevant to the reform or government agency.
2. A summary of the program implemented in the particular reform or government agency.
3. Information about partners who contributed and amount of money reported in the public domain to have been invested into a particular reform or government agency.

This has not been possible to date. This is not too much to expect. In fact, it is the minimum requirement as a legislator and policy maker interested in conducting a situational analysis. Then, based on this informed situational analysis, developing policy to move the country in the right direction. This is our gift to our country. This is our contribution to Take Back PNG.



2.3 PART 2: STRUCTURE AND CONTENTS OF THE LIBRARY.

The library that the committee has established is separated into three main folders. One contains the central registry of all reports, the second contains all the reports that have been collected and the third contains the summaries of public sector reform in terms of an annotated bibliography, literature reviews and their associated reports. The third folder contains the work the Institute of National Affairs was commissioned to produce for the committee.

2.3.1 Institute of National Affairs

A total of 170 reports were provided by INA. In addition to this, INA as the commissioned researcher used 419 reports on public sector reform and service delivery as source documents for the annotated bibliography it developed for the committee. At the time of this report the annotated bibliography was about to be submitted to the peer review committee for review and comment.

2.3.2 Central Registry

The Central registry is the registry created to capture all reports that have been collected. The registry capture key information pertaining to the report including. Reports around these parameters will be possible when the committee commissions software with search engine capability. The current parameters are:

1. Date of entry,
2. Reference No,
3. Public Sector Arm (SOE, Public Services, National Security)
4. Institutions
5. Reform Title
6. Legislative Act/ Reference
7. Reform Type (Policy, Legislative)
8. Reform Approach (Structural, Process),
9. Industry
10. Report/Document Title
Year of Publication
11. Subject/Title of Project
12. Project type (Human- Centric, Infrastructural)
13. Project start Date
14. Project End Date

15. Project status (Complete, in progress, not started, Pending, on hold, not completed),
16. Investor,
17. Project developer,
18. Project implementor/partners
19. Amount (in currency stated)
20. PGK value, Currency
21. Exchange rate at time of project
22. MD/CEO
23. Board Chairman
24. Government
25. Government term (years),
26. Remarks
27. Document status
28. Date Annotated Bibliographies updated.
29. Person in Charge of Annotated Bibliographies
30. Comments,
31. Person in Charge for Registry,
32. Document type,
33. Province, District.

2.3.3 Collection of reports

This folder contains all the reports that have been collected. This folder is further divided into folders which separate the source documents to reports from INA, NRI and reports that were available in the public domain. These are further separated into Reports for State Owned Enterprises, Reports from all other Public Sector entities and Donor Agencies and Development Partner reports.

A total of 1093 reports have been collected. It is assumed that at least another 2000 that haven't been collected yet. This is based on the Auditor general, reporting that they are mandated to audit over 1400 government agencies.

This is a work in progress and this committee strongly recommends that the next parliament restores this committee and this important work continues through to completion.

2.3.4 State Owned Enterprises

Not many reports on our SOEs are available in the public domain. This needs to improve as information increases transparency and this enables accountability. Only PNG Power, PNG Ports, National Development Bank and Kumul Consolidated Holdings had any reports in the public domain.

2.3.5 Donor Agencies and Development Partner reports.

Donor agencies and development partners are re-known for their reporting based on their rigorous pre-program and post-program evaluations. Nearly all our development partners are represented in this folder. This includes; US Aid, Australian Aid, Department of Foreign Affairs and Trade (DFAT), New Zealand Aid, Ministry of Foreign Affairs and Trade (MFAT), Delegation of European Union (EU), World Bank, Organisation for Economic Cooperation and Development, Asian Development Bank to name a few. There are total of thirteen subfolders under Donor Agencies and Development Partners.

2.3.6 Public Sector Reports

There are 28 government agencies with reports in the public domain that the committee has been able to secure reports on. The Auditor General reports that there are over 1,421 government agencies that it is mandated to audit. This means that there are over 120 folders that still need to be created once reports pertaining to them are acquired by the committee.

2.3.7 Key Stakeholder Consultations

Apart from creating a central depository for reports on public sector reform and service delivery the key stakeholder consultations were also conducted.

These key stakeholders were among the Papua New Guineans who have been involved or have experienced life before, during and after significant public sector reforms or academics who have observed and studied these reforms. They included prominent citizens like:

- Bart Philemon (former member of parliament)

- Sir Rabbie Namaliu (former Prime Minister),
- Lady Roslyn Morauta (deputy chairlady – Global Fund)
- Benny Popoitai (Deputy Governor – Bank of Papua New Guinea),
- Clant Alok,
- Major General Jerry Singirok (former commander – Papua New Guinea Defence Force)
- Dr Thomas Webster (National Research Institute),
- Professor Frank Griffin (Vice Chancellor – University of Papua New Guinea,
- Dame Meg Taylor (former Secretary General – Pacific Islands Forum),
- Robert Igara (Chancellor – University of Papua New Guinea),
- Gabriel Pepson (Ambassador of Papua New Guinea),
- Dr Ben Yaru (Environmental Scientist),
- Dr Alphonse Gelu (Registrar of Political Parties),
- Dr Fiona Hukula (commissioner of the Constitutional and Law Reform Commission of Papua New Guinea),
- Dr Michael Mel (University of Goroka),
- Sam Koim (Commissioner General – Internal Revenue Commission)

The transcripts and summaries of their interviews are also stored in this library for future reference. The interviews will be combined with the Literature review and thematic analysis to a report on how were things like before, what was reformed, what caused the reform, what worked, what hasn't, and thoughts around how these reforms have performed.

2.4 PART 3: NEXT STEPS

Next steps in the project are three-fold.

The first step is dependent on the outcome of the peer review which, as of the date of this report has yet to commence. If the peer review committee identifies gaps in the list of documents collated by this project, then, the first step is to collect all the outstanding reports and add to the library. If the number of reports not included is high then a decision needs to be taken as to whether another exercise of creating an annotated bibliography and literature review is required.

The second step is dependent on whether this current phase of the project is able to acquire and commission the software that will enable the search

engine capabilities mentioned above. If it isn't, then, this software needs to be acquired and commissioned. The software enables the data stored in the master registry to be interrogated and summaries produced.

The third step is to use the library and all the information contained within to form the basis of a diagnostic that proves the assertions of the literature review and thematic analysis that will be produced in this phase.

The final step is to use the standard operating procedures and training manual that are being developed as part of this project to train researchers of members of parliament and MPs themselves on how to use this library.

These next steps require that the Special Parliamentary Committee on Public Sector Reform & Service Delivery is re-constituted in the next Parliament. This recommendation is given to the next Prime Minister and the next Parliament.

This work is required to assist Members of Parliament perform an adequate situational analysis that in turn will enable them to make informed decisions. Re-constituting this committee will enable any outstanding next steps to be completed for this project. It will also enable the body of knowledge accumulated in this library to be combined with the findings of committee hearings. These two bodies of information being created by this committee will contribute significantly to members of parliament being able to make informed policy decisions. It will further inform the drafting of enabling legislature to ensure this legislature is adequate to give force to the policy and its intent. This is a capability that is sorely missing.

3 Lodgement of Interim Reports by the past Committee

- Tabling last Committees 4 major reports on:
 - Teachers leave fares
 - Law Society and Lawyers Statutory Committee
 - Health Sector Management.
 - Past Committees' investigative Reports of travel to onsite visits of Public Sector reforms in Australia, Fiji and Samoa.

This Committee tabled these reports in June 2020 that were not able to be tabled by the last Committee

4 National Housing Corporation Reform Efforts

NHC is established under the *National Housing Corporation Act 1990*. It is responsible for enabling eligible PNG citizens to access suitable houses through tenancies and property purchase. Its functions include:

- Improving housing conditions
- Providing adequate and suitable housing for letting to eligible persons
- Selling houses to eligible persons
- Making advances to eligible persons and approved applicants to enable them to become the owners of their own homes
- Developing residential land by way of providing adequate services for human settlements

The Committee held two hearings in 2021 into the National Housing Corporation in response to the frequent public and media outcry for reform interventions in the way that organization was performing.



The issues dealt with included:

- Lack of action on the Public Accounts Committee hearings of 2009.
- Lack of recent Independent Audited accounts.
- Lack of valuation and legal tender processes in disposal of high value NHC assets.
- Questionable sale of State housing to alleged ineligible recipients.
- Lack of transparency of the proceed of those questionable sales.
- Inaction by NHC to investigate and prosecute former managements.

- Follow up on need of reforms in the Corporation driven by rulings of the National Court on issues of illegitimate evictions of long-term tenants and sale of NHC State owned assets to ineligible purchasers.
- Reforms at corporate structure.
- Reforms needed to bring the Corporation to its intended legislative creation.

The Committee's efforts to intervene in the frequent complaints by the public of the NHC appears to have slowed them down but it has been apparent that much reform needs to be instilled in its corporate governance, recovery ability and hold to task past proven wrongdoing.

The new Minister for Housing and Urban Development, Hon. Justin Tkatchenko and new Managing Director Mr. Henry Mokono's efforts in appearing before the Inquiries are commended and the Committee takes note of their commitment to correct matters in the NHC and keep working with this Committee to achieve the needed reforms therein.



Much helpful material and witness' testimonials have been captured but given the shortness of time this work remains incomplete. This Committee recommends to the next Committee to use this baseline of work and press for complete reforms in the National Housing Corporation.

5 Public Service Payroll reforms

Much has been highlighted both publicly and officially about the integrity of the Public Service Payroll. Some unanswered questions appeared to the Committee surrounding issues like:

- Are there ghost names on the public service payroll?
- Are multiple persons being paid on a single public service position?
- How many unattached officers exist? Are they carrying out any duties for the State to justify compensatory salaries? Is there incompetence in management to sack those who can be terminated under available provisions of the Public Service General Orders?
- Are multiple bank accounts being paid for one single person registered on the payroll?
- Is the current payroll system being managed securely? Does the Government really know what is going on in its own payroll system?

The Committee was pleasantly surprised to discover in its research that the cry for assurance of the integrity of the payroll system had been peaking from 2014 to 2018. The Committee notes that Cabinet started to respond to it in 2018 and directed an independent Review/Audit be carried out into its payroll and human resource framework, perhaps driven by the fact that there was a 2018 overrun of K650 Million in personnel emoluments. Reports suggest that since 2014 there were annually hundreds of Millions of Kina in overruns.

What was apparent to the Committee was that those entrusted with guarding the integrity of the payroll were struggling to manage the blowout and every year it was getting progressively worse.

After months of research and investigation the Committee decided to step into this area as it appeared to be a strong candidate for public sector reform. The most compelling reason in this case was that nothing had been happening in the bureaucracy to comply with Cabinet's directive to independently review the Public Service payroll more than 3 years later.



The Committee alerted the Prime Minister before it took action and on the 4th of November 2020 the Prime Minister wrote to all the agencies tasked with the management of the Public Service Payroll to commence the review. 5 months passed without a response.

On the 27th of April, 2021 the Committee stepped in the void by informally summoning the departments to a hearing. The committee is pleased to report that the same day the hearing was held all attending agencies of State cooperated to trigger the review and now international accounting firm Deloitte has commenced the review after competitive tender. The Committee will be watching the progress of the review so that it gets completed.



The contributions by this Committee has the potential to save Hundreds of millions of Kina in restoring integrity to the Public Service payroll and in the human resource and technology reforms that should follow after the Deloitte review.

This Committee recommends to the next incoming Committee to keep up the line of accountability by Parliament to ensure the public service payroll integrity is restored.



6 Health Reform Efforts

Over the past 10 years a persistent cry regarding the deterioration in medical services has had everyone's attention. Prior to 2013 PNG had an internationally compliant procurement and distribution system. From then medical reach to our people appears to have gone into a very steep decline.



The Committee began its own research and began to address the following areas:

- The Committee has received no logical or cogent explanation why the Department of Health would go out of its way in about 2012-13 to dismantle a good working system it built up and approved in prior years and replace it with a lower performing system at the expense of the health of our people- we see the evidence daily today.
- The Committee is astounded that the Department of Health would remove compliance with ISO 9001 and GMP (Good Manufacturing Practices) which it approved in the system it put in place in the few years prior to 2012. No country should lower its basic human standards, especially in regards to the health of its people.
- The Committee is at a loss to understand as to why at the expiry of medical supply and distribution tender periods the Department of Health and Cabinet (as claimed by Department of Health) adopts many short-term facilities to seemingly thwart open public and international competitive tender.
- The Committee sadly notes what amounts to a dismissal by the Department of Health of the 13 recommendations by the Public Accounts Committee in 2019.
- The Committee notes the disregard by the Department of Health of the Chief Secretary's Special Audit of 2017.
- The Committee notes the disregard by the Department of Health of a Prime Minister's commissioned Audit of 2020
- The Committee notes the disregard by the Department of Health of the Prime Minister's commissioned forensic Audit of 2020 and ensuing directives.

As a result, huge non-competitive procurement and distribution contracts keep being awarded for 100% countrywide reach, with no evidence of post audit.

The situation is made worse by evidence of negligence and diminishing medicine reach throughout the country. Nothing has happened to hold to account persons implicated in clear breaches of law and fiduciary duties in the procurement and distribution process- life goes on as normal in the Department of Health despite the tragic health crisis raging in the country due to absence of basic relevant medicine- which supply has already been extravagantly paid for.

Two informal hearings with the Department of Health were held in 2021 and one formal Joint Hearing with the Public Accounts Committee one concluded in March 2022. The results and further series of inquiries will continue in the term of this Committee and the results prepared for further consideration.

This Committee recommends to the next Committee to keep up the pressure of reforms in the Department of Health until the public get what they are due.

7 Committee Visit to Port Moresby General Hospital



We quote a press statement below of this visit:

On 26 the October, 2020, Members of the Special Parliamentary Committee on Public Sector Reform and Service Delivery paid a short notice visit to Port Moresby General Hospital, the Port Moresby General Hospital's new Cancer Treatment Facility and the University Medical Faculty next door.

The Honorable Elias Kapavore who is not new to hospital management was accompanied by Chairman Juffa and the committee secretariat who were pleasantly surprised with the development they witnessed there.

The Committee noted with satisfaction the well-advanced construction of the Cancer Treatment facility at the Port Moresby General Hospital.

The facility itself has been quietly undergoing construction phase under the watchful eyes of the CEO, Dr. Paki Molumi who led the delegation tour at the project site. He explained that the significance of having this facility design was to have a comprehensive “one stop shop” cancer treatment including Pathology labs, X-rays, surgery, radiotherapy and chemotherapy all in one location adding this was the first of its kind in PNG after Australia and Singapore.

“The project completion date for this facility was June 2021-funding permitting.

The Committee noted that POMGH is a level 7 tertiary referral hospital that serves the whole country. It is supposed to be a specialist hospital, but over the years this role has been overtaken by a flood of Primary and Secondary Health Care patients from NCD and from lack the proper health facilities in neighboring provinces and centers.

Mr. Kapavore stressed the importance of ensuring integrity on the selection processes of Departmental Heads so that the expectations of the country can be met by the right people for the right jobs. He felt vindicated by his careful recommendation for the appointment of the current CEO of POMGH during his time as Minister for Health.

The Committee also received a submission from Dr. Molume and his management team which they agreed to deliberate on before making further recommendations. The Committee stressed the need to keep up the ongoing funding and audit of this valuable project.

Mr. Juffa said, “All the riches of a nation mean nothing to a terminally sick person...we must invest in real time health. An unhealthy population is the highest security risk to itself.” He stressed the need of preventative health education and measures to prevent the emerging increase in cancer lifestyle related diseases.

As of last official PNG record 2018-2020

Cancer patients PA	12,000	Causes of Cancer
• Breast cancer	1,500	• Tobacco
• Mouth cancer	1,200	• Beetle nut
• Cervical	1,000	• Smoking
• Liver	750	•
• Intestinal	700	• Diet

In following up the next week the Committee approached the National Planning Department Minister for the balance of a shortfall of K3 Million for the completion of the construction of the concrete radiation bunker. The Committee and is very grateful to the Honourable Sam Basil for immediately responding with the payment.

**8. Provincial Governance reforms:**

Under the need for empowering provincial governance reforms the Committee asked the Secretariate to look at provincial foot patrols. Two provinces were chosen in attempted collaboration with National Civil and Identity Registry Office.

The aim here is to provide the governors with an up-to-date inventory of the provinces resources. This will take the form of a foot patrol to every district with National Identification (NID) and possibly with the National Statistics Office to register public servants there and other human and natural resources.

Covid 19 restrictions has put this project on hold.

9 Auditor General

The Committee through its Secretariate has held several sessions with the Auditor General's office and commends its work.

The Committee views the Auditor General to be a strong ally in its efforts.

10 The Roadmap Forward

This Committee intends to be active all the way till the formation of the next Parliament. It is hoped that all its current work will serve as a good basis to continue the agenda of Public Sector reform by Parliamentary contribution in the next Special Parliamentary Committee on Public Sector Reform and Service Delivery.

Recommendations

1. We recommend that this Committee be made a permanent Parliamentary Committee as public sector performance should be a permanent subject for Parliament on behalf of the people of Papua New Guinea.
2. That the efforts of this Special Parliamentary Committee on Public Sector Reform and Service Delivery continue in the life of a similar Committee set up by the next Parliament
3. We recommend that the new Parliament facilitate the work this Committee has commenced in collating essential material for the purposes of diagnostical change based on credible data.
4. We recommend that the database created by this Committee be expanded to create a sufficient base to commence a diagnostical analysis of the 1,419 institutions of State, with a view to abolishment, amalgamation, and reduction of them and placing them under acceptable management standards.
5. We recommend that this Committee continue in the next Parliament to continue its work of formatting a creature of Statute to be skilfully formed to drive this Committee's template work in ensuring administrative excellence in performance audits and accountability in the Public Sector.
6. We recommend that the efforts of this committee to steer the Public Sector Payroll Audit be continued by the next Committee, as the audit may lose momentum and to prevent the final audit from becoming unpractical.
7. We recommend that the reforms in the National Housing Corporation continue in any future Committee on Public Sector Reform.
8. We recommend that the reforms in the National Department of Health continue in any future Committee on Public Sector Reform.

Acknowledgements

- Paul Barker, Executive Director Institute of National Affairs and staff.
- Nau Badu
- Dr Joseph Ketan
- Proffessor Kavanamur
- Director National Research Institute- Dr Osborne Sanida and staff.
- United Nations Head of Mission and staff.
- Australian High Commissioner and staff
- US Ambassador and staff
- Indian High Commissioner and staff
- Department of Personnel Management Secretary Taias Sansan and staff
- Department of Finance Secretary, Ken Ngangan and staff
- Department of Treasury Secretary, Dairi Vele and staff.
- Minister for Treasury- Hon Ian Ling-Stuckey
- Auditor General- Gordon Kega and staff
- Solicitor General- Daniel Ropagrea
- Secretary for Justice Dr Eric Kwa and staff.
- Secretary National Department of Health- Dr Osborne Liko and staff
- NHC managing directors Elizabeth Bowada and Henry Mokono and staff.
- Minister for housing- Hon Justin Tkatchenko
- Bart Philemon (former member of parliament)
- Sir Rabbie Namaliu (former Prime Minister),
- Lady Roslyn Morauta (deputy chairlady – Global Fund)
- Benny Popoitai (deputy Governor – Bank of Papua New Guinea),
- Clant Alok,
- Major General Jerry Singirok (former commander – Papua New Guinea Defense Force)
- Dr Thomas Webster (National Research Insitutue),
- Professor Frank Griffin (Vice Chancellor – University of Papua New Guinea,
- Dame Meg Taylor (former Secretary General – Pacific Islands Forum),
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- Gabriel Pepson (Ambassador of Papua New Guinea),
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- Dr Michael Mel (University of Goroka),
- Sam Koim (Commissioner General – Internal Revenue Commission)

PUBLIC SERVICE FALE, TE KAWA MATAAHO
VISIT OF HON GARY JUFFA, MP
GOVERNMENT OF PAPUA NEW GUINEA
30 NOVEMBER – 1 DECEMBER 2022

Time	Wednesday 30 November	Thursday 1 December
08:00		
08:30		
09:00		
09:30	9.30AM – 10.30AM: Meeting Hon Luamanuvao Dame Winnie Laban <i>Venue: Sofitel Hotel</i>	9.00AM – 10.00AM: SPEAKER OF HOUSE OF REPRESENTATIVES- Hon Adrian Rurawhe <i>Venue: Speaker’s Chamber, NZ Parliament Buildings</i>
10:00	Travel to Te Kawa Mataaho	10.15AM – 11.00AM: MINISTER FOR PACIFIC PEOPLES - Hon Aupito William Sio
10:30		<i>Venue/Rooms: Rainbow Room, NZ Parliament Buildings</i>
11:00	10.45 – 11.30AM Meeting with Tania Ott, Deputy Commissioner Public Service Fale <i>Venue: Te Kawa Mataaho Public Service Commission</i>	
11:30		
12:00	12.00PM – 2.00PM: ROUNDTABLE & WORKING LUNCH	12.00PM – 1.00PM: LUNCH WITH PUBLIC SERVICE FALE STAFF
12:30	Public Sector Reform programme: <ul style="list-style-type: none"> • PNG context and strategies for reform • Next steps with the Public Service Fale <i>Venue: Te Kawa Mataaho Public Service Commission</i>	<i>Venue: Te Kawa Mataaho Public Service Commission</i>
13:00		
13:30		
14:00	HOLD FOR EXTERNAL MEETINGS ORGANISED BY HON JUFFA’S PARTY	2.00PM – 2.45PM Meeting with PSC Commissioner Peter Hughes
14:30		<i>Venue: Te Kawa Mataaho Public Service Commission</i>
15:00		3.00PM – 5.00PM Meeting with Acting PNG High Commissioner HE Jonathan Kidu
15:30		<i>Venue: Chancery, PNG High Commission, 279 Willis St</i>
16:30		
18:00	5.30 – 7.30PM	
18:30	END OF YEAR STAKEHOLDER FUNCTION	
19:00	Hosted by PSC Commissioner Peter Hughes	
19:30	<i>Venue: Te Kawa Mataaho Public Service Commission</i>	

BIO OF HON GARY JUFFA



Hon Gary Juffa is a Papua New Guinea (PNG) politician and Member of the 10th Parliament of PNG. He founded the People's Movement for Change party, of which he is the sole Member of Parliament.

He was first elected to the 9th Parliament of Papua New Guinea as the Governor of Oro Province (also known as Northern Province) in July 2012. He was re-elected in 2017 and 2022.

Hon Juffa is also the Chairman of the Special Parliamentary Committee on Public Sector Reform and Service Delivery. The Committee’s function is to review performance and propose reforms across the whole Public Sector and make recommendations to the National Parliament of PNG. The Committee’s functions also include collating any other findings that will contribute towards the improvement of public service performance and productivity in PNG.

Hon Juffa’s career began when he entered the public service, joining the PNG Customs Department. He rose through the ranks to become Commissioner of Customs. He resigned in 2011 to successfully run for Parliament as Governor of Oro Province in 2012.

Hon Juffa is an outspoken opponent of logging activity in his home province and across the country.

In March 2018, Juffa led a shut down of controversial logging operations at Collingwood Bay, seizing equipment and arresting allegedly illegal workers. He has repeatedly called for action against illegal logging on customary land in Parliament.