

PACIFIC  
LEADERSHIP +  
GOVERNANCE  
PRECINCT

LEADERSHIP > ETHICS > VALUES



**The Pacific Leadership and Governance Precinct, led by the Government of Papua New Guinea, is forging a new generation of future leaders, both women and men, developing ethical, practical and intellectual leadership for the nation.**



## The Pacific Leadership and Governance Precinct is a partnership between the Governments of Papua New Guinea and Australia to support the development of ethical and capable public sector leaders in Papua New Guinea

The partnership, through the Precinct, aims to share experiences between Papua New Guineans and Australians on how to improve governance and service delivery at national, provincial and district levels, encouraging values-based decision making in the Papua New Guinea public service.

The Precinct is currently focused on the strengthening of two educational institutions - the University of Papua New Guinea's School of Business and Public Policy, and the Papua New Guinea Institute of Public Administration (soon to be known as Pacific Institute of Leadership and Governance).

These historic institutions, and the linkages they are developing with Australian institutions, are at the heart of the Precinct. They hone the talents of public service executives, and future leaders with the ability to take on senior roles, providing them with the capabilities needed to usher in a new era of economic and social development.

Both institutions are benefiting from new infrastructure which provides modern spaces for tuition, learning and research. This includes the new School of Business and Public Policy Building, and a new administration building and Learning Resource Centre at the Pacific Institute of Leadership and Governance.

But the Precinct is more than the sum of these institutions and the programs they provide. It is a hub for discussion and collaboration, involving Australians alongside their Papua New Guinean counterparts. It promotes a culture of continuous learning with an overarching focus on gender equity and social inclusion. It encourages the formation of professional networks that transcend provincial boundaries and traditional gender roles.

The Precinct also promotes linkages between the public and private sectors, civil society and professional associations, facilitating dialogue on public policy challenges and opportunities, and how ethical leaders can support positive change.



**Hon. Elias Kapavore MP**  
Minister for Public Service



**Hon. Pila Niningi MP**  
Minister for Higher Education,  
Science, Research & Technology



**Hon. Julie Bishop MP**  
Minister for Foreign Affairs  
Australia

A photograph of several graduates in blue academic gowns. In the foreground, a young man with short dark hair is smiling at the camera. Behind him, another man is looking to the side, wearing a traditional beaded headband and a green beaded necklace. Other graduates are visible in the background, some looking at a document. The scene is set against a solid blue background.

**"I know I can play a part in  
shaping the future of Papua New  
Guinea by helping to create good  
policy and contributing to sensible  
economic decisions."**

Kelly Samof,  
UPNG Economics graduate

# 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.

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# 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.

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# VALUES

Papua New Guinea'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.

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# A partnership for historic institutions

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

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The students would become public service heads, government ministers and business leaders. Among them were future Prime Ministers and a Governor-General-to-be.

At the Papua New Guinea 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 the country 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 the country's future as they worked towards undergraduate degrees in its first student intake.

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

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 Papua New Guinea Institute of Public Administration and, in November 2017, legislation was passed to officially rebrand it as the Pacific Institute of Leadership and Governance.

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 public servants. It became a centre for debate and forged friendships that would prove nationally significant.

Sir Michael Somare, Papua New Guinea'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."



*Construction of the original buildings at the PNG Administrative College.*

The group included other Papua New Guineans who would 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 Papua New Guinea Constitution. Joseph Nombri became a senior public servant and was a long-time Papua New Guinea 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 Corporation years later. "We said, 'We'll form a Bully Beef Club'. And that Bully Beef Club developed into a political club."

At the University of Papua New Guinea, 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".

The University of Papua New Guinea turned out its first graduates in 1970. They were a "Who's Who of the country's elite", said historian Jonathan Ritchie. They included Rabbie Namaliu and Mekere Morauta, both later Prime Ministers; Vincent Eri, a future Governor-General and Papua New Guinea's first novelist; and Renagi Lohia, who would later take the reins as the University of Papua New Guinea Vice-Chancellor.

The University has continued this tradition of contributing to the development of Papua New Guinea's future leaders with graduates such as Prime Minister Peter O'Neill, former Prime Minister Paias Wingti, National Capital District Governor Powes Parkop and Dr Cecilia Nembou - Papua New Guinea's first female Vice-Chancellor.

The Precinct is supporting both institutions to continue their central role in developing Papua New Guinea's future leaders.



*Librarianship students graduate from the Administrative College.*



*Administrative College students in the early 1970s.*

# Pacific Institute of Leadership and Governance

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The Pacific Institute of Leadership and Governance is committed to the development of public service leaders by providing vocational training that meets the needs of government agencies.

The Institute is focused on enhancing public sector performance, with a particular emphasis on the extension of programs to the subnational level through regional training centres, and delivery in the regions, provinces and districts. It provides organisational needs-based training focused on ethical leadership, strategic planning, corporate services and management processes.

In the longer term, the Institute aims to be the premier provider of choice for ethical training products and programs to the Pacific Island nations.

It prepares civil servants to work capably and ethically by providing learning and development opportunities that are practical, relevant to the Papua New Guinea public sector and aligned with the Ethics and Values-Based Executive Leadership and Management Capability Framework, the Gender Equity and Social Inclusion Policy and the National Qualification Framework.

The Pacific Leadership and Governance Precinct supports the Institute's continued revitalisation led by its management team.

Regional training delivery is being strengthened, with assistance from the Precinct, including vocational education delivered directly to subnational areas. This supports the Government of Papua New Guinea's decentralisation priority through the development of leaders who can drive improved service delivery and economic development at the provincial and district levels.

Precinct support includes strategic planning and management, a curriculum review process, improvements to the student management system, and information and communications technology upgrades – which will include an online dashboard for staff and student administration.

A strong partnership with the Australian Public Service Commission has assisted with training, including the improvement of internal capacity to design and deliver courses.



*Public Service Minister Elias Kapavore launches the Project Management and Financial Management courses in Ialibu-Pangia District.*



*Angori Wewerang addresses delegates at the Pacific Public Service Commissioners' Conference during a tour of the institution.*

**“We are committed to developing high-performing, ethical and values-based public sector leaders who can drive the future of Papua New Guinea.”**

Mr Angori Wewerang,  
Pacific Institute of Leadership  
and Governance

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The Precinct is supporting the construction of new facilities befitting the country’s premier school of government.

Sir Sere Pitoi Rumana, the new administration building, is named in honour of Sir Sere Pitoi – who was one of the first Papua New Guineans to hold a top public service position. The connection with the first generation of national leaders is also reflected with the Bully Beef Wing and the Bully Beef Room, which are housed inside Sir Sere Pitoi Rumana. They recall the ‘Bully Beef Club’ of Papua New Guinean leaders who made a significant contribution to the intellectual discussion that preceded Papua New Guinea’s Independence.

The Learning Resource Centre will replace the library, which was constructed in 1963 and gifted to the Councils of Papua and New Guinea by the local governments of Australia in 1966. It will be equipped with the latest information technology, including audio-visual stations and an internet café, and has been designed to be accessible to people with disabilities.

The Pacific Institute of Leadership and Governance has played an important role in the history of leadership development in Papua New Guinea and the Precinct is supporting this tradition to be continued.



*Julien Sipo graduates with a Diploma of Government (Management).*



*The Pacific Institute of Leadership and Governance has increased the number of graduates coming through its diplomas, certificates and courses.*

# Pacific Institute of Leadership and Governance

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## Diplomas empower public servants

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Diploma graduates from the Pacific Institute of Leadership and Governance have returned to their workplaces with renewed skills, self-belief and ambition.

Julia Auka, from the Department of Provincial and Local Government Affairs, was one of the public servants who graduated with an Australian-accredited Diploma of Government (Management) from the institution.

“The Diploma changed the way I communicate at work,” Ms Auka said, “it made me come out of my comfort zone and speak up.”

“When I talk to my colleagues now, I am focused on looking at solutions.”

Jerry Somon, from the Anti-Corruption Section of the Royal Papua New Guinea Constabulary, said he gained new vocational tools through the diploma course.

“It is a great moment for me and I am very excited,” Mr Somon said at the graduation. “There are so many things I have learned that I can now put in to practice in the workplace.”

Georgina Tapineng, also a Diploma of Government (Management) graduate, said public servants were provided opportunities to learn, exchange ideas and collaborate.

“The Precinct is helping public servants work effectively for the development of Papua New Guinea,” she said, “it gives them an avenue to fully express themselves.”



*LEFT TO RIGHT: Julia Auka, Jerry Somon, and Georgina Tapineng are graduates of the Diploma of Government (Management).*

## Precinct infrastructure

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*Sir Sere Pitoi Rumana is a new administration wing for the revitalised institution.*



*The Bully Beef Room within Sir Sere Pitoi Rumana honours the 'Bully Beef Club' of public sector leaders who led some of the intellectual discussion which preceded Independence.*



*A new Learning Resource Centre will house seminar rooms and catering facilities. The new wing will be ICT-ready, ensuring the institution has the capacity to deliver contemporary approaches to learning.*

# University of Papua New Guinea's School of Business and Public Policy

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The University of Papua New Guinea's School of Business and Public Policy strives to create private and public sector leaders through the pursuit of excellence in learning, discovery, and impact for both Papua New Guinea and the Pacific Region.

The School has positioned itself as one of the leading business schools in Papua New Guinea and an emerging institution in the Asia-Pacific Region. Its vision is for business and public policy that drive sustainable growth in Papua New Guinea.

The School of Business and Public Policy is committed to the values that are enshrined in the National Public Service's Ethics and Values-Based Executive Leadership and Management Capability Framework, and the Gender Equity and Social Inclusion Policy.

It also remains dedicated to its own academic values – equity, inclusiveness, collegiality, academic rigour and intellectual freedom – and is focused on forging strong links with industry and producing graduates who are work-ready.

The Precinct is supporting the School of Business to become a regional centre of excellence in the important governance disciplines of economics and public policy, providing direct benefits to students and building the capacity of faculty members.

It has further forged the historical partnership between the University of Papua New Guinea and the Crawford School of Public Policy at the Australian National University.

This partnership is supporting the school to become a research hub, enabling academics and students to contribute to the nation's understanding of the challenges and opportunities it faces.

Australian National University academics seconded through the partnership live in Port Moresby and are part of the School of Business and Public Policy team. They teach economics and public policy subjects to hundreds of undergraduate students each year, and assist with curricula design, capacity development and research agendas.



*UPNG has educated some of PNG's most prominent leaders.*



*School of Business Executive Dean Professor Lekshmi N. Pillai launches the Master of Economic and Public Policy.*

The seconded academics also teach subjects as part of the Master of Economics and Public Policy, which was launched in March 2017 with Precinct support.

The Master of Economic and Public Policy continues the University of Papua New Guinea tradition of producing high-quality graduates; technically skilled and capable leaders who can apply their qualities in a way that is relevant to Papua New Guinea. The degree is designed to develop professionals with the knowledge and ability to create and implement effective policy in the national interest.

The new master's program exemplifies the School's renewed focus on economics and public policy, and coincides with the development of a new strategic plan to set the direction for the school to 2022. The five-year strategy will complement new learning infrastructure being delivered through the Precinct.

The new School of Business and Public Policy Building will provide international-standard spaces for teaching, research and study. It will promote a contemporary style of learning, based on enquiry, discussion and adult learning. The building will also be accessible by people living with a disability, reflecting the Precinct's emphasis on social inclusion.

**“We are one of the leading business and public policy schools in Papua New Guinea and we want to continue to improve the quality of learning and research that occurs here.”**

Professor Lekshmi N. Pillai,  
Executive Dean, School of  
Business and Public Policy

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*Staff work together to set the School's strategic direction to 2022.*



*School of Business and Public Policy students celebrate their graduation ceremony.*

# University of Papua New Guinea's School of Business and Public Policy

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## Australian academics inspire university students to make a difference

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The Precinct partnership between the University of Papua New Guinea's School of Business and Public Policy and the Australian National University is having a great impact on the academic and personal development of students at the institution.

Kelly Samof, a University of Papua New Guinea economics graduate, is quick to admit that when he started university he was thinking only of getting a degree and finding a job to secure his own future. But now his face lights up when given the opportunity to speak about his studies in economics and his hopes for the future of Papua New Guinea.

"Once I finish studying I want to work at the Central Bank of Papua New Guinea or the Department of Treasury," Kelly said, "I want to find an area of economics that I enjoy and can excel in."

"The partnership between the two universities has had a big impact on both my education and my personal growth.

"The academics from Australia showed us that we can use our education to make a difference in Papua New Guinea. They believe in us and this belief has given us confidence in our abilities.

"I don't expect to change the whole world, but I know I can play a part in shaping the future of Papua New Guinea by helping to create good policy and contributing to sensible economic decisions."

Martha Waim, a fellow economics graduate, said the undergraduate degree and the University of Papua New Guinea-Australian National University partnership helped her towards the aim of contributing to Papua New Guinea's future.

"I'm passionate about seeing development in my country – it's the reason I took up economics," she said.

"The lecturers put a lot of time and effort into the program. They took a personal interest in us, in what our dreams were and what we wanted to do.

"My dream job is to be a policy analyst, perhaps with Treasury or the Asian Development Bank. I want to see policies that can be implemented effectively for the people."



*Martha Waim holds her coveted Bachelor of Economics from the University of Papua New Guinea at the 62<sup>nd</sup> Graduation Ceremony.*



*Dr Manoj Pandey, Australian National University economics lecturer seconded to the University of Papua New Guinea, and Methuselah Wabiria, fourth year economics student.*

## Precinct infrastructure

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



*The new lecture theatre at UPNG can cater for major Precinct events.*

# Leadership Pathways, Collaboration and Discussion

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## Facilitating collaboration, discussion and learning for current and emerging leaders

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The Precinct contributes to the development of ethical and capable leaders who will act in the public interest to better ensure effective and accountable service delivery for Papua New Guinea.

Intensive training is provided for current and emerging public sector leaders, and policy debate, collaboration and coalition-building is promoted around key governance challenges.

The Precinct Leadership Program consists of the signature Future Leaders Program, for emerging leaders, and a range of short courses, leadership learning sets and discussion events, which are targeted at senior public servants.

The Future Leaders Program was launched in 2017 and provides vocational training that is tailor-made for Papua New Guinea's public sector, and offers a pathway for public servants to make the step up to decision making positions. It is centred on the development of core skills for the public service, including leadership capabilities, strategic thinking and policy development.

The Future Leaders Program is a partnership between the Pacific Institute of Leadership and Governance, the University of Papua New Guinea's School of Business and Public Policy and the University of Queensland, with guidance from the Department of Personnel Management.

The nine-month program consists of three intensive two-week residential blocks at the Pacific Institute of Leadership and Governance's Waigani Campus, which engage public servants with a combination of skills-based training, peer-to-peer learning, participatory exercises, class discussions, coursework and workplace projects.



*Public servants ready to begin their first two-week module of the Future Leaders Program.*



*Ms Rhoda Karl, from the Department of Treasury, tests out the techniques she learned at the Public Speaking course.*

The Precinct Leadership Program's intensive short courses respond to demand for skills and knowledge pertinent to public sector leaders, developing people who can support and train future leaders within the public service. Topics have included ethical leadership for decision making, public speaking and speech writing, and writing for government.

The leadership learning sets are facilitated small group discussions which provide space for public servants to exchange ideas, perspectives and solutions around shared governance and ethical challenges. The discussions enable participants to build networks, knowledge and confidence in their ability to lead.

Precinct discussion events facilitate dialogue and debate on Papua New Guinea's development challenges, and how ethical leaders can support positive change. They bring together senior public servants, private sector leaders and civil society actors for discussions on key policy areas and issues of national importance.

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## Regional entrepreneurs discuss the role of culture on innovation and development

The Women as Drivers of Indigenous Development panel discussion was held in Lae and facilitated dialogue around the potential for innovative businesses, and the opportunities they offer entrepreneurial women.

The panel, which comprised Sir Nagora Bogan, Amanda Donigi, Maria Linibi and Bonita Solomon, was joined by more than 40 local business people and community leaders.

"We need to stop thinking about culture as our history and start thinking about it as our future," said Stella Magazine founder, Amanda Donigi.

"Development cannot happen without culture and Papua New Guinea must develop on its own terms."

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Australia's Ambassador for the Environment Patrick Suckling gives the keynote address at 'The Paris Agreement and Climate Change Leadership in the Pacific' discussion event.



Sir Nagora Bogan, Amanda Donigi, Maria Linibi and Bonita Solomon at the Precinct Leadership Program panel discussion in Lae.

# Leadership Pathways, Collaboration, and Discussion

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## Future leaders determined to create opportunities for women

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Emerging public sector leaders who participated in the Future Leaders Program believe they can advance employment opportunities for women throughout the country.

Elisha Peono, from the East New Britain Provincial Health Authority, said the Future Leaders Program is helping to develop strong and ethical leaders who can create more opportunities for marginalised groups in Papua New Guinea.

“The Future Leaders Program is a good combination of the theoretical and practical aspects, and taking part will help me realise my potential,” Mr Peono said.

“When we go out in to the workforce we can be leaders in policy creation and decision making.”

“Gender Equity and Social Inclusion is about improving accessibility to employment and participation in the workforce, particularly to improve the number of women in decision making positions.”

Sylvia Gemung, from the Morobe Provincial Administration, said the Future Leaders Program will help her take the next step up in her career.

“The Papua New Guinea and Australian Governments are looking at empowering women and getting them active in the upper levels of the public sector,” Ms Gemung said.

“I’m challenged and inspired, and I believe in my heart that after completing this training there will be room for me to get up there.”

**“The Papua New Guinea  
and Australian Governments  
are looking at empowering  
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active in the upper levels  
of the public sector.”**

Sylvia Gemung, Morobe  
Provincial Administration

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*Sylvia Gemung and Elisha Peono participate in the inaugural Future Leaders Program.*



*Future Leaders Program participants discuss gender in the workplace.*

# Our Partners

## Core Partners

Government of Papua New Guinea

Government of Australia

Department of Personnel Management, Papua New Guinea

Department of Higher Education, Research, Science and Technology, Papua New Guinea

University of Papua New Guinea's School of Business and Public Policy

Pacific Institute of Leadership and Governance

## Delivery Partners

Australian National University's Crawford School of Public Policy

University of Queensland

Australian Public Service Commission

Canberra Institute of Technology Solutions

Queensland University of Technology



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