

The Challenge of “Doing Development Differently” in PNG:

Towards a Politically Informed Approach to Decentralisation Reform



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A Starting Point ...

PLGP is an Australian Government program to support sub-national government

- Focus is Service Delivery

Millions of dollars invested in support to sub-national government over an extended period

- Why are Service Delivery outcomes still so poor?

Why?

- International “best practice” models
 - One size fits all?
 - Square pegs in round holes?
- Focus on the “wrong things”
 - Systems and processes, OR
 - Problems
- White Hats and Black Hats

Doing Development Differently

Contextually Informed and Politically smart

Problem driven

Adaptive

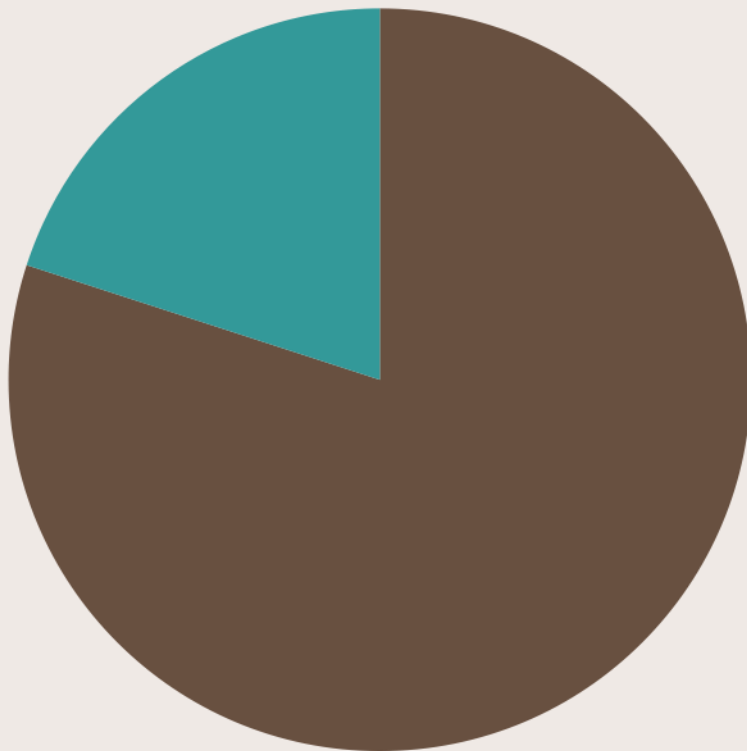
Entrepreneurial

Locally led

Doing Development Differently: The 80/20 Challenge

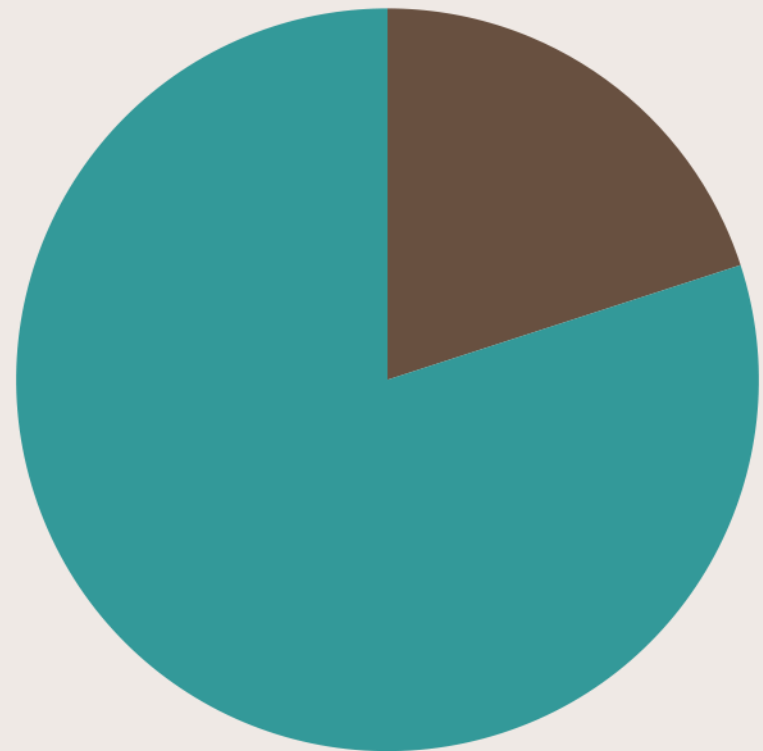
'Old' PLGP

■ Technical ■ Facilitation



'New' PLGP

■ Technical ■ Facilitation



Contextually Informed & Politically Smart

- Understand what is politically feasible
 - Technically sound but not politically smart = failure
 - Back and forth – test ideas
- Understand underlying constraints
 - Tacit knowledge – the way things really work
- PNG: Requires “local knowledge”
 - Diverse cultures and social systems

Problem Driven & Adaptive

- Start with a problem to be solved – not a solution
- Get to the core of the problem – test and retest

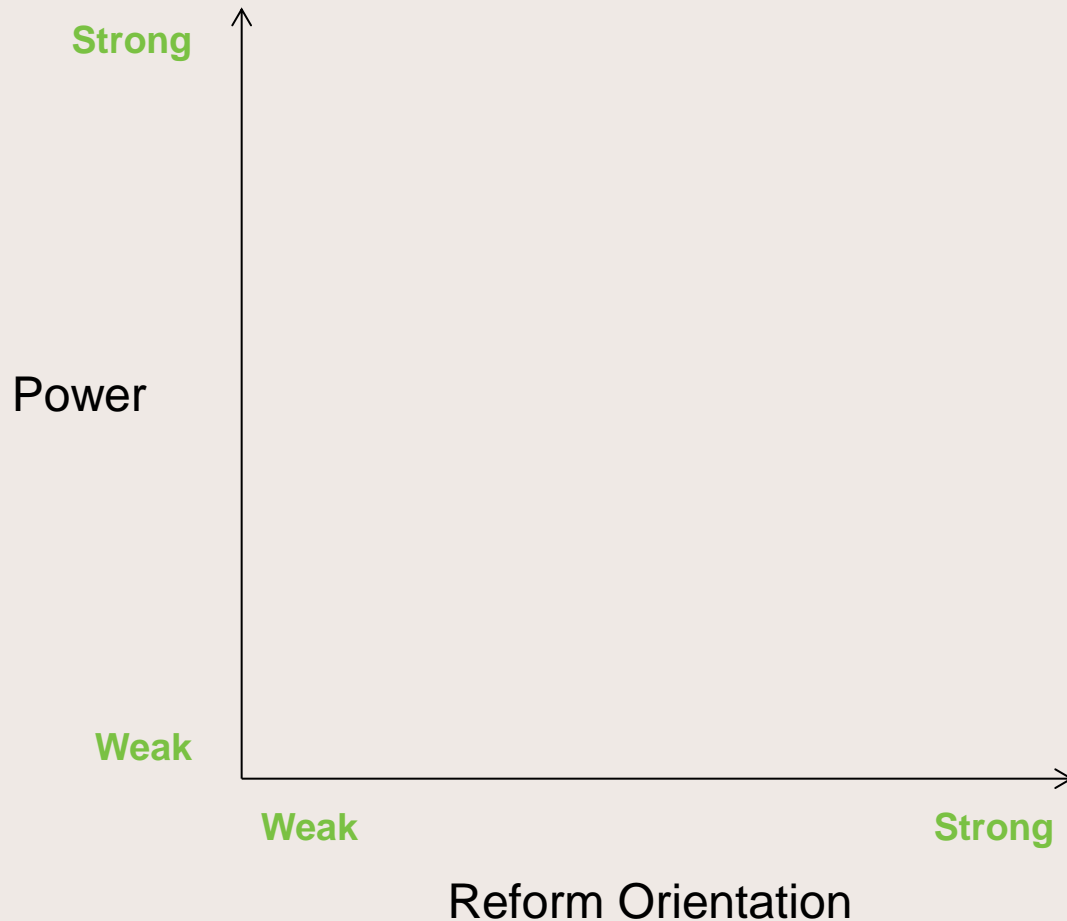
Entrepreneurial

- Work with who you know and what you know
- Make small bets
- Harness the power of networks
- Expect surprise
- Don't try to predict the future – try to shape it

Locally Led

- “Local actors” are the best people to find solutions in adaptive ways
 - Close to the problem
 - Understand its underlying causes
 - Have an interest in resolution of problem
- Who?
 - Government officials (central, provincial Local)
 - Private sector groups
 - Civil-society groups
 - Local communities

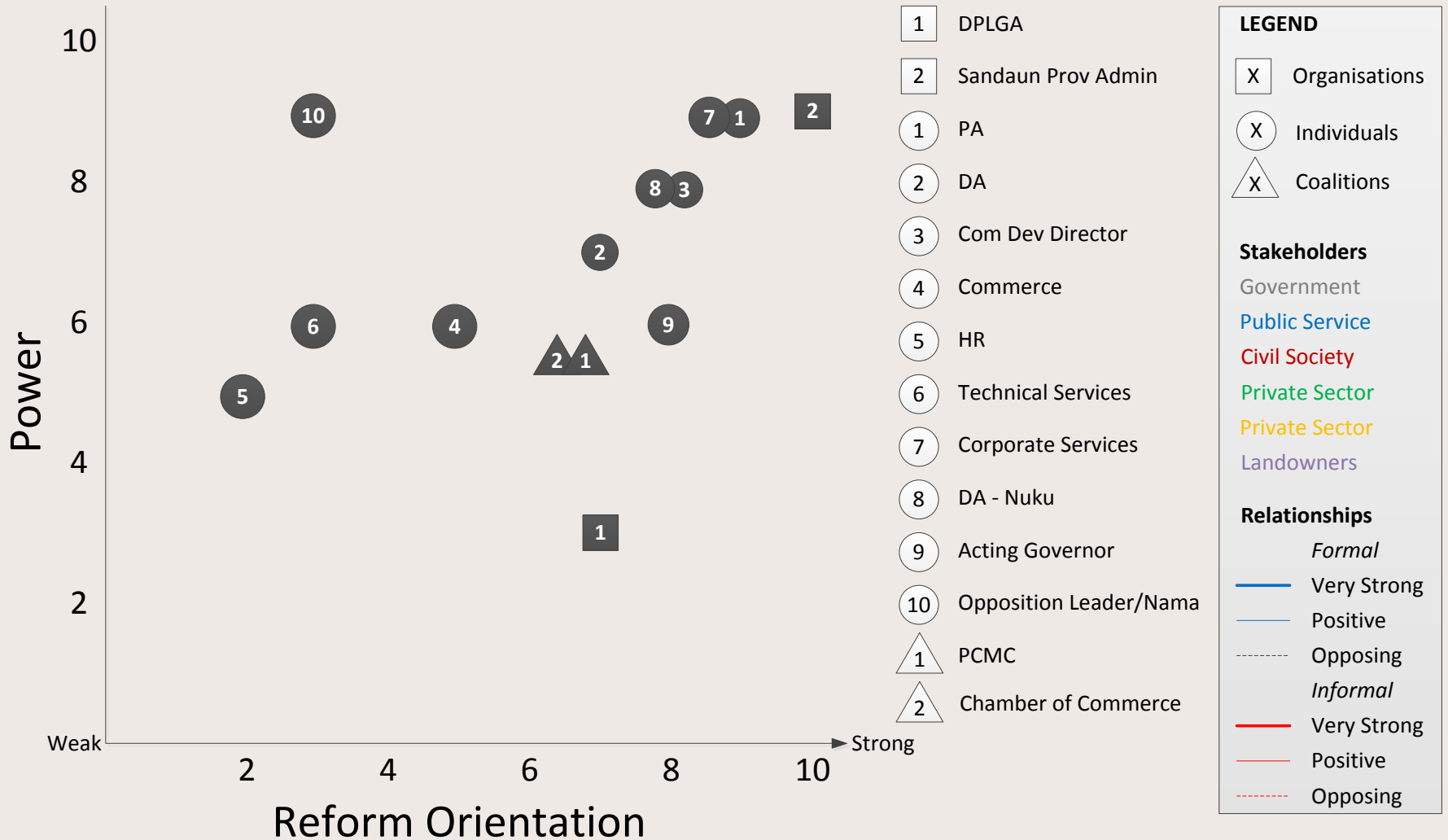
Stakeholder Map



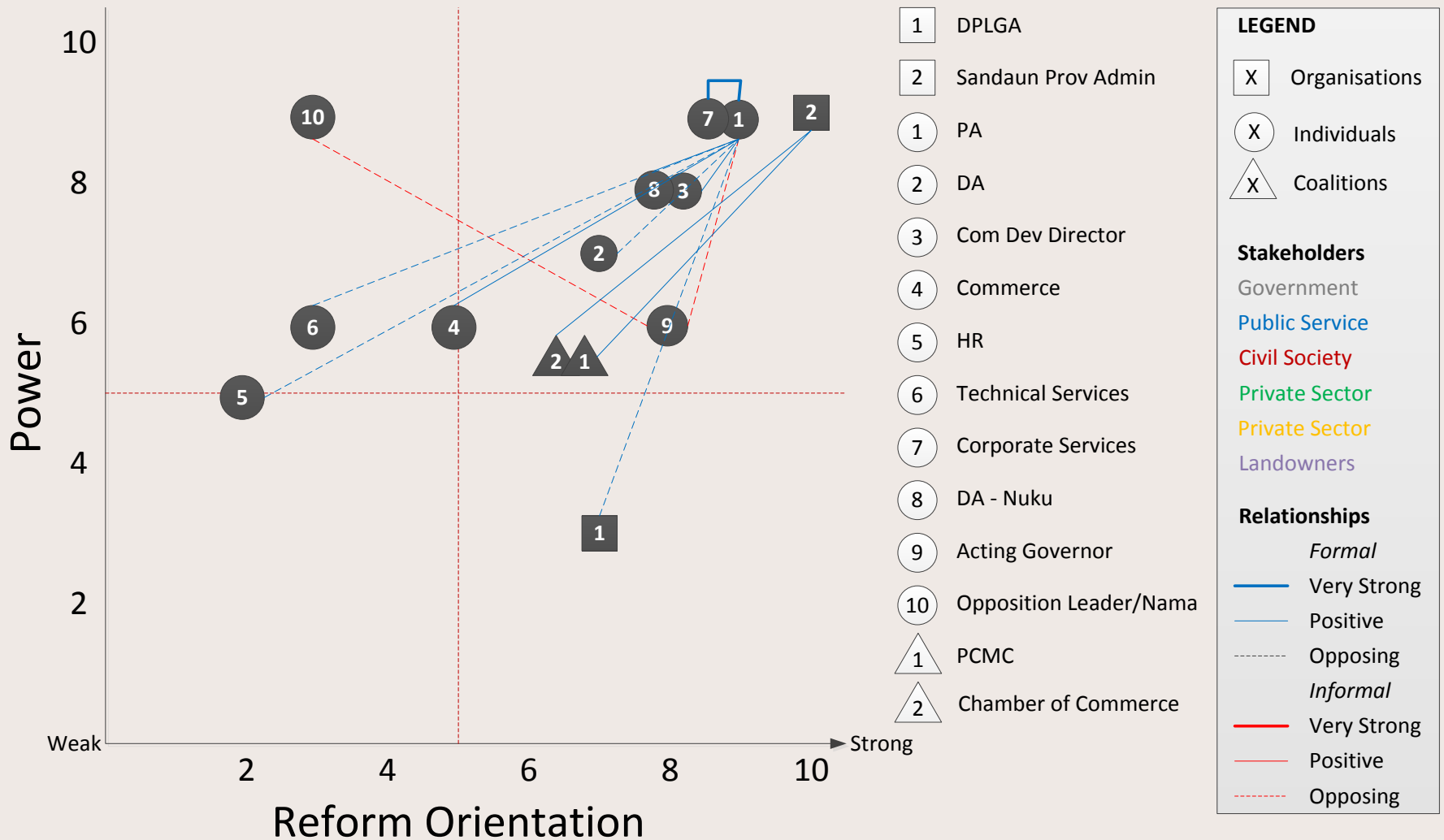
Who are the Stakeholders?

How much do they want to change?

Map Stakeholders



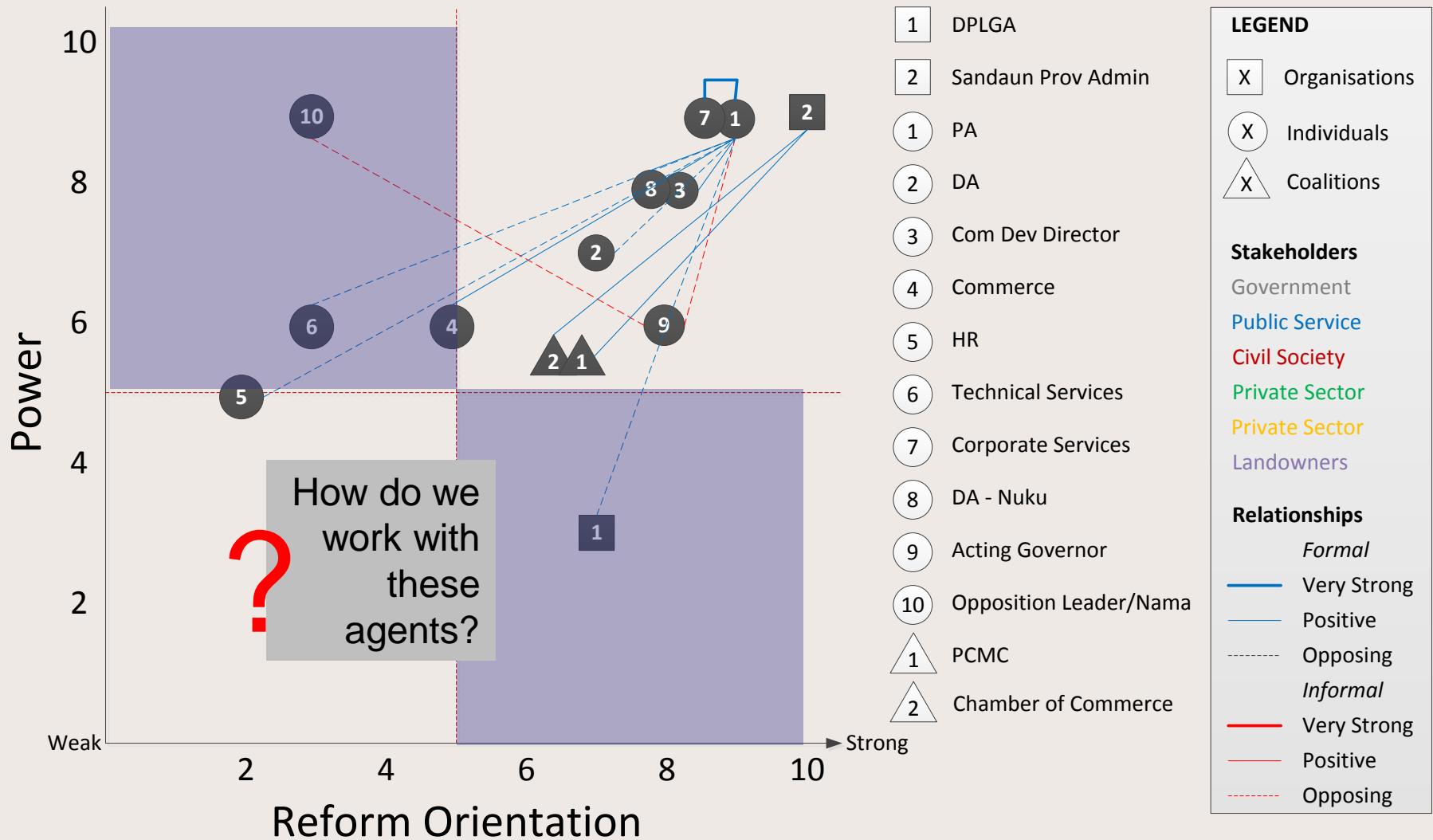
Make Politically Informed Decisions



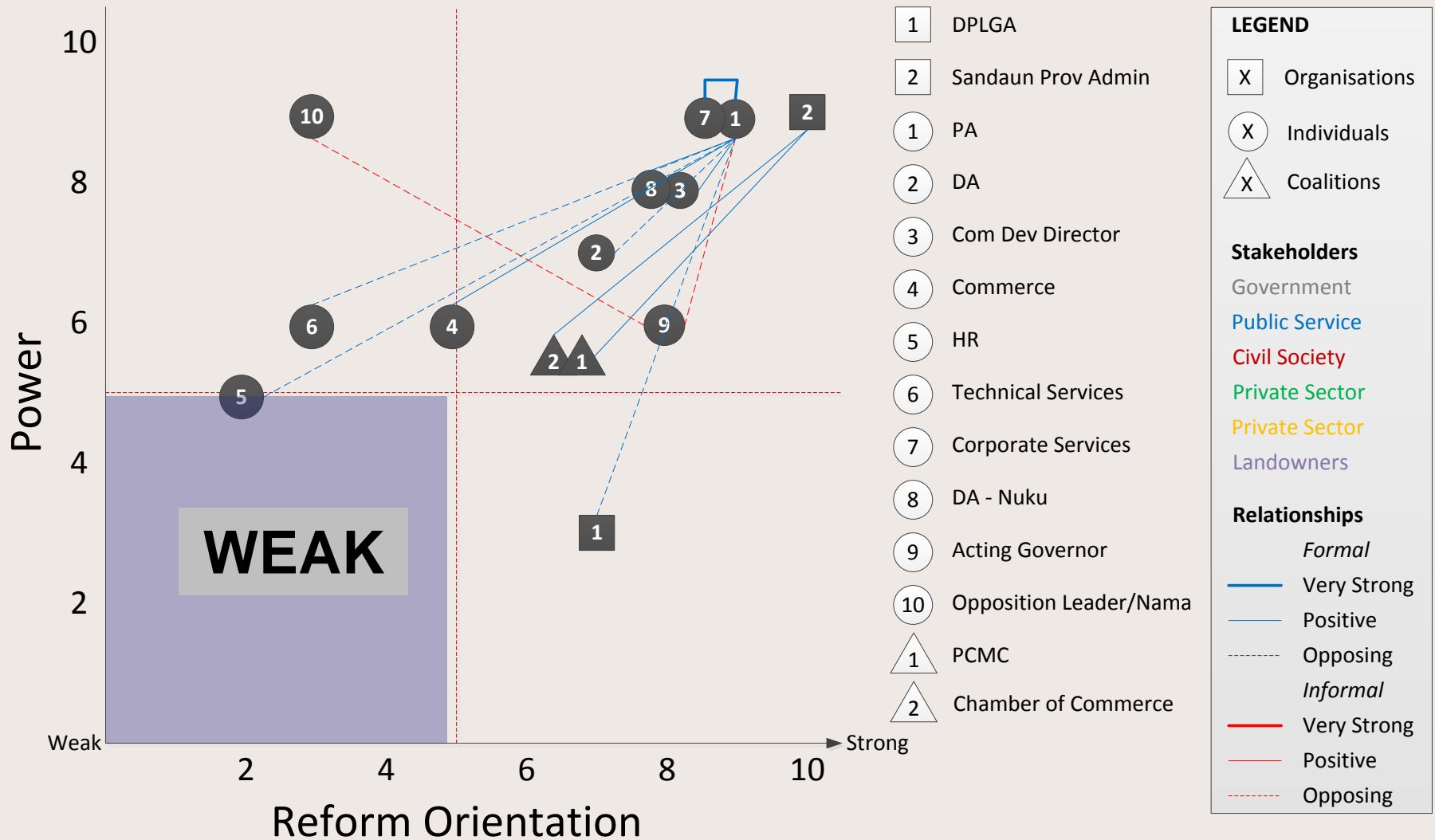
Make Politically Informed Decisions



Make Politically Informed Decisions



Make Politically Informed Decisions



An Example

- An Adviser working on s.119 Reports with DPLGA
 - Problem: Lack of data on Staff Situation in Provinces
- Stakeholder Analysis reveals others with the same interest in the problem
 - Parts of DPM
 - PHAs
- Network analysis reveals relationships between the stakeholders

Doing Development Differently

- What was politically feasible?
 - Could not “rewrite” the DPM database
 - Should not duplicate the DPM database
- Problem Driven
 - People needed data about staff situation
- Entrepreneurial
 - Small tool developed to explore the problem (small bets)
 - Small network – from health, DPLGA, DPM
 - Final outcome was not known
- OUTCOME:
 - Locally led – DPM owned working group with DPLGA input and PLGP support (not donor led)
 - ALL parties WANT the solution

Key Messages

More of the same is not good enough!

- Economic growth and/or more money will not fix the problems by themselves;
- ‘Western’ ideas about what works best in Western contexts will not fix PNG’s problems

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Provincial & Local-level Government Program (PLGP)

Supporting effective decentralised service delivery to the people of Papua New Guinea