

# “CENTRAL AGENCIES COORDINATION IN PNG”

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# Abstract

- ▶ This paper examines the structure and operation of Central Government Agencies in Papua New Guinea. The term “Central Government Agencies” refers to those authorities in any country’s system of Government responsible for setting the policy agenda and for providing the necessary human and material resources to oversee that agenda’s implementation and evaluation. These departments must not only meet their respective responsibilities, but also establish effective coordination processes covering the numerous line departments and other agencies at the national and subnational levels. Papua New Guinea has such a system for central Government agencies and coordination, but it is widely viewed as weak and ineffective. The purpose of this paper, therefore, is to examine the strengths and weaknesses of the country’s system of central Government agencies coordination as it currently operates, with a view to identifying ways in which these might be improved.

Key Words: Central Agencies, Coordination, Public Sector, Line Agencies, Centre of the Government, Core Public Sector, CACC

# PRESENTATION OUTLINE

- ▶ INTRODUCTION, DEFINITION & CONCEPTS
- ▶ PUBLIC SECTOR MACHINERY IN PAPUA NEW GUINEA
- ▶ CENTRAL AGENCIES COORDINATION
- ▶ VERTICAL COORDINATION
- ▶ ISSUES & CHALLENGE OF COORDINATION
- ▶ RECOMMENDATIONS

# THE PUBLIC SECTOR INSTITUTIONS IN PAPUA NEW GUINEA



# INTRODUCTION

- ▶ CENTRAL GOVERNMENT AGENCIES ARE PART OF THE CORE EXECUTIVE
- ▶ CORE EXECUTIVE - PRIME MINISTER, CABINET, CENTAL AGENCIES, OTHER CABINET COMITTEES
- ▶ Core executive is the heart of the central government system.
- ▶ Therefore the role of centre is crucial when studying coordination within the central government
- ▶ Central Government agencies are responsible for maintaining leverage and control over the public sector and the powers and influence of these agencies varies.
- ▶ The Central Agencies Coordination Committee (CACCC) in PNG therefore is the nerve centre of the Government in PNG

# DEFINITION AND CONCEPTS

## ▶ CENTRAL AGENCIES

- ✓ There is no definite definition of Central Agencies.
- ✓ The existence of Central Agencies are defined by the distinct roles they play and the prerogatives they possess that other agencies do not have.
- ✓ Position in the bureaucracy or the Public Sector

## ▶ COORDINATION

- management of differences
- accommodation of diversity,
- procedural value other than policy
- political value pursued by procedural means within the government.
- to set out the rules of the game and ensure there is adherence.
- (Painter, 1987 as cited in Davies, 1997: p.133).

# CLASSIFICATION OF CENTRAL AGENCIES IN PNG

- ▶ Central Agencies in PNG are classified according to the distinct roles they play in coordination (**Finance, Personnel, Subnational, Policy, Legal**)
- ▶ Three of the central agencies have their primary responsibilities of centralised controls on matters of financial management, development budget management, personnel management and maintaining and ensuring strategic policy coordination and alignment.
- ▶ Based on Needs of the country and Government

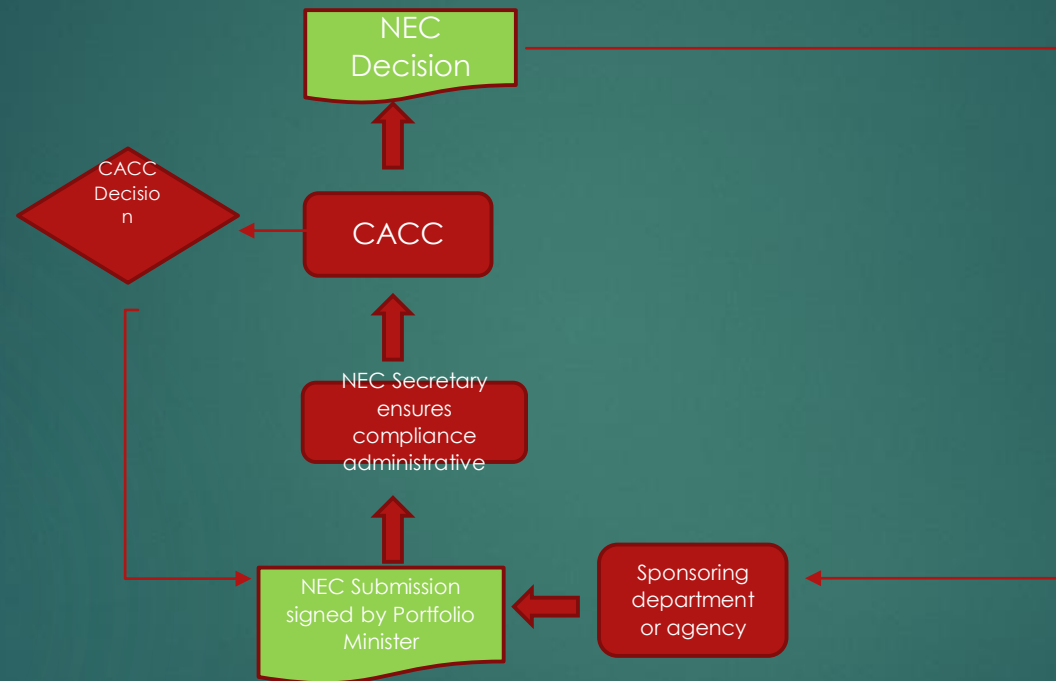
# CENTRAL AGENCIES IN PNG

- ▶ PMNEC – Strategic Policy Coordination and alignment to Vision 2050, Alotau Accord I & II,
- ▶ DEPT OF TREASURY - Coordination of National Budget
- ▶ DEPT OF PERSONNEL MANAGEMENT – Coordination of all personal Matters in the Public Sector
- ▶ DEPT OF PROVINCIAL AFFAIRS - Subnational coordination of policy (PLLSMA) and PCMC (provincial level)
- ▶ DJAG - coordinates all legal matters
- ▶ Planning - coordinates all planning and allocation of development budget in terms of (PIP)



# CACC VETTING PROCESS

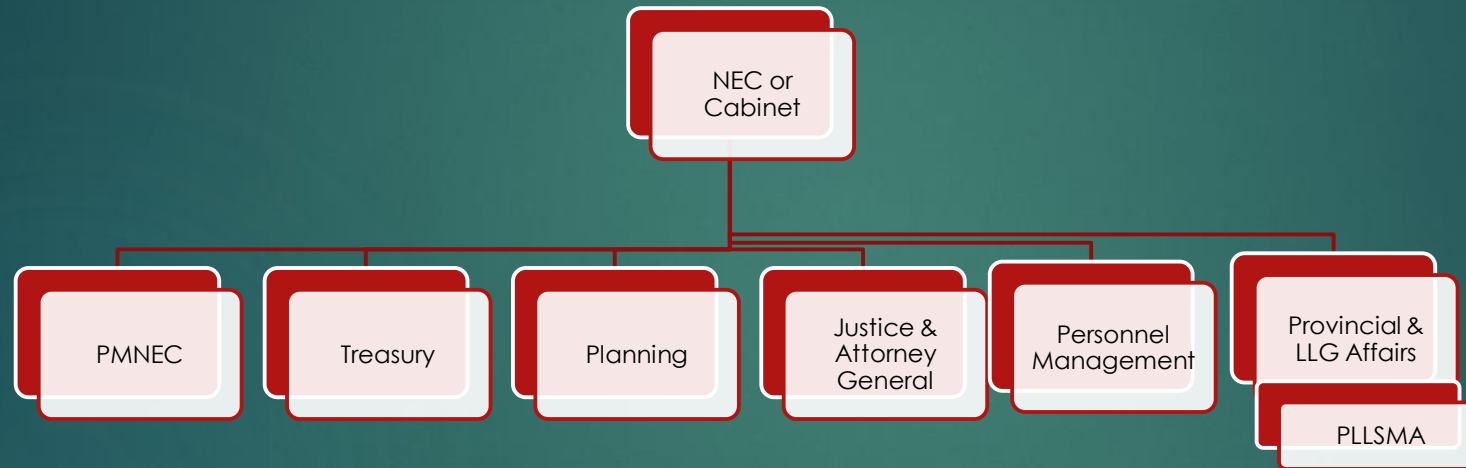
CACC established under Part 7 of PMNEC Act



# INTERNAL & EXTERNAL COORDINATION

	Horizontal	Vertical
Internal	<p>Intra level coordination between agencies, ministries or policy sectors.</p> <p>E.g. Education sector (DHERST, DoE) or between line agencies (Health Education, Agriculture)</p>	<p>Intra level coordination between parent ministries and sub ordinate agencies and bodies</p> <p>E.g. Dept of Finance and Dept of Treasury under one Ministry.</p>
External	<p>Coordination with civil society organizations/private sector interest organizations</p> <p>E.g. SOEs and Private sector or Dept for Community Development</p> <p>With NGOs and civil society forum</p> <p>On welfare issues</p>	<p>Coordination</p> <p>a. upwards to international organizations</p> <p>E.g.</p> <p>b. downwards to local governments</p> <p>E.g. DPLGA and sub national administration (Provinces, district and LLGs)</p>

# HORIZONTAL COORDINATION



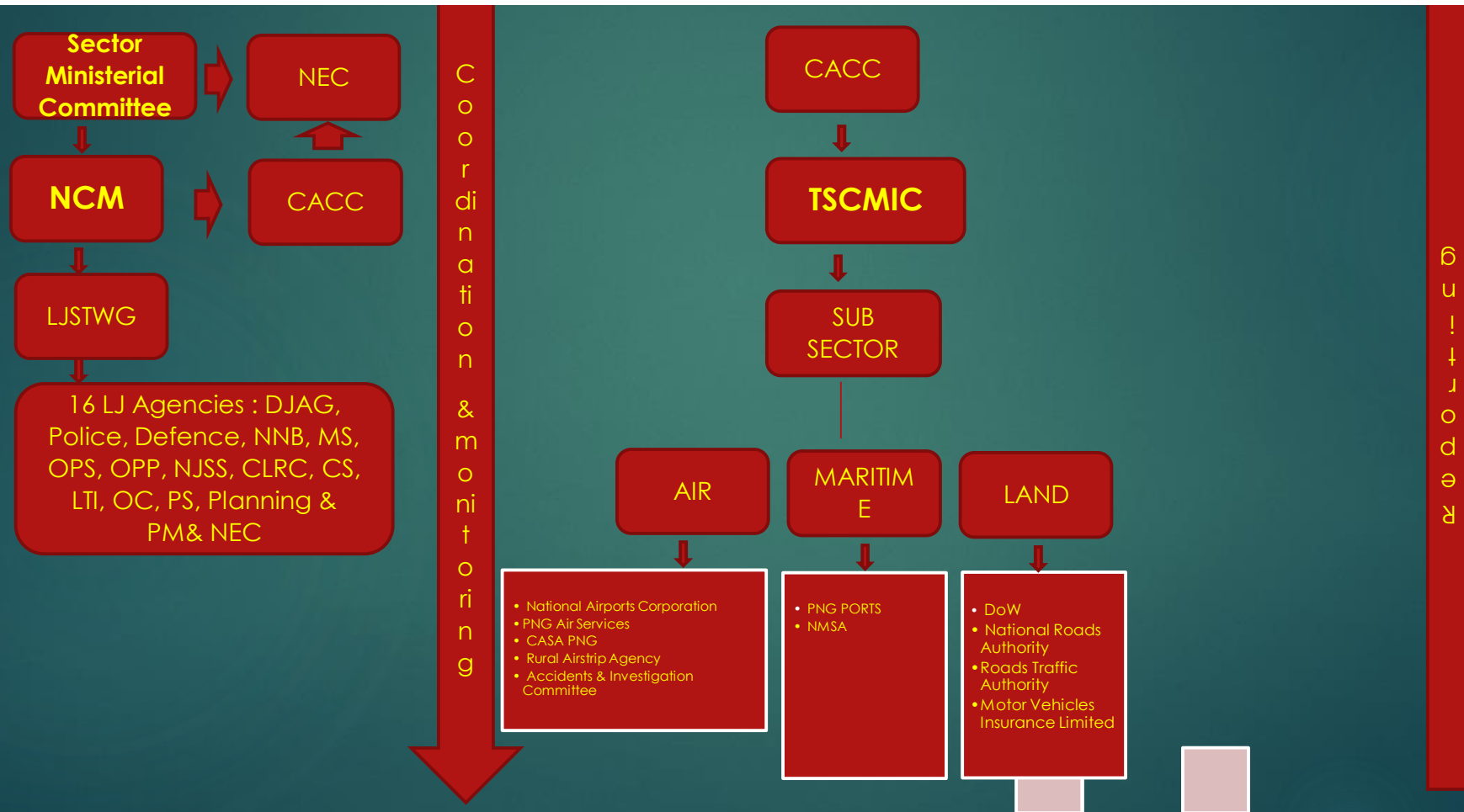
← Horizontal Coordination →

# VERTICAL COORDINATION



Diagram A. Law and Justice Sector National Coordination Mechanism (NCM)

B. Transport Sector Coordination, Monitoring Implementation Committee (TSCMIC)



# ISSUES & CHALLENGES OF COORDINATION

- ▶ No clear classification & categorisation
- ▶ Unclear roles (Planning, Finance), PSC & DPM, Planning & PMNEC
- ▶ Legislative enablement/disablement
- ▶ Silo structures
- ▶ Fragmentation caused by decentralization, devolution, agencification, Departmentalization, specialization
- ▶ Lack of collaboration
- ▶ Turf protection

# WAYFORWARD

- ▶ Reforming the Centre of Govt
  1. Review the roles of Central agencies
    - a. DPM to be unit within PSC
    - b. PLANNING to be merged with PMNEC
    - c. Finance & Treasury to be merged
  2. Establish a strategic unit within the Dept of PM&NEC
  3. Inter-sectoral Coordination – Sectoral Approach
  4. Revitalize the CACC mechanism