

MARCH 2009

## VALE SIR EBIA

The sudden death of **Sir Ebia Olewale** at the age of 69 took from Papua New Guinea one of its most dedicated patriots and passionate politicians, and from the PACE program one of its dearest friends and colleagues. Until only three days before his death Sir Ebia was still diligently serving his constituents, opening a dormitory for nursing students in Kudjip, Western Highlands province and visiting the brand new Injed Primary School in the Southern Highlands. This trip was the much admired politician's final official engagement in his capacity as non executive director of Papua New Guinea's Sustainable Development Program (PNGSDP).

Sir Ebia's roots were in the Western province, roots that stayed with him throughout his long and impressive political career. A founding member of Papua and New Guinea United (PANGU) Pati, Sir Ebia took office as a Member of the House of Assembly in 1968 and remained there until 1982. During this time he served for a period as the Minister for Justice and it was while performing that role he became responsible for the adoption of PNG's Independence Constitution in 1975. He also served as Minister for Education and Commerce, while joining the special select committee

that played a leading role in preparing the nation for independence.

After the 1977 elections Sir Ebia became deputy Prime Minister, while also handling the portfolios for justice, foreign affairs and trade.

One of Sir Ebia's major and abiding passions was education and he played a pivotal role in developing tertiary education in Papua New Guinea, especially during his tenure as chancellor of the University of Goroka.

In 1983 he received a knighthood in honour of his outstanding contribution to PNG's development. Eleven years later he was present at a defining moment in history, when he supported the first multi racial election in post apartheid South Africa in his role as a member of the Commonwealth Observer Mission.

But for all his work on the international and national political stage, Sir Ebia remained first and foremost a family man, regarded by those close to him as a humble and simple person who was very much loved by his grandchildren.

**At his funeral service his son Niuia described Sir Ebia as someone who loved his country and dedicated his entire life for the good of his people of Western and the whole of Papua New Guinea.**

## SIR EBIA OLEWALE

### 1940 – 2009



Sir Ebia with PACE 2008 participants from PNG  
(left to right) Angori Werewang, Sir Ebia, Russell Ikosi and Pex Bua

### Welcome to our second PACE

**newsletter.** We hope our newsletter helps you to keep in touch with the program and its participants

2009 promises to be a very busy and exciting year for the PACE program. In April and early May I will be visiting the Pacific to meet PACE 2008 participants and to hear from them about the progress of their work projects. I will also be meeting with key stakeholders in government and elsewhere to discuss the program and its contribution to capacity building across the Pacific. These meetings are always very valuable in terms of gaining a greater understanding of the special needs of the Pacific.

On 4 and 5 June we will be holding our inaugural PACE alumni event for the 2007 cohort in Apia. The tentative theme of the two-day program is 'Responding to the global economic crisis – challenges for public sector leaders in the Pacific'.

Then in August we will be welcoming back to Canberra our 2008 participants for their final week with us. This will overlap with the arrival of the 2009 intake.

In closing, I was saddened to learn of the passing of Sir Ebia Olewale, a very significant public leader in the Pacific and a staunch supporter of the PACE Program. I was privileged to meet Sir Ebia when he delivered a keynote address to our program last year and I know Sir Ebia will be greatly missed by all his friends across the Pacific.

**Dr Deirdre O'Neill**  
Director, PACE



The **PACE Newsletter** is produced by the Australia and New Zealand School of Government (ANZSOG). Contributions to the newsletter are welcome and should be directed to: Lisa Hartney at [l.hartney@anzsog.edu.au](mailto:l.hartney@anzsog.edu.au)



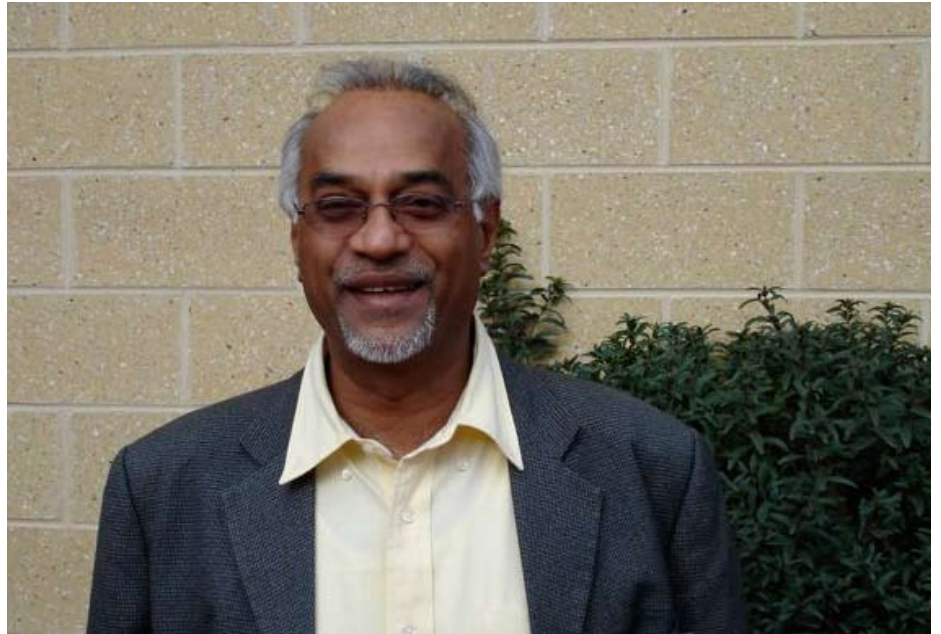
the Australia and New Zealand  
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## A DIFFERENT PERSPECTIVE

Professor Vijay Naidu from the University of the South Pacific (USP) had a very particular experience of Stage 1 of the PACE Program in 2008 – unlike most of those lecturing during the course, he was lucky enough to know how it feels to be both presenter and participant. Having delivered an address in 2007, he was delighted to be invited back in 2008 to present a talk on the topic ‘Managing Relationships with Ministers’, but he was also especially gratified to be given the opportunity to join the other members of the group as the Pacific Scholar in Residence for the first week of the program.

Currently the Director of Development Studies and the Acting Executive Director of the Pacific Institute of Advanced Studies in Development and Governance at USP in Fiji, Professor Naidu is an expert on such disparate topics as aid, migration, ethnicity, higher education, electoral politics, land tenure, the state, poverty, civil society and human security – having researched and written on all of these areas.

In 2008 Professor Naidu’s sessions followed those conducted by Canberra’s Barbara Belcher, the First Assistant Secretary in the Government Division of the Prime Minister and Cabinet. The juxtaposition pleased Professor Naidu, as he appreciated the opportunity PACE provided for the participants to listen to the viewpoints of both practitioners like Ms Belcher and academics like him. “I think it’s a marvellous arrangement,” he says. “Barbara is very much hands-on and you couldn’t find a better person in public service.”



He is keen to point out how the two presentations side by side were particularly useful for the audience. First they listened to the everyday practicalities of the balancing acts carried out by public servants working with government ministers, as outlined by Ms Belcher. Then they received a more removed analysis from Professor Naidu himself.

“I think the people in the room identify with a lot of those issues. They see the shortcomings of their systems back home,” he says. “And then I come along and crystallise some of those issues. And I have the benefit of listening to Barbara before. And also the benefit of just observing and reading about it – having that detachment.

“Barbara gives a very positive image of the public service,” he continues, “but the issues in the region relate to the organisation, its culture and the system’s nature. I think that’s the contrast.”

**With so many different countries represented by the participants in PACE, Professor Naidu notes that he has an advantage over many of the speakers. And not just because of his previous experience with the program and his extended participation this year. He also understands the group’s concerns because he comes from the region himself. And he is able to use Fiji as an example when talking about the particular problems of government in developing countries and states.**

## WAS THE PACE PROGRAM USEFUL TO YOU?

### GEROLLYN TAGARO

from VANUATU

Yes. I was recently promoted to Human Resource Officer, which is a new area for me. At the beginning of the year I was out working in the field and had some difficulties, but then I recalled some of the things taught in this program and it really helped me.



### TULI FEPULEAI SAMUELU

from SAMOA

I never thought that I’d be able to assist the Ministry in the development of the performance management system (which is what I did my project on) but the opportunity and the challenge provided by the course made it possible. It also helped me extract what I can contribute to the Ministry and to the development of my country. The highlights of the program were the sharing of ideas, the networks, the building of alliances, and just being in this group of different leaders from the Pacific, which I found really encouraging.



### TIMOCI NAMOTU

from FIJI

One of the benefits of the PACE Program is that it gives you an opportunity to talk and mix with others from the Pacific, who are on the same level on the public service ladder in their countries. And so with important governance issues like policy-making and policy writing we can learn from each other. Just hearing about other governments’ issues and how they deal with them has been really useful for me.



“Talking at the level that I do and giving some examples, especially from my own country, does not make them feel we have used their particular country. You have to do these things with some sensitivity, without naming names.”

Professor Naidu is full of praise for PACE, noting the invaluable opportunities it gives to public servants from developing nations to watch and learn how things are done in Australia before going home full of new ideas and practical suggestions. “This is what the PACE program does,” he says. “It brings together senior public servants from the region and this is an occasion for them to learn about broader principles and case studies in public service and the reform of public service.”

During last year’s program the group made a visit to the Australian Parliament – a trip that surprised many, as they witnessed a particularly rambunctious session of Australian parliamentary debate.

“Seeing the Australian Parliament, they can see the traditions, the heckles – the word to use is robust,” says Professor Naidu, though he is quick to point out that such rowdiness would be unthinkable in many Pacific counterparts. “Unfortunately the culture of these societies also impedes political discussion,” he says.

But the nature of the PACE program fosters co-operation and the sharing of ideas. “Students are able to work through problems together,” he says, referring to an idea that was aired during the question-and-answer session after his presentation.

“That suggestion that things should be in writing, that’s something that’s permeated to the group as a whole. It’s a work of learning

and I learn from them in that situation and I learn from the other presenters.”

With his vast experience and understanding of the history and application of politics, has he ever considered making the transition himself? And become a practitioner instead of an academic?

“I’ve been approached,” he admits. “Colleagues of mine have succumbed to the seduction of politics and I must say I’ve been tempted. But I’ve got a family that is strongly opposed to my being a politician. So I’ve been tempted, but thank goodness good sense has prevailed.



**“I now feel that there is a place for scholars that are not there pushing a party line; we are kind of apolitical beings. There are particular issues that we engage with – in that sense we are political and we are able to contribute, but we are a small island state and as soon as you get involved with a party, you are labelled forever.”**

And besides, someone has to keep their eye on the bigger picture away from what he describes as the “hustle and bustle of mainstream politics”. He talks of academic colleagues who specialised in economics, but got caught up in the practical applications and it affected their careers. It’s not for him. “We don’t have enough researchers who take up the challenge of contributing to the nation in other ways,” he concludes.

## SOME DATES FOR YOUR CALENDAR



### LATE APRIL – EARLY MAY

In-country meetings with 2008 PACE participants

### 29 MAY, 2009

PACE 2008 – Final report on work project due

### END MAY, 2009

PACE 2009 – Applications to be submitted to AusAid posts

### 4 TO 5 JUNE, 2009

Inaugural PACE alumni event (Apia)

### 18 TO 24 AUGUST, 2009

PACE 2008 – Stage 3 (Canberra)

### 24 AUGUST TO 10 SEPTEMBER, 2009

PACE 2009 – Stage 1 (Canberra)

## KEEPING IT IN THE FAMILY

There was a lovely surprise for Hilda Lini when she arrived to present “The Public Manager and Civil Society” at the 2008 PACE program last September. Hilda is a chief of the Turaga nation of Pentecost Island in Vanuatu and she was delighted to find that not one, but two of her nieces were also present as participants in the program. Kayleen Tavoia is Vanuatu’s public prosecutor and Irene Titek is the Human Resources Manager in Vanuatu’s Ministry of Health. As well as joining the second cohort of the PACE program, Irene was also one of the three worthy recipients of the Pacific Islands Scholarship for Governance.



Family ties (left to right) Kayleen Tavoia, Hilda Lini and Irene Titek

**The three women are pictured here at an informal dinner held at the Turkish Pide House restaurant in Canberra on Monday 8 September during the final week of the program.**

This is clearly one high achieving family, and Hilda must certainly be a great inspiration to her younger relatives. Among her many achievements and accomplishments are serving as the only female member of Parliament in Vanuatu from 1987 to 1998. While in office she served as the Minister

for Justice, the Minister for Health and the Foreign Minister.

After public service Hilda became the director of the Pacific Concerns Resource centre and was selected to be the Representative of the Pacific Region at the UN Non-proliferation Review Conference. And, as if that wasn’t all enough, in 2005 she was even nominated for the Nobel Peace Prize, thanks to her tireless efforts as an advocate for peace and nuclear disarmament in the Pacific.

## KEEPING YOUR TEAM ON TRACK

Here's the scenario: you are leading a team on a big project, something that will take a long time to implement but will have enormous ramifications for the community. There is great pressure coming from the government, who is expecting a good outcome. Plus you have to deliver on time, on budget. How do you make sure that you can keep all your team enthusiastic and focused on the project so that you can achieve the right results?

By applying the art of leadership, says **Professor Nita Cherry**, of Swinburne University of Technology in Melbourne and one of the key presenters at the PACE program.

A good leader knows what makes people tick in order to motivate and energise them. Who are the practical ones, who are the 'big picture' people, and who likes to have solid, clear directions laid out for them? "You need to understand that people like to do what comes easily to them or, in other words, their natural preferences," she says. And that involves knowing different personality types and creating an environment where they can flourish.

If you are dealing with naturally creative staff, for example, the worst thing to do is to drain their energy by giving them six months repetitive work with plenty of detail and administration. "That will make them seriously barmy," laughs Nita. "Instead, find some ways that they can remain innovative in their approach to the work."

"This might mean that you have to vary the routines a bit, or explore how they can work in different physical environments, or talk with different people about the work that they're doing," she says. "Anything that varies the routine will help them stay in the space and not go crazy, and ensure they stay creative and engaged."

Keep an eye out for exhaustion or burn-out too. Projects can often go awry when a team starts off enthusiastically, but ends up losing their way. "Be careful that they don't expend all their energy at the front end and then have little energy left for the hard parts of the project that come later," cautions Nita.



Is it possible to be a good leader and not understand people? Not according to our expert. "I make the distinction between leadership and management," she says. "Managers deal with things, but leaders deal with people. If you really don't understand what's going on, then you shouldn't be surprised when the people turn on you or don't respond to you."

**"I make the distinction between leadership and management... Managers deal with things, but leaders deal with people."**

A wise leader needs to be insightful and stage manage the work. "Put yourself in their shoes and think what can be done when it gets tough, in order to help people through the hard part," Nita advises.

One more kernel of advice from Nita: nothing strips a team's confidence quicker than an overwrought leader. In other words, do not dump your own anxiety on the group. "If the team is already feeling that something is hard going, then the last thing they need is to be around a leader who is robbing them of energy by the way they are behaving," Nita says.



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