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# Leadership and Education Strategy

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Oil Search Foundation Strategy 2015–2020

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## Table of Contents

Preface .....	3
Background .....	4
Social responsibility .....	4
Environmental Scan.....	5
The Strategy .....	6
Core components.....	6
Vision .....	7
Goals, Monitoring and Evaluation.....	7
Focus Areas.....	7
1. Empowering children through literacy.....	7
2. Transformational Leadership .....	7
3. Partnerships.....	8

## Preface

As Papua New Guinea's largest company, Oil Search Limited is committed to taking the lead in bringing business and society together. The Oil Search Foundation was established as a way to embrace the intersection between social and business performance, with the purpose of improving the lives of the people of Papua New Guinea.

The Oil Search Foundation Strategy 2015–2020 is designed to leverage Oil Search Limited's comparative advantage, create shared value where possible, and enhance our effectiveness as a National development partner.

Together, the Oil Search Foundation Strategy and its sub-strategies constitute the *Oil Search Foundation Strategy 2015–2020* with the high-level aim of realising sustainable development outcomes for the people of Papua New Guinea.

This document details the Leadership and Education sub strategy.

# Background

## Social responsibility

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### Why invest in Leadership and Education

Oil Search Limited (OSL) operates in an environment with significant challenges to delivering social and economic outcomes for Papua New Guinea's (PNG) diverse and largely rural population. The proactive participation of the private sector in assisting PNG to address these challenges is not only needed, but is a social obligation.

The investment in strengthening education and growing strong leaders is not only good for the country but is good for business. It will mean a greater pool of well-educated people better equipped to lead companies like Oil Search into PNG's next phase of development.

The Oil Search Foundation (the Foundation) also recognises that achieving development outcomes in the communities it supports cannot be achieved without improving leadership and education. For example one significant constraint in achieving health outcomes is the chronic lack of doctors and nurses in PNG. One critical challenge in addressing this constraint is the lack of quality education that prepares students to undertake clinical training.

Similarly we know that effective leadership is the difference between success and failure in every aspect of development – from empowering communities to find their own solutions, to ensuring a functioning health system to protecting women and children from violence, to ultimately meeting every single one of Papua New Guinea's development goals. For this reason supporting opportunities for improved leadership and education is a priority for our communities and also for the Oil Search Foundation.

### Education Priorities

Improving education are key goals reflected in PNG Government's overarching Vision 2050<sup>1</sup>, Medium Term Development Plan and other key policy documents. While PNG has experienced recent positive increases since these goals were articulated, such as increasing elementary and primary school enrolment, there remain many challenges.

These challenges include poor access to schools infrastructure, supplies, trained teachers and educational material. Gender inequality, and safety and security constraints also inhibit progress. .. For those children who do attend school, retention rates are low, especially amongst girls.

Both the 2010 Australia-Papua New Guinea Higher Education Review and a recent 2015 review of the Australian scholarship program found that many Papua New Guinean students entering university undergraduate programs, including at University of PNG and Divine Word, do not have sufficient reading, writing, arithmetic and critical thinking skills to perform, leading to high dropout rates.

These challenges are ultimately reflected in PNG's poor literacy rates. Although official figures cite a literacy rate of around 67% this is very likely grossly inflated. A 2011 survey conducted by the Asia South Pacific Association for Basic and Adult Education found a literacy rate in some areas between 6% and 15%<sup>2</sup> and

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<sup>1</sup> Vision 2050 National Strategic Plan Taskforce

<sup>2</sup> Asia South Pacific Association for Basic and Adult Education 2011:5

anecdotal evidence suggests very low literacy in the districts the Oil Search Foundation is currently working, especially among women.

Literacy as part of Early Childhood Development (ECD) can help children to take advantage of education opportunities throughout their lifetime. Evidence shows that ECD promotes physical, socioemotional, cognitive and language development and that the first 1000 days of a child's life is critical to their development<sup>3</sup>.

Literacy is also vital for women. International evidence shows, among other things, that literate women have greater control over their sexual and reproductive health, healthier and better educated children, higher income, improved health, greater equality and are better able to cope with domestic violence.

## **Leadership Priorities**

PNG has significant challenges in delivering broad based development for its population. While development partners such as the Foundation can support, guide and advocate for change, PNG's future is ultimately in the hands of its citizens. Transformation requires strong and committed leaders who have the trust, values and incentives to govern for the entire nation.

Investment in leadership not only creates a talent pool from which Oil Search can draw but also enables PNG to grow a critical number of leaders to guide development as highlighted in Papua New Guinea's Vision 2050.

Highly skilled workers have the opportunity to move globally leading to a brain drain in many countries and PNG is no different. Developing and retaining leaders particularly through tertiary education as well as ongoing mentoring and other opportunities is critical for addressing this gap<sup>4</sup>.

The need to nurture leaders has long been identified and is reflected in the investments made not only by the PNG Government but also by regional counterparts through the establishment of a number programs over the years including the recently established Pacific Governance Facility.

## **Environmental Scan**

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### **Education Policy and Landscape**

The education system in PNG includes three levels; elementary, primary and secondary. In addition to this there is the availability, although limited, of early childhood education in some parts of PNG.

PNG's Department of Education (DoE) takes carriage of elementary, primary and secondary education with a focus on policy development while the provincial and local level governments are responsible for implementing these policies under decentralised service delivery arrangements<sup>5</sup>. Early childhood education falls under the remit of the Department of Community Development, Religion and Sports. Non-government partners including Churches, NGOs, international donors and private sector organisations also play an important role in both direct education delivery and augmentation of government services.

The DoE's National Education Plan (NEP) 2016-2019 includes three aspirational statements;

- all children and youths have access to a complete quality education,
- all students achieve learning standards and retention benchmarks and

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<sup>3</sup> Taking on Inequality 2016:131

<sup>4</sup> World Bank, 2008:1

<sup>5</sup> Howes et al, 2014:2

- education systems operate in a timely, proactive and coordinated manner”<sup>6</sup>.

These outcomes are intended to be achieved through activity in the six focus areas of; access and equity, teachers and teaching, learning, alternate pathways, local management, and systems strengthening.

Each province is tasked with developing a Provincial Education Plan (PEP) covering 2016-2020 in line with the NEP. Each PEP includes opportunities and roles for non-government stakeholders, which offers a unique opportunity to align the Foundation's L&E strategy with signature area education plans, their baseline data, and respective monitoring and evaluation cycles. There are also significant non-government players augmenting the DoE's work.

## Leadership

Because leadership is not a defined under any one sector there is no one government department responsible for policy and implementation. It comes under the mandate of many different areas of government including the Department of Personal Management, the Institute of Public Administration and the Department of Education.

More broadly, a range of organisations, networks and programs drive leadership development for different partners. These include Australia Awards PNG, The Voice Ltd, Business and Professional Women, The Badili Club and Lowy Institute Emerging Leaders and Leadership PNG<sup>7</sup>. Many offer scholarships and short courses as a leadership development modality and face challenges in attracting applicants from remote districts, an advantage that the Foundation brings to any prospective partnership.

While the leadership development landscape in PNG is busy, it is not necessarily targeted. This offers opportunities for the Foundation to partner and leverage leadership resources and programs beginning with the health sector to improve the talent pool of qualified health professionals in our signature areas who can be mentored into leadership roles.

# The Strategy

## Core components

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The Leadership and Education (L&E) strategy employs an early intervention<sup>8</sup> and life cycle development<sup>9 10</sup> framework supporting children from early childhood through secondary school as well as identifying leadership opportunities. This commitment is long term, supports PNG to implement its own priorities and plans and helps communities achieve 'Generational Change' through targeted and mutually reinforcing education, health and women's protection and empowerment (WPE) interventions.

This investment must begin in early childhood, and earlier if possible, where literacy programs provide children and their families the foundations to engage in elementary education and progress through primary, secondary school and beyond.

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<sup>6</sup> National Department of Education, 2016:9

<sup>8</sup> Young, UNDP Human Development Report 2015 <http://hdr.undp.org/en/content/case-investing-early-childhood>

<sup>9</sup> Harlem Children's Zone: <http://www.heritage.org/research/reports/2013/03/assessing-the-harlem-childrens-zone>

<sup>10</sup> Deming, 2008 [www.people.fas.harvard.edu/~deming/papers/Deming\\_HeadStart.pdf](http://www.people.fas.harvard.edu/~deming/papers/Deming_HeadStart.pdf)

## **Vision**

Every adult and child in Papua New Guinea has access to functioning and effective health and education services.

## **Goals, Monitoring and Evaluation**

The L&E strategy has three goals that are specific, measurable and reflect national targets and indicators.

*Goal 1: Increase literacy levels for early childhood, elementary and primary level children*

*Goal 2: Develop a cohort of leaders beginning with health sector leaders in our signature areas*

*Goal 3: To work in partnership with the Government, non-government and civil society development and donor partners*

## **Focus Areas**

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The L&E Strategy is underpinned by three focus areas.

### **1. Empowering children through literacy**

*Goal 1: Increase literacy levels for early childhood, elementary and primary level children*

Reading and writing ability in English remains a significant barrier to children entering and progressing through all levels of education. Literacy programs also provide an opportunity to raise awareness of health and social issues. The Foundation will establish a literacy program, initially in partnership with the local NGO, Buk bilong Pikinini, in each signature area. This will include literacy programs for 3-5 year olds and school aged children. Given that women's literacy is also critical in supporting all aspects of child development including the retention of children in schools, our literacy programs will also provide opportunities for mothers to increase their literacy skills.

Literacy programs also provide opportunities and synergies for introducing health and gender literacy and education.

### **2. Transformational Leadership**

*Goal 2: Develop a cohort of leaders that have the skills, knowledge and confidence to transform their own communities.*

Through our program we will help to support the development of Papua New Guineans who have the values, trust, incentives, skills and confidence to transform their communities and nation. Scholarships will be a focus of this program with a view to grow a skilled pool of people for the various provinces in which we operate.

The Foundation will seek opportunities for scholarship recipients to participate in leadership programs and to intern with OSL and the Foundation to experience an organisational environment committed to leadership. For example medical students may have the opportunity to work for a period of time within the OSL medical clinic or at the Hela Provincial Hospital that is supported by OSF to understand a functioning environment that is driven by good governance

The Foundation will also explore partnerships with high performing PNG organisations such as the Voice, the Badili Club and other partners such as the Lowy Institute to run effective and tailored leadership programs that develop a cadre of future leaders. We are also looking at ways to link better with Australia's scholarship program targeting potential leaders in the areas of health and potentially finance and administration, especially at the graduate level.

### **3. Partnerships**

*Goal 3: To work in partnership with the Government, local, private sector, donor and civil society partners to enhance leadership and education outcomes*

Partnerships are at the core of the Foundation's Strategy 2015–2020 and this will continue to be a critical component of the L&E strategy. We will work alongside the PNG National and Provincial governments to strengthen existing education systems and service delivery. We embrace partnerships at all levels, and pursue in particular private sector collaboration and public-private partnerships.

The L&E strategy directly responds to nationally defined priorities, reflecting goals within both Vision 2050 and the NEP. The Foundation will actively seek partnerships with donors, civil society and the private sector where synergies and shared value opportunities exist to ensure we are striving for greater outcomes for PNG.

The Oil Search Foundation is committed to working with our partners to improve access to education and to develop the next generation of Papua New Guineans leaders. With this expanded focus, which complements the themes of health and women's protection and empowerment, we will support our communities to realise their own vision for economic and social development.

Education is a fundamental cornerstone of every aspect of human life. Leadership is the essential ingredient that transforms individuals, families, organisations, communities and nations. Over the next five years we will work with our partners to bring the threads of all our individual programs together to demonstrate real and measureable results for the people of Papua New Guinea.