



WOMEN IN LEADERSHIP
— PNG PUBLIC SECTOR —

Outcomes Report and Resolutions

Women in Leadership Forum



Women in Leadership is supported by the Department of Personnel Management through the Australian Government-funded Economic & Public Sector Program.

G 40 YEARS OF
LEADERSHIP IN
SERVICE



Lady Winifred Kamit, one of the pioneering women in the public service

Dame Carol Kidu Patron for Public Sector Women in Leadership Network

Foreword



The Women in Leadership (WIL) initiative of the public service has undoubtedly been the most enjoyable project that I have been involved in since retiring from politics. The 40th Anniversary Forum for Women in the Public Service was a most fitting climax for Phase 2 of WIL. Many Women in Leadership Forums are held in Papua New Guinea but this was the first time that a forum has been dedicated solely to women in the public service.

When planning for the forum there was a level of trepidation would there be interest? Would women attend with enthusiasm? Too often there is cynicism about the public service and public servants. I arrived at the venue early and was greeted by women already there long before start time. And they continued to arrive until the room was filled to capacity. The comradery and commitment shown by women from different agencies plus a few from the provinces was overwhelming and the hunger to hear about and learn from our public service women pioneers and present champions was inspiring and at times brought tears to the eyes of many present.

This Report captures just some of the wisdom and knowledge that circulated in the Forum plus some of the challenges made by senior public servants who spoke with frankness and courage about their experiences and observations. One thing was very clear – unanimously the public servants present wanted the initiative of bringing women public servants together for forums to be continued and at all levels of government.

Much attention has been given to women in parliament and women in business and the private sector. All sectors of women in leadership are important but it is essential that equal attention is given to women in leadership in the public service. Traditionally women were the implementers in Papua New Guinea. The public service is the implementation machinery of government and I have no doubt that that machinery will benefit as more women attain positions of leadership and lead with fairness and humility.

I trust that serious note will be taken of this Forum Report and its key resolutions and that it will be the beginning of a repository of knowledge, technical expertise and wisdom of our senior women in the public service from the past, the present and into the future.

“Power can be our greatest enemy – keep humility at the forefront. Get a second and third opinion. And always remember that we are serving our country and the people of Papua New Guinea.” Betty Palaso, CEO, Internal Revenue Commission, Women Public Servants’ Forum 2015.

A handwritten signature in cursive script that reads "Carol A. Kidu". The ink is dark and the signature is fluid and elegant.

Dame Carol Kidu, DBE, Dr (Hon)
Patron for Women in Leadership Network

**Summary Report on the Women in Leadership Forum
Holiday Inn, 2 December 2015**

History in the making – the beginning of PNG's female leaders

PNG has come of age with 40 years in the making of our country as a young developing nation. Since the birth of PNG, the early leaders recognised the important role and place of women in nation building. The seventh point of the country's eight-point plan is testament that women were given prominence in the formative years of PNG's nationhood. In handing down the eight-point plan, our founding father Grand Chief Sir Michael Somare appointed Mrs Tamo Diro as his first female Adviser to guide his government and accelerate progress towards the rapid increase of women's participation in all aspects of nation building. In the following years the Grand Chief also appointed the late Dame Rose Kekedo to be the first female Head of the Department of Family and Community Services in 1977 and by 1980, a women's unit was established in the department.

A review of the eight-point plan during the Waigani Seminar of 1980 recognised that while there was genuine intent by the Government for women to actively participate in nation building, the Government lacked concrete plans or policy to commit its resources to hold itself accountable. As a result, the National Women's Development Program and National Public Expenditure Project were introduced from 1984 to 1987. This program led to the development and NEC approval of PNG's first National Women's Policy in 1991.

By the mid 1980's, the country saw an increase of female graduates from tertiary colleges and universities. The majority of these women were absorbed into the PNG Public Sector. Today, the public

sector employs over 107,000 workers with women comprising 34% of the workforce. The public sector still remains the largest employer of women. These women are taking on diverse roles in various fields gradually moving away from the traditional roles of teaching and nursing.

At the national level women only hold 7% of leadership roles as CEO's and in provinces 30% of women are contractual officers most of whom work within Provincial Health Administrations and Health Authorities. The Law and Justice sector has seen some break-through in the last decade with increasing numbers of women positioned as lawyers; with 4 national court judges, 20 female district court magistrates, and females in the role of Chief Magistrate and Deputy Chief Magistrate. The Royal Papua New Guinea Constabulary has appointed a female Assistant Commissioner of Police; while in the Correctional Services the highest ranking female officer is at the Assistant Commissioner level. The PNG Village Courts system has also done very well in appointing one female magistrate in every village court throughout PNG with current estimates of more than 1,000 women nationwide.

While women have not been greatly visible at the leadership ranks in PNG, particularly in the public sector, the impact has been positive with so many female role models across the nation. Only 2 women have been appointed as CEO's of statutory boards and agencies and few are appointed to current Boards. While there is acceptance that women should be appointed to Boards, the process of appointment under the Statutory

Appointment Act has been unclear. In the private sector women are just beginning to lead showing signs of promising break-through.

During the launch of the Public Sector Gender Equity and Social Policy on the 30 January 2013, the Prime Minister issued clear targets and accountability for an increase of women in senior decision making roles across whole of government.

Women in Leadership Network

The Women in Leadership Network was the convener for the Forum. Led by Dame Carol Kidu, this network includes women who have led in the past as CEO's of national and state agencies. From the outcomes of the Phase 1 research project, it was strongly recommended that a strong mentoring program be introduced to support emerging women leaders in the public sector. Women leaders also called for a Leadership forum to be held for women in the public service. Initially the forum was to be hosted by University women and the Public Sector Committee however female UPNG academia were heavily involved with the 50th Jubilee celebrations, therefore WIL had to proceed with organising the one day forum. The Australian Government supported the event, through the Economic and Public Sector Program (EPSP) and the Provincial and Local-level Governments Program (PLGP) working in close partnership with the Department of Personnel Management and the Women in Leadership Network.

“As far as women taking up decision making roles, what my Government wants to see is a 30% increase. This of course applies to the number of women appointed to head agencies of government and statutory boards and decision making roles across the broad spectrum of government at all levels.”

(Prime Minister’s speech delivered by Minister for Public Service Sir Puka Temu at the launching of the National GESI Policy, January 2013).

Forum purpose

The theme of the forum was to:

“Recognise our women pioneers, celebrate our achievements and empower future women leaders.”

The objectives of the Women in Leadership Forum are:

1

Recognise and honour the important contributions that women have made over the past 40 years in nation building as leaders of PNG’s national public service.

2

To establish dialogue and networking amongst female leaders for personal leadership enhancements and effective strategies to achieve government targets.

3

To provide an opportunity for women to discuss effective strategies to address the gender gaps in leadership, and address the challenges with practical approaches/ actions to career progression and leadership.

Welcome and Introduction

The Master of Ceremony Julienne Leka-Maliaki introduced Pastor Mrs Veronica Amnol for the opening devotion and gave some encouragement to the women leaders based on the studies of Esther and Deborah in the old testament and prayed special blessings over the women and the event.

The opening address was given by Ms Taies Sansan, Deputy Secretary of DPM who acknowledged the efforts of WIL, stressing the importance of partnerships, support of all in the implementation of the GESI policy and gave an overview of the status of women in the public sector. The key note address was given by the Acting Australian High Commissioner Bronte Moules who emphasised the importance of working in collaboration and having critical mass of women to push for legislative and policy reforms. She also mentioned Australia’s strong interest in PNG and Pacific through the Pacific Women Shaping Pacific Development Initiative which is keenly supported by the Australian Foreign Minister Hon Julie Bishop.

Summary of Plenary 1

Plenary 1 Chair lady Ruby Zarriga former Acting Secretary for Department of National Planning and WIL member introduced the Speakers for Plenary 1. The speakers were women who have held leadership roles in the public service in the past with the exception of Ms Phoebe Sangetari who is still in a current leadership role. Most women on the panel were identified as pioneer leaders of their time and were chosen from cohort who led since the 1980's. Speakers for this session are listed below:

Lady Winifred Kamit, former Public Service Commissioner

Ms Margaret Elias, former Chief Secretary to Government

Ms Josepha Kiris (Kanawi), former Secretary for Law Reform Commission

Ms Jean Kekedo, Ambassador to Great Britain

Ms Phoebe Sangetari, Acting Chief Ombudsman

Key issues that were highlighted and observed during Plenary 1 are captured below.

Lady Winifred Kamit led the opening plenary with an important reminder and acknowledgement to the forum delegates of the many women pioneers who served during the pre-independence period. She made mention of few humble women leaders who worked in education, welfare and the fields of academia. The plenary session gave historical accounts of the struggles and bravery of past women leaders who led and paved the way ahead for women today despite the difficult environment and limited education opportunities. They persevered making huge sacrifices to serve for the love of their people. It was also noted that these women were committed to serve PNG even though little recognition of their efforts is given in PNG's history books.

The majority of prominent women who rose to leadership and made significant impacts during the post-independence era had some form of education. This was notable in the Kekedo family, late Dame Alice Wedge, the first female politician Waikato Klaus and others. Despite the strong cultural barriers, these women served with distinction and are great heroines of their time.

The focus of the early seventies period was on securing independence for PNG. It was evident that early women leaders played a key role in education for the health and welfare of the

people. Examples were given of female leaders displayed great sacrifice and a commitment to serve with limited resources and education.

It was noticeable that the majority of women leaders were identified to have come from matrilineal background which was seen as an advantage as it derived from traditional leadership. They adjusted well with the professional roles that they held in the public service - this was evident in both speakers, Margaret Elias and Winnie Kamit. Notable female leaders from the past included Mina Siaguru, Felicia Dobunaba, Naomi Tulaha, Margaret Nakikus, Ruby Zarriga and others who came from similar cultural background.

The next speaker **Ms Margaret Elias** highlighted the importance of Education for women as a vital tool for leadership. Key skills were echoed in her address to be important for leadership in public sector where corporate planning skills, understanding government budgeting process, accountable systems and reporting are needed. These skills are very important as they help ensure that a leader's key performance outcome indicators are achieved in today's public service.

Ms Josepha Kiris shared her experiences of balancing work and family. Ms Kanawi rose to leadership through her own recognition and hard work pushing legal reform agenda's and the challenges associated with women leading. She also stressed the importance

of leaders knowing and equipping themselves with the laws and policies that governed the organisation. Aspiring leaders were also challenged to be well versed with the General Orders and Financial Management Act. Being honest and diligent in giving the right advice to Politicians without fear or favour was a trait of good leadership.

Ms Jean Kekedo shared her early experiences during the pre-independence era, the challenges of living up to expectation set by her older sibling before her and not being herself. The influence of parent with humble beginnings was highlighted and she found no women mentors so was mentored by supportive male leaders such as Sir Buri Kidu. She also added that the support of family and siblings were important in supporting younger women leaders and adding to their success.

Ms Phoebe Sangetari challenged Women leaders who answer to politicians. She gave advice and tips on how to manage politicians, this included; preparedness to provide advice on the spot and having strong collaborative relations with other Ministers. Flexibility and adaptability were also highlighted as two key virtues for working with politicians.

Women were reminded that the role of the leaders is to mentor and coach the next generation of female leaders the Acting Chief Ombudsman called on all leaders to be prepared to offer support to emerging women leaders of today.

Summary of Plenary 2

Plenary 2 Chairperson was Ms Iva Kola who held executive and senior manager roles with the National Capital District Commission. Speakers of Plenary 2 were women who are currently serving in leadership roles in the public sector with a private sector contrast from Ms Lesieli Taviri: Speakers are listed below:

Ms Betty Palaso, Commissioner General of IRC

Dr Nama Polum, Deputy Secretary Strategy Corporate Services of Department of Treasury

Ms Mary Morola, Secretary, Department of Labour and Employment

Professor Betty Lovai, Executive Dean, School of Humanities

Ms Lesieli Taviri, CEO for ORIGIN PNG

Below is a summary of issues raised and important lessons that speakers identified important factors in their leadership experience.

Ms Palaso shared a few gold nuggets of wisdom that guided her leadership and found relevant for her role;

- **Faith in GOD** appeared as one of the key factors contributing to the leadership success of many women. Spiritual balance is important in shaping our value systems and conditions our applications to work/responsibility in life.
- **Respect** is an important element of leadership that protects and shapes attitudes and character. Women need to understand that you don't own the office/ position that you serve and sit on, and the Office belongs to the people of PNG.
- **Power** is also an enemy if it gets to your head. It is important to stick to the **leadership code**.
- Women leaders were told to consult others and seek a second and third opinion in making key decisions. In particular, use the **internal audits and compliance systems** to guide decisions.

Dr Nama Polum highlighted some key points below:

- Women were encouraged to realise the special traits associated with **female natural instincts**. Women communicate differently from men and women have natural strengths.

- Women were encouraged to be prepared to make difficult decision as leaders. Leadership is about **taking risks**.
- **Workforce balance** was also highlighted as critical for women. Family plays a big part in the success of women who spoke at the forum.
- Ms Mary Morola reiterated once again the issue of **family violence** was cited as a key factor in discouraging women from leadership and impacts on their growth and productivity in the public service. This has been observed in many sectors including the private sector.

Professor Betty Lovai gave an inspiring message to emerging women leaders. Key messages focused on the following:

- **Emphasis of action to be placed on the younger generation and youth**; women have the opportunity as mothers to raise leaders through our nurturing roles.
- **Collective effort** across all of government is important and has been recommended as a way forward.
- Having a **clear vision of what you want in life**, and working towards a goal is important.
- Women leaders do not need to wait to have the right qualification, **and do not have to be perfect to lead**. Women need to be prepared to learn hard, adapt and be honest to ask for information. Continuous learning is key to success otherwise you become stale and irrelevant.

- **This forum has generated a bank of knowledge and information for women in the PNG public service.**

Ms Lesieli Taviri gave an extraordinary life story of how she rose to leadership in such a short span of time. Highlights of her sharing included how she got her motivation and tips on how to survive as leader in the private sector, below are extracts of her speech.

- Leadership motivation can be linked to family tragedies, examples of other heroines and courageous stories of women who made it. Private sector experience is driven by profit margins and tough challenges. A supportive relation within the company of males is key. It is also important to develop one to one relations with workers especially men and know what is important to the men and to get their backing. Relationships and networking is important and key ingredient in successful business outcomes.
- Each person can make a change where you are placed, we can all do something to influence change for better. For example the way you raise your children and teach daughters to be courageous about life issues.

Panel 1 –

Our Leaders today, Celebrating our Achievements and Embracing Challenges

This panel was chaired by Ms Jeane Sliwiak, WII member and Deputy Director, National Museum of PNG. Speakers of the panel comprised of women serving in current leadership roles:

Ms Lucy Bogari, Former Secretary Department of Foreign Affairs and Trade and Ambassador to Korea, Newly appointed Ambassador to Fiji

Ms Sarufa Haro, Manager Civic Education, National Parliamentary Services

Ms Almah Kuambu, Manager Health Disability Sector

Ms Gayle Tatsi, Director of Office of Development Women

Below is summary record of discussions and issues that require attention:

- Women serving in foreign embassies require support - review into needs and issues affecting staff and women with families or dependents.
- Foreign appointments are faced with the challenge of political appointments versus career Public Servants.
- Current practice of appointments in foreign embassies shows discrimination and preference for single women over married women for appointments overseas.
- GESI policy should be supported by legislation and or anti-discrimination law to be considered.
- A GESI policy Unit to be established at Prime Ministers Department to screen all submissions to NEC.
- A Separate Parliamentary program for Politicians, integrate GESI into Policy for Provincial Support Improvement Program and District Support Improvement Program.
- Explore how electronic media and programs can progress GESI.
- Induction program on GESI to be developed for public servants at PNGIPA.
- Review breast feeding hours for women public servants.
- WIL Forum who is it for? GoPNG to take ownership?
- Exit strategy to be developed for all public servants.
- Current retirement package to be reviewed.
- WIL targets to be made known to all agencies and provincial administrations.

Panel 2 – Women in Statutory Agencies and Corporate Agencies

This panel comprised of three women in current roles as leaders of statutory institutions. The panel was chaired by Ms Miriam Midire Human Resource Advisor and member of WIL:

Ms Beverly Doiwa, Chairperson of National Arbitration Council

Ms Mary Karo, Chair of Eda Ranu

Ms Iamo Launa, former CEO Sport Foundation

Below are some key lessons and tips that were shared by the women:

- Leaders make decisions in the best interest of the nation and are not necessarily confined to the interest of women only. Women are given lesser prominence in policy considerations.
- Experience of state entities can set precedent and influence policy for maternity leave entitlements, the 50% maternity leave pay was set by the Maritime sector and has been adopted by the whole of government sector.
- Leaders must be prepared to take constructive criticism, have diligence to work, lead by example; demonstrate commitment, and fairness in making judgements. Writing skills are important in leadership.
- Women encouraged to be positive, stay focussed, respect others, be kind, gentle and smile.
- Political affiliations can be important and relationships harnessed for leadership to be sustained.
- Professional integrity versus political pressure is an ongoing challenge for leaders today.
- Be firm against corruption and be proud to serve your country.



Panel 3 – Women and leadership in Provincial Administration

The panel was chaired by Ms Josephine Gena, Gender and Community Development Specialist with Incentive Fund. Leaders were drawn from provincial administrations:

Ms Elizabeth Kaprangi, Acting Administrator of East Sepik

Ms Sharon Mua, Deputy Administrator of Milne Bay

Ms Celine Tabali, Adviser of Community Development

Ms Marina Faiteli, Deputy Administrator of Central Province

Below is a summary of women's experiences, impacts of reforms on their effectiveness and performance as leaders:

- National Laws (e.g. 1995 Decentralisation) have had a huge impact at provincial level and adjustment to adapt to policy changes and reforms has been difficult and still a challenge for provinces.
- At the provincial setting it is important for leaders to know the work culture, economic, social and cultural environment.
- Important for women to take the first step, In order to secure their recognition, female leaders should initiate and facilitate involvement of high level discussion and not shy away from such leadership opportunities.
- Current Leaders see themselves to be self-starters and have assumed leadership role with great courage and doors are opening but with new challenges.
- It's important to always take time to do self-reflection - recognition of potential in other women and support their growth.
- Leadership style to be flexible, mixture of being a follower and doer is important to ensure results and outcomes are realised.
- Network alliance is important to lead others with confidence.
- Relationship building among women and men, be fair and balanced with both sexes.
- Communication especially listening skills and dedication, communication and sharing information key for leadership.
- Identify gap or entry point for mainstreaming GESI, be creative.
- Understand the laws that governs your tasks/work, know your mandate, check your powers.
- Proactive approach encouraged for all leaders.
- Be smart, know how to shift when there are changes in politics and nurturing, neutral but good relationships with politicians is essential.



- Reviewing the process of the change management framework and be creative.
- Learn how to delegate duties effectively.
- Learning experiences and methods needs to be documented.
- Women become the worst enemy - how do we deal with women who “bite back”
- No one is perfect we all make mistakes, “lusim nogut belong mi na kisim gut pela bilong mi”
- Leadership differences were noted between matrilineal and patrilineal societies (e.g. being from a matrilineal society and working in a patrilineal area is challenging).
- Knowing our people’s needs is knowing our priorities – the needs must determine the priorities.
- Accept the fact that successes are few and challenges are many and never give up but adapt if necessary.

The following resolutions were drawn from discussions during the forum and after the forum. Interactions both verbal and written communications were extracted from the issues cards circulated to all members in attendance at the forum. These resolutions are subject to further consultation and critique by the Public Sector WIL Committee which convened the 2015 Public Sector Women in Leadership Forum.

Key Resolutions

Legal and Policy Issues

- A separate Parliamentary Committee to be established to enforce the National Policy on Women 2010- 2015, the Public Sector GESI Policy and the National Strategy on Gender Based Violence.
- GESI policy should be supported by legislation and or anti-discrimination law.
- A GESI Policy Unit to be established at the Prime Ministers Department to screen all submissions to NEC.
- A separate Parliamentary program for Politicians - integrate GESI into Policy for Provincial Support Improvement Program and District Support Improvement Program.
- A zero tolerance policy on violence against women to be imposed on public servants and call for termination if workers who commit violence against their spouse.
- A GESI audit required in the health sector - only 13% of women holding management roles.
- Policy on merit-based appointment to be made compliant across whole of government.
- DPM to institute a vigorous GESI compliance audit, targeting all provinces and sector wide.
- DPM to increase its support for GESI and visit all provinces and agencies.
- Publicity to be improved and conduct nationwide on rights of workers both male and females to improve awareness of GESI and related General Orders.
- Life skills programs to be introduced for all retiring public servants to prepare them for life after public service.
- All agencies of Government to have domestic violence and support help desks.
- The current public sector male advocacy program to be extended nationwide. All male heads of agencies to be introduced to the network and to support male advocates in their agencies.
- The forum called for revision on policy of taxation on retirement funds and dependency.
- Head of household status for housing allocation to be enforced.
- GESI budgeting should be made compulsory for all agencies of government, a separate budget vote to be created on GESI.
- 30% targets for women's appointments to boards and councils to be applied across the board.
- GESI Audits to be done in all agencies, and addressed through the National Public Service GESI Policy.
- Recommendation for a Women's Ombudsman Desk to be established.

Research Projects

- Audit and research to be carried out on public sector and SOE's to establish status of women and their participation on all Boards, Councils and decision making bodies.
- Database on women in agencies to be included in all reports of CEOs at national and provincial level, making it compulsory for performance monitoring of PAs and CEO's.



Leadership & Professional Development

- Government to urgently consider and support a Leadership and Professional Development Program for Women Public Servants across the whole of government in order to achieve its leadership targets of 30%.
- DPM and all sectors to ensure budgetary support for an annual or bi-annual national forum for female leaders in the public service.
- All government sponsored undergraduate and diploma programs at PNGIPA/ UPNG to place quota targets on women public servants and for women entries in general.
- DPM to establish a database to monitor progress and set benchmarking across all of Government.
- Women leaders to be involved in coaching and mentoring of young and emerging women leaders. Role modelling programs introduced nationwide with support given for women leaders of the past to be engaged in the program.
- Higher Education institutions to be targeted in leadership role modelling programs.
- Focus on rural women is important as they often miss out on any development course opportunities. Accommodation for married students at PNGIPA is recommended for mothers with young babies.

Conditions of Employment

- Conditions of housing allocation and selection of beneficiaries for housing schemes to place emphasis on single parents/ women in particular.
- Transportation should be a condition of work for working mothers and female workers in city areas due to safety issues. In rural areas focus on female workers and their needs, especially teachers and nurses.
- Maternity leave for parents to be reviewed.
- Dress codes for public servants to be enforced.
- Transparency, good governance and professionalism should be rewarded to promote positive behaviour at work and good work ethics.
- Medical health services for women and men workers should be made compulsory on an annual basis and sponsored by government.

Networking

- All agencies to have women's networking meetings across all sectors. The public service to make compulsory observation of relevant recognised days such as 20 days of activism (November) and other days such as National Women's day (24th of March).
- Regional networks established linking PNG with relevant Pacific programs. Twinning programs should be explored.



**Summary Report on the Women in Leadership Forum
Holiday Inn, 2 December 2015**

Appendix 1

WIL Forum Program

Wednesday, 2 December 2015 | Holiday Inn, Kumul Room | 9.00am – 3.00pm

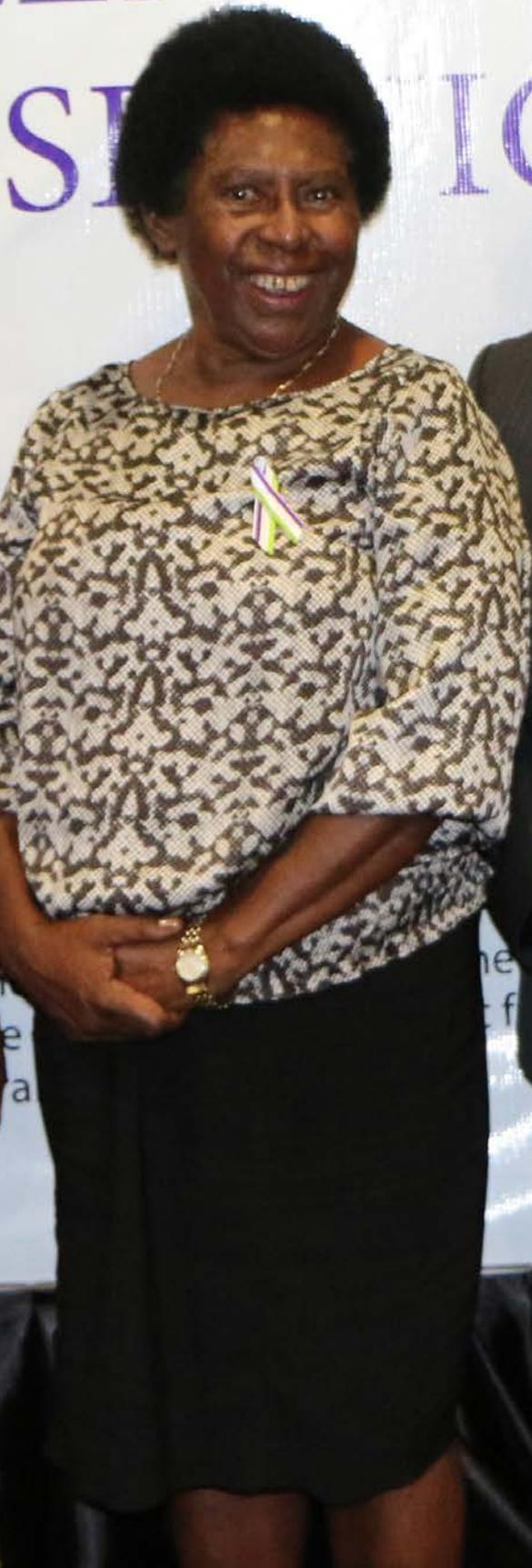
Celebrating 40 years of women in leadership in the public service

“Honouring our pioneer women, celebrating present achievements and empowering women leaders of tomorrow”

KUMUL ROOM	Arrival of guests	Registration	08.30
KUMUL ROOM	MC Welcome Introducing Call to Action	Julienne Leka-Maliaki	09.00
	Prayer	Ps Veronica Amnol Assemblies of God/ Cornerstone –Gordons	09.05
	Situation of Women in the Public Sector	Ms Taies Sansan , DPM Deputy Secretary Policy	09.10
	Women in Leadership remarks	Dame Carol Kidu, DBE	09.20
	Keynote Address	HE Bronte Moules Acting Australian High Commissioner	09.30
KUMUL ROOM	PLENARY 1: Breaking Barriers/ Honouring our Women Pioneer Leaders Facilitated by Mrs Ruby Zarriga (Women in Leadership)	Lady Winifred Kamit- Former Commissioner Public Services Commission, Chairperson Coalition for Change	09.45
		Ms Margaret Elias, Former Chief Secretary, Department of Prime Minister	09.55
		Mrs Josepha Kanawi (Kiris), former Secretary Law Reform Commission	10.05
		Ambassador Jean Kekedo, Great Britain, Former Ombudsman	10.15
		Ms Phoebe Sangetari, Acting Chief Ombudsman	10.25
KUMUL ROOM	Morning Tea/Coffee Break	Participants sign Call to Action	10.35
KUMUL ROOM	PLENARY 2: Women in Lead- ership Today, Exercise of Power and Challenges of Leadership Facilitated by Iva Kola	Ms Nerrie Eliakim , Chief Magistrate- Magisterial Services	10.50
		Ms Betty Palaso, Commissioner General, Internal Revenue Commission	11.00
		Dr Nama Polum, Deputy Secretary – Strategy / Corporate Services Department of Treasury	11.10
		Ms Mary Morola, Secretary Department of Labour & Employment	11.20
		Professor Betty Lovai, Executive Dean UPNG School of Humanities	11.30
		Question and Answer	11.45

KUMUL ROOM	LUNCH BREAK		12.00 - 12.45
BALLROOM 1	PANEL SESSIONS		
	PANEL 1 Our Leaders Today/ Celebrating our Achievements and Embracing our Challenges Facilitated by Ms Jean Sliwiak	Ms Lucy Bogari- Former Ambassador Ms Sarufo Haro- Manager Education and Civic Services PNG Parliament Ms Almah Kuambu- Disability Sector Ms Gayle Tatsi- Executive Director ODW	12.50 - 1.50
	PANEL 2 Women Leaders of Statutory/ Corporate Agencies Facilitated by Miriam Midire	Ms Beverly Doiwa- Chairperson National Arbitration Council & Minimum Wages Board Ms Mary Karo- Chair EDA Ranu Ms Iamo Launa- Former CEO PNG Sports Foundation	12.50 - 1.50
	PANEL 3 Provincial Women leaders Facilitated by Josephine Gena	Ms Elizabeth Kaprangi- Acting PA Department of East Sepik Ms Sharon Mua- Deputy Administrator Milne Bay Ms Celine Tabali- Community Development Advisor WNB Ms Marina Faiteli- Deputy Administrator Central	12.50 - 1.50
KUMUL ROOM	Reporting back	Ms Jane Kesno- PNG EPSP	2.00 - 2.10
	Closing remarks	Mr Rod Hilton Minister Counsellor, Australian High Commission	2.10 - 2.20
	Closing remarks	Mr John M Kali, OBE Secretary, Department of Personnel Management	2.20 - 2.30
		Photo opportunity with participants	2.30 - 2.40
	PROGRAM CLOSE	Afternoon Tea	2.40

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Forum participants signed a Call to Action to raise awareness about a commitment to supporting female leaders. The Call to Action will be published in national newspapers in 2016 and an online oath setup on the Women in Leadership website.

Call to action

We the undersigned, both men and women, commit to supporting the next generation of women leaders in the PNG public service.

We recognize the unique leadership qualities and skills of women, and will support them in their ambitions and professional advancements.

We will actively increase the number of women in decision making roles by supporting legislative reforms and the implementation of the public sector GESI Policy.

Alangit Homerang	Iammo Launa	Martina Toiya
Almah Kuambu	Ila I Vele	Mary J Karo
Amelia Raka	Iva Kola	Maureen B Duwang
Angela Mandie- Filer	Jane Kesno	Maureen Mabone
Anna A Manat	Jean Kekedo	Michelle Taumpson
Asseneth Tugiau	Jean Sliwiak- Kidu	Miriam Midire
Augusta Gawi	Jean Taviri	Miriam Tau Havea
Beatrix Marjen-Wain	Jennifer Wakore	Miriam Kave
Betty Lovai	Jessica Tanda	Misiel Jonah
Betty Nime	Jill Goroba	Monican Hagali
Betty Numbuk	Joe Kipsy	Monica Maluan
Beverly Doiwa	Josepha Kiris	Nigl Zerike
Beverly Puton	Joyce Seneba	Nina Joseph
Carol Kidu	Jocelyn Wasas	Norrie Hare
Catherine Dally	Judy Moka	Patrina Dikin
Cecilia Magun	Julie Taian	Rawena Russell
Celine Uma Tabali	Julienne Leka-Maliaki	Richard Guy
Charmaine Sialis	Kate Uvia	Ritha Bob
Claribel Waide	Kay Ma'a	Roddie Wada
Deborah Kanu	Kevau Oakaiva	Rosalie Abulaka
Doreen Philip	Larrissa Molai	Rose John
Eka Hriehwazi	Lancelot Gerawa	Roselyn Melua
Eleanor Gebone	Lesieli Taviri	Rosa Apelis
Elizabeth Avaisa	Lilian Kila	Ruby Zarriga
Elizabeth Kaprangji	Linda Sataro	Ruth Gelu
Elizabeth Tibam	Lorna Kapo	Samson Vartovo
Emma Kaul	Lorraine Ravian	Sandeka Delilah
Erid Kastha	Louisa Kumit	Sarufa Haro
Etwin Apai	Lucy Christopher	Sharon Mua
Fiona Kakarere	Madeline Suruman	Silina Tagagau
Fiona Kovingre	Maisy Talowani	Susan Mimiko
Freda Woktamol	Margaret Asinimbu	Sylvia Bitter
Gaile Kivali	Margaret Branch	Sylvia Reu
Gayle Tatsi	Margaret Elias	Taies Sansan
Gertrude P Kilepak	Mari Ellingson	Tania Maha
Glen Kiapgugu	Maria Hayes	Tatiova Memafu
Glenda Mogu	Maria Laka	Tau Geno-Hoire
Gloria Baiai	Marie Monda	Tina Westra
Grace Mangor	Marilyn Watuna	Wilma Wilfred
Harriet Kokiva	Marita Kouga	Winnie Raga
Helen Aitsi	Marj Nimagole	Yombi Kep