

# trust in government

Promoting ethics, integrity  
and professional standards  
in public services



**Two-week study programme**  
3 to 14 November 2008

**Public Administration International**  
in association with  
**Eunoia**

**eunoia**

LISTENING - ENGAGING - TRANSFORMING

### About the study programme

Governments throughout the world operate in different political, administrative and cultural contexts. However, they often face similar challenges in establishing, promoting and monitoring integrity, ethical conduct and professional behaviour in the public service. Transparent and accountable public services make a vital contribution to economic and social development and the fight against corruption.

In many countries, public sector reform programmes are acting as catalysts for improving standards of public sector performance, decentralisation of power and budgets, and greater flexibility in managing resources. New ways of working are developing rapidly, sometimes based on private sector practices, including the delivery of public services by the private/non-government sector. This can lead to the fragmentation of traditional public service values such as integrity, objectivity, honesty and accountability. A sound framework, clearly setting out expected standards of conduct and the implications of failure to comply with those standards, is therefore essential to managing modern public services in the best interests of the citizen.

The main aims of the programme are:

- to assist participants in developing practical strategies for establishing, promoting and sustaining ethics and professional standards in their own public service
- to make a positive contribution to fighting corruption in the public service.

### Who is the programme for?

This two-week study programme is designed for senior policy makers and managers in the public sector, presidential or special advisers, parliamentarians, representatives from civil society organisations and all those with responsibility for or a special interest in public service ethics, anti-corruption and good governance. It will be relevant for those working at national, regional, local or organisational level.

### How participants will benefit

The study programme will enable participants to:

- reflect on the standards of behaviour in the public service in their own country
- enhance their understanding of ways of establishing and communicating core values and written codes of conduct for public servants
- explore alternative methods of promoting and maintaining ethical and professional behaviour
- identify areas of risk and develop techniques for reducing opportunities for misconduct
- analyse systems of monitoring and enforcement of ethical codes and integrity systems
- identify aspects of UK experience which can be applied internationally and aspects of overseas experience from which the UK system can benefit
- develop practical strategies for initiating relevant and sustainable change to improve standards of integrity in the public service on return to their own country.

### What the programme will cover

The programme will cover the following main components:

- identifying core values and the methods by which they are communicated
- developing structures, systems and administrative procedures to prevent wrongdoing and change culture and behaviour
- exploring the role of leadership and management to ensure effective strategy development and implementation
- compliance monitoring of ethical standards and administrative procedures
- enforcing the codes of conduct and managing investigations when things go wrong.

The programme will include seminar sessions, discussions, case studies, action planning and a range of visits, for example to central and local government, parliament, organisations responsible for auditing and professional bodies. The programme has been designed to be flexible so that it can be adjusted wherever practicable to meet the specific requirements of participants and their organisations.

Participants will be invited to give informal presentations on issues relating to ethics, integrity and professional standards from their own country.

### Fees and other costs

The fee for the two-week study programme will be £3,000. This includes tuition, travel to and from the airport in London, travel on scheduled visits, return travel for the visit outside London and one night's accommodation while outside London<sup>1</sup>. The fee also includes all documentation. UK Value Added Tax (VAT) will not be charged if applicants can provide written confirmation from their Government or its accredited representative that they are employed by the Government in furtherance of its sovereign activities. In all other cases, VAT (currently 17.5%) will be charged in addition to the fee. Payment in full must be received by PAI no later than 3 November 2008. Cheques should be made payable to Public Administration International. Alternatively, PAI is able to invoice individuals or government agencies. Payment by bank transfer is also acceptable.

Airfares, accommodation costs (apart from the one night on the visit outside London), daily travel (other than on visits scheduled in the programme), meals and living expenses are not included. We suggest that approximately £120 per person per day should be allowed for a modest standard of accommodation, local travel in the UK, meals and other incidental expenses. Participants requiring a higher standard of accommodation (for example 4 star accommodation) will need to allow approximately £175 per person per day.

### Insurance

Participants are advised to arrange travel and health insurance cover before leaving their home country.

<sup>1</sup>Travel to and from the airport in London, travel on scheduled visits, return travel and one night's accommodation on the visit outside London, are provided at cost.

## Programme outline

Week 1	AM	PM
Day 1	Welcome and introduction Participants' informal presentations	The concept of core values for public services
Day 2	Implementing core values Methods of reviewing professional standards Introduction to action planning	<i>Visit: Standards in Public Life</i>
Day 3	The police service: tackling corruption and developing professional standards at organisational level – a case study	UK anti-corruption law
Day 4	<i>Visit to a local authority</i> Core values in action: leadership The legal and democratic framework of local authorities	<i>Visit to a local authority</i> Core values in action: people Recruitment, selection and management of human resources
Day 5	<i>Visit to a local authority</i> Core values in action: systems Effective procurement Corporate governance	<i>Visit to a local authority</i> Core values in action: proactive tactics Financial standards, audit and control Investigation and counter fraud
Week 2	AM	PM
Day 6	Protecting complainants – whistle blowing Freedom of information	The Public Accounts Committee and the National Audit Office <i>Visit to Parliament</i>
Day 7	<i>Visit: public procurement policies and practice</i>	Ethical dilemmas: case studies
Day 8	<i>Visit to Parliament</i> The Parliamentary Commissioner for Standards	Transparency International
Day 9	The role of civil society	The media as a watchdog: the impact of investigative journalism Action planning
Day 10	Open forum Action planning	Review and evaluation

We reserve the right to change the programme as necessary.

**Application form**

**Trust in government**

**Promoting ethics, integrity and professional standards in public services**

**3 to 14 November 2008**

Please complete this application form and post or fax to:

Clare Walters  
Programme Manager  
Public Administration International  
10 Bayley Street  
London WC1B 3HB UK  
T +44 (0)20 7580 3590 F +44 (0)20 7580 4746 pai@public-admin.co.uk

Applications can also be completed online. Please see our website for details.  
[www.public-admin.co.uk](http://www.public-admin.co.uk)

**Please print clearly in black ink and in capital letters**

**Personal details**

First name \_\_\_\_\_

Family name \_\_\_\_\_

Title (Prof. Dr. Mr. Mrs. Ms. etc.) \_\_\_\_\_

Nationality \_\_\_\_\_

Dietary requirements \_\_\_\_\_

Disabilities \_\_\_\_\_

Have you participated in a PAI study programme before? \_\_\_\_\_

If yes, which programme(s)? \_\_\_\_\_

Dates of programme(s)? \_\_\_\_\_

**Current position**

Title of post \_\_\_\_\_

Employer \_\_\_\_\_

Address \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

Telephone \_\_\_\_\_

Fax \_\_\_\_\_

Email \_\_\_\_\_

Brief description of your main role and responsibilities \_\_\_\_\_

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\_\_\_\_\_

**Application form**

**Education and professional training**

Please provide brief details of your education and professional qualifications and training

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School/college/university

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Relevant professional qualifications or membership of professional bodies

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**Particular interests**

Please indicate which aspects of the programme are of most interest to you

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**Sponsoring organisation**

Who will pay your fees?

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Who will pay your other costs such as travel and living costs?

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**Value Added Tax (VAT)**

I certify that I am employed by the Government of \_\_\_\_\_ in furtherance of its sovereign activities (please refer to note on VAT under 'Fees and other costs')

Signature

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Date

We reserve the right to cancel the programme if there are not enough participants to make it viable. In these circumstances, fees already received will be refunded in full.

### **Public Administration International (PAI) and our contributors to the study programme**

PAI specialises in management consultancy and development services for organisations in and associated with the public sector worldwide. We provide advice and support for governments undergoing political, economic, structural and legislative change. Our extensive network of associates includes practitioners, academics and independent consultants.

The Directors of Studies for this programme will be Rob Packham and Neil McCallum.

Rob is a consultant specialising in the development and implementation of professional standards and anti-corruption work. He previously worked for thirty-two years in the UK police service where he was the first Deputy Director General of the National Crime Squad and, prior to that, Assistant Chief Constable (Crime) for the West Midlands Police Service. He has worked with Eunoia on ethics and professional standards issues in Ethiopia, Lebanon and Nigeria, and with the United Nations on drugs control organisational issues in Kyrgyzstan and Kazakhstan.

Neil is the Managing Partner of Eunoia and has more than thirty years' experience of public sector performance and review work. He currently manages a portfolio of international projects, working with a range of public sector institutions, international donors, other consultancy firms, academic institutions and non-government organisations on issues of accountability, transparency and good governance. He has worked on these issues in Botswana, Ethiopia, Ghana, The Gambia, Nigeria, Tanzania and the UK.

### **Eunoia**

Eunoia is a partnership of practitioners with a wide range of experience in ethics and professional standards, governance and public sector change. Eunoia's partners have delivered highly successful organisational development projects in Africa, Asia, Central Europe, the Caribbean and the UK.

### **Location and arrival arrangements**

The study programme will be based mainly in central London and is likely to include one night's stay outside London. On request, PAI can assist with finding suitable hotel accommodation and can arrange travel to and from the airport.

### **Language**

The programme will be conducted in English. Participants will be expected to have a good working knowledge of the language.

### **Funding/sponsorship**

Several international funding bodies may consider applications for support. Limited sponsorship may also be available for Commonwealth nationals from the Commonwealth Fund for Technical Co-operation (CFTC).

For consideration for CFTC support, applicants need to be nominated through GIDD Points of Contact (POC) in their own country and must complete the GID/1 nomination form, available from the POC. Applications from suitably-qualified women are particularly welcome.

Completed nomination forms should be sent to:

Director  
Governance and Institutional  
Development Division  
Commonwealth Secretariat  
Marlborough House, Pall Mall  
London, SW1Y 5HX  
T + 44 (0)20 7747 6349  
F + 44 (0)20 7747 6335

The study programme is open to non-Commonwealth representatives.

### **How to apply**

Please complete the attached Public Administration International application form and post or fax it to:

Clare Walters  
Programme Manager  
Public Administration International  
10 Bayley Street  
London WC1B 3HB  
UK  
T + 44 (0)20 7580 3590  
F + 44 (0)20 7580 4746  
pai@public-admin.co.uk

Applications can also be completed online. Please see our website for details: [www.public-admin.co.uk](http://www.public-admin.co.uk)

If you would like to discuss the programme or to find out more about Public Administration International and our services, please contact:

Claire Cameron  
Director  
Public Administration International  
T + 44 (0)20 7580 3590  
pai@public-admin.co.uk

We also have extensive experience of designing tailor-made programmes which can be run in-country or in the UK to meet the specific needs of groups or individuals. Please contact us if you would like further information.

Public Administration  
International Limited

### **How to contact us**

For further information about our study programmes and seminars, please contact: Claire Cameron or Donald McGregor  
Executive Directors

10 Bayley Street  
London WC1B 3HB  
T + 44 (0)20 7580 3590  
F + 44 (0)20 7580 4746  
pai@public-admin.co.uk  
[www.public-admin.co.uk](http://www.public-admin.co.uk)