

# in-touch

Public Administration International

## Newsletter



## Southern Sudan – a new nation



*The banks of the river Nile in Juba*

In a referendum held in January 2011, 99% of the people of Southern Sudan voted in favour of secession. If all goes to plan, Southern Sudan will become a new, independent African country in July 2011.

Independence comes to the country after a tragic past. Prior to the signing of the Comprehensive Peace Agreement in 2005, the region suffered two decades of war resulting in two million deaths and the displacement of millions more.

Jonglei is one of Southern Sudan's ten states. We are delighted to have been

awarded a twelve-month contract by the Capacity Building Trust Fund (CBTF) to work with the new Ministry of Labour and Public Service to introduce best practices in Human Resources Management in support of Jonglei's public administration reform process. After such a traumatic past, Jonglei, in common with other states, faces a huge task in developing its public service. The project, which is being led by our consultant, Breffni Kelly, based in Bor, will ensure that the capacity of the Ministry is strengthened particularly in the development of new recruitment, training, and human resources processes.

## Providing support to the State Government of Eritrea

Another state with a turbulent past, Eritrea gained independence from Ethiopia in 1993 and is committed to restructuring and improving its institutions.

PAI, leading a consortium comprising SIPU International, the Swedish consultancy and training organisation, and ROI, the Dutch Institute of Public Administration, has been awarded a four-year contract funded by the EC to work with the Eritrean Centre for Organisational Excellence (ERCOE), whose role is to improve the productivity of the public service through training and organisational development. ERCOE which operates directly under the Office of the President, is located at Embatkalla,

about an hour's drive from the capital, Asmara.

The project's main activities include: advising on strategic communications in ERCOE, conducting a training needs assessment and providing training through different forms of media, reviewing the institutional arrangements within ERCOE, providing advice on building-up wider networks, and assessing ERCOE's equipment and facilities requirements.

Our project team, led by David Pearson, will be providing technical and advisory services to support Eritrea's capacity building programme and strengthen ERCOE's capacity to provide training and consultancy services.



*Abel Habtemariam, Manager, ERCOE and David Pearson, PAI Project Team Leader in Embatkalla*

# Our recent tailor-made study programmes

*Claire Cameron, Director, PAI*

Ethiopia, Indonesia, Macedonia and Vietnam. Senior government officials from these four very different countries have attended PAI tailor-made programmes and workshops in recent months. At the request of the UNDP office in Ethiopia we designed and delivered a five-day programme on 'Election Management and

Boundary Delimitation' for members of the National Election Board of Ethiopia. For the Province of the Special Capital District of Jakarta, Indonesia, we organised a week's programme on managing local government, service delivery, performance indicators and public-private partnerships, with special emphasis on infrastructure and

transport. Our group from Macedonia were human resource management trainers from a range of central government ministries and agencies and their main interest was in hearing about the latest developments in civil service human resource policy and practice in the UK. Our Vietnamese colleagues from the Ministry of Home Affairs and other ministries examined the UK's experience of alternative models of service delivery in the public sector.

We enjoy the challenge of working with clients to design tailor-made programmes such as these. If you would like to know more, please get in touch.

# Ethiopian ombudsman study programme

*Neil McCallum, Programme Director*

From 15 to 17 December 2010 PAI hosted a delegation from the Ethiopian Institution of the Ombudsman as part of a high-level visit programme which included the Office of Parliamentary and Health Service Ombudsman, the Information Commissioner and the Campaign for Freedom of Information. The Ombudsman and her staff were interested in the challenges of implementing the right to Freedom of Information, which they had a particular responsibility for making a reality in Ethiopia. Together we discussed international trends in this area, common challenges in implementation, approaches to assessing readiness in government agencies and the critically important issue of records management.

PAI was delighted to receive the delegation as this brought together two important themes among PAI's study programmes: the role of the Ombudsman and the introduction of Freedom of Information.



*Back row (left to right): Kahsay Gebre-Hiwot Desta, Leu Seyoum Demessie, Urgessa Bayesa Feyessam, Gezahegne Tesfaye Shawol, Neil McCallum*

*Front row (left to right): Adanech Mengesha W/Yohannes, Foziya Amin Aliye, Mekdes Mezgebu Medhane*

# Competition policy study programme

*Professor David Parker, Programme Director*

Developments in world trade and economic theory are leading to increased emphasis on countries adopting effective competition policies. In the last decade or so the number of competition authorities has expanded to well over a hundred internationally.

Our new four-day study programme "Competition policy: how to level the playing field" was held in London between 4 and 7 April 2011. The programme focused particularly on economic and legal practices and policy in the UK and the European Union and the USA as a basis for international comparisons. Speakers included Professor John Kallaugher, a Partner in Latham and Watkins law firm and world-renowned for his work on international competition law; Professor Dermot Cahill, an expert on EU law and practice; and two former chief executives of the UK Competition Commission, Martin Stanley and Robert Foster.

In addition to introducing participants to the main legal principles found in effective competition regimes, the aims of the programme included broadening participants' knowledge of the operation of competition policy internationally and providing the necessary understanding of the



*Back row (left to right): Yena Lim (Singapore); Fernando Antonio dos Santos (Mozambique); Alexander Kububa (Zimbabwe); Professor David Parker (Programme Director); Professor Dermot Cahill (Bangor University)*

*Front row (left to right): Yong Kuan Ng (Singapore); Fatima Suleman Lawan (Nigeria); Dumisani Sibanda (Zimbabwe); Varaidzo Mutemachimwe (Zimbabwe); Claire Cameron (PAI Director)*

economic underpinnings of competition policy. The participants came from Nigeria, Mozambique, Singapore and Zimbabwe. All were senior officials in the competition authorities or departments in these countries. During feedback at the end of the programme, all confirmed that they had found it most useful and that it had met or exceeded their expectations. They particularly found the visits rewarding.

These were to the Department of Business, Innovation and Skills, responsible for overseeing competition policy, the Office of Fair Trading and the Competition Commission, where they could exchange ideas with fellow officials.

We will run the programme again next year so please get in touch if you are interested in participating.

## PAI awarded three new Framework Contracts

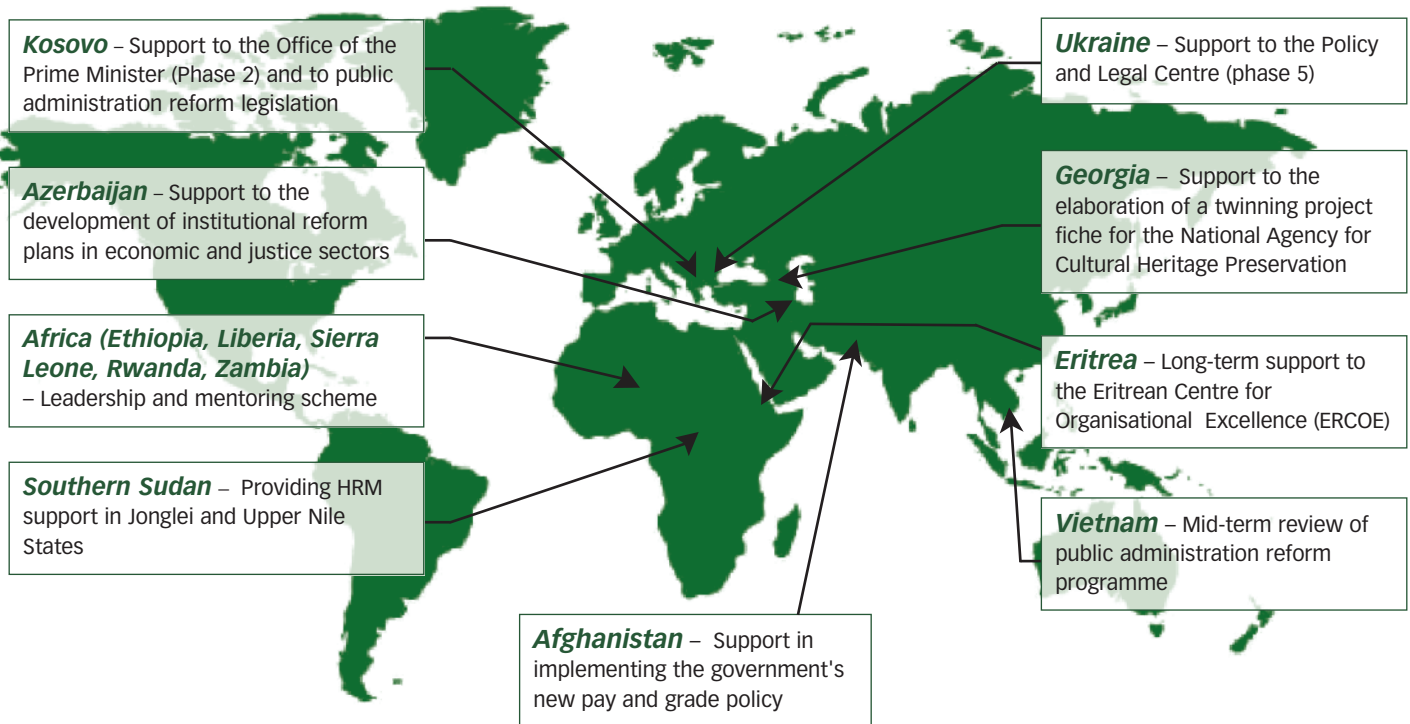
We are pleased to report that PAI is a member of two consortia that have been awarded two new EC Framework Contracts. The first contract (Lot 1) is led by COWI (Denmark) and SAFEGE (France) and is worth up to 15 million euros per year. It covers requests for studies and technical assistance in multiple disciplines for countries outside the

European Union. The second contract (Lot 2), led by Danish Management, is worth between two and four million euros per year and covers requests for communication and training services. Both contracts are expected to run for four years and should present new opportunities for PAI in new and well-established markets.

We have also been successful in securing a three-year framework agreement with the Swedish International Development Cooperation Agency (SIDA) under the "Democracy and Public Administration" section. It covers studies, training and technical assistance in the field of public financial management, public administration, local democracy, political institutions and the rule of law. Our consortium is led by SKL International – a consultancy firm affiliated to the Swedish Association of Local Authorities and Regions, and also includes the Overseas Development Institute (ODI) from the UK.

## Where on earth are we?

We thought you might like to know where our consultants are working at the moment. Here is a brief overview: Afghanistan, Azerbaijan, Eritrea, Ethiopia, Georgia, Kosovo, Liberia, Rwanda, Sierra Leone, Southern Sudan, Ukraine, Vietnam and Zambia.



## CAPAM International Conference on Leadership: Leading for results, realizing the vision Nairobi, Kenya – 24-26 May 2011

The role of a leader is first and foremost to achieve results. This is realised through the articulation of a clear vision, development of strategies, coalescing of stakeholder support, and judicial deployment of resources.

The Commonwealth Association for Public Administration and Management (CAPAM) in partnership with the Kenya Institute of Administration (KIA) and the

Government of Kenya invites you to attend an international conference on Leadership in the public service, the role of leaders in setting expectations and realizing results.

The following themes will be explored in the course of the conference:

- National Visions: expectations and results
- Cultivating leadership at all levels

- Leading organisational performance
- Results through collaborative leadership
- Leadership and the political administrative interface

For more information or to register for the conference, please visit CAPAM's website at [www.capam.org](http://www.capam.org) or email [capam@capam.org](mailto:capam@capam.org).