

in-touch

Public Administration International

Newsletter



Government: image and information

The digital revolution has transformed the environment governments, journalists and marketers operate within. The proliferation of media and the advent of 24/7 news mean government has to fight harder to get its messages across and counter negative media coverage, but also has many more potential channels to exploit. Journalists are under ever-increasing pressure to find stories but have less time to do so and to check their accuracy. In the UK and across the world, more communication has not always meant better communication.

This is the background to the *Government: Image and Information* programme, now entering its second decade; it uses the UK's experience of trying to meet these challenges to help delegates develop how they communicate their own government's messages at home and internationally. Dr Martyn Bond, who founded the programme, has developed it to adapt to developments such as the explosion in social media, 24/7 instant news and the growing importance of non-news media. Martyn is now moving on to pastures new and is handing over the direction of the programme to Dr Tim Dunmore, who was part of the team that transformed UK government communication from 2005. Tim is no stranger to *Government: Image and Information*, having presented on the UK government's experience for the past five years.

The 2011 programme was very much a transition with Martyn and Tim co-directing. They agree that it was one of the best they have worked on, with a very intelligent, well informed and lively group of government communicators



October 2011

Front Row (Standing, left to right) Mr Samuel Ajayi (Nigeria), Mr Cyril Madlala (South Africa), Ms Petro van Rhyn (South Africa), Ms Lourdes Maria Zozaya (Mexico), Mr Naser Asaad Asaad Taher (UAE), Mr Charles Chikezie (Nigeria)
Back Row (Standing, left to right) Mr Ahmad Kamrizaril Mohd Riza (Malaysia), Dr Timothy Dunmore (Study Programme Director, PAI), Mr Ahmed Salim al Shaiba (UAE), Dr Martyn Bond (Study Programme Director, PAI), Mr Wouter Kriel (South Africa)

and journalists from the UAE, South Africa, Nigeria, Malaysia and Mexico really making the most of the programme of visits, expert presenters, discussion and hands-on exercises. One delegate found the interactive sessions "very enriching"; another felt the programme was "An ideal platform to interact with colleagues in similar environments".

So the plan for the 2012 programme, scheduled for 15-19 October 2012 and renamed *Government: Image and Communication*, is for evolution rather than revolution: to continue to adapt it to reflect new communications challenges and opportunities, including tighter budgets which have raised the profile of lower cost techniques such as social media and stakeholder engagement. This is not to say that the news media is no longer important; Governments ignore it at their peril, but

there are now many other ways of communicating with people.

There will be the same mixture as before of external visits to high profile organisations in London, like Reuters and the BBC, and presentations by experts, all with an emphasis on two-way communication, with delegates encouraged to ask questions and discuss pressing issues. Building on the success of the new exercise in 2011, this will be extended to help delegates apply what they have learned from the visits, presentations and discussions to the challenges they face in their own countries.

For more information about the programme, please contact Clare Walters at: clare.walters@public-admin.co.uk or by phone on +44 20 7580 3590 or by fax on +44 20 7580 4746.

Public sector reform in Jonglei State

Breffni Kelly - PAI Consultant

January 2011 marked the beginning of a Public Sector Human Resource reform programme in Jonglei State in the then semi-autonomous State of Southern Sudan, now the Republic of Southern Sudan - Africa's newest country. The project was funded by the Capacity Building Trust Fund whose donors are Canada, Denmark, the Netherlands, Norway, Spain, Sweden and the United Kingdom. PAI provided consultancy and training in support of the reforms which aimed to provide a quality public service to the people of Jonglei through fair and transparent procedures. The project focussed on strengthening the capacity of the State Ministry of Labour, Public Service and Human Resource Development.

There were four key Human Resource (HR) policies developed. First, a policy was designed to have recruitment based on fairness, openness and gender equity with a 25% female gender quota. Secondly, an HR management policy to cover, inter alia, the areas of responsibilities of management towards public servants, the responsibilities of public servants within the Public Service, performance



Breffni Kelly with participants on the final day of the Establishment Officers' HR management course

management, grievances and discipline in the workplace. Thirdly, a policy was developed for harassment, sexual harassment and bullying and how such complaints should be investigated. Finally a code of conduct was developed to address how public servants must behave with the public and fellow employees both on and off duty and the integrity that must be demonstrated in all instances.

Initially the draft policies had to undergo the scrutiny of the State HR

Enhancement Committee – a body comprising Directors General and Directors of various State Ministries and chaired by the Secretary General of the State. Then they had to be scrutinised by the Council of Ministers before being finalised. Training on the new policies was provided to key management and personnel of the Ministries of the State. These policies have now been implemented and we hope they will be of lasting benefit to Southern Sudan.

Doing Business:

Promoting private sector development and economic growth

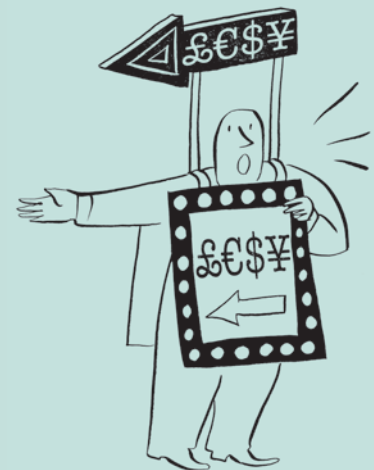
29th October – 2nd November 2012

How can governments develop policies to support private sector development? How can economies create a favourable climate for economic growth, and which policy instruments work best?

The United Kingdom has long experience at national and regional levels of successfully promoting business and economic growth while reducing unnecessary bureaucracy. Our new one-week study programme

is for senior policy makers and managers in trade, industry, business and finance Ministries, representatives from investment promotion agencies and donor organisations looking to encourage private sector development.

For more information about the programme, please contact Clare Walters at:
clare.walters@public-admin.co.uk



or by phone on +44 20 7580 3590
or by fax on +44 20 7580 4746.
You can apply online at:-
www.public-admin.co.uk

Brazil helps local SMEs to go international

Diane Biet - PAI Consultant

Last November, as a member of a consortium selected by the European Commission (EC), PAI invited me to carry out an evaluation of a project in Brazil. I worked alongside a consultant from SACO (Belgium), our consortium leader.

The task was to carry out a final independent evaluation of the Small and Medium Enterprises (SME) International Insertion Project, which had been implemented from 2005 to 2011 by the Government of Brazil, through the Enterprise Development Agency (ABDI) of the Ministry of Development, Industry and International Trade. This 44 million Euros co-operation project had been implemented with 29 institutions at national, regional and sector level through 33 sub-projects to support Brazilian SMEs in their business process and products transformation. The aim was to increase SMEs' participation in international markets through higher competitiveness and innovation. Using grants, technical assistance, training and other initiatives, the cooperation included diagnoses, lab equipment, metrology, sanitary and phytosanitary rules, quality certification, protocols harmonization and other business services to support SMEs' compliance with EU consumer protection regulation requirements and other international market regulations.

Following the EC methodology, the evaluation included a desk phase, a field phase, an inception report and the final report. During the assignment, we analyzed capacity strengthening results



Evaluation visit to Frutabella, in Belo Horizonte, Minas Gerais, Brazil, 24 November 2011.

Left to right: Eduardo Rodrigues de Rezende (ABDI, Ministry of Development, Industry and Foreign Trade), Diane Biet (PAI Consultant), a representative from the Minas Gerais State Federation of Industries and Vania Pinheiro, President of Frutabella. The five-year-old food processing business benefitted from technical diagnoses and assistance to improve their packaging.

and SME development progress with quantitative and qualitative objectively identifiable indicators for relevance, effectiveness, efficiency, impact, sustainability, value added and project visibility. Our analysis was based on available documentation, statistical data, interviews and visits to partner institutions (see photo).

During the two-week field phase, besides the briefing and debriefing meetings held in Brasilia, we visited and interviewed ten partner institutions located in six states: Bahia, Minas Gerais, Pernambuco, Rio de Janeiro, Rio Grande do Sul and Santa Catarina. We also visited other ministries; state agencies and federations; national institutes; business associations and NGOs.

While the quantitative project results are impressive, the most remarkable aspect was the excellent inter-institutional collaboration observed during our assignment, which facilitated not only the implementation of quite a challenging project, but the successful

completion of our final evaluation tasks in just 21 days.

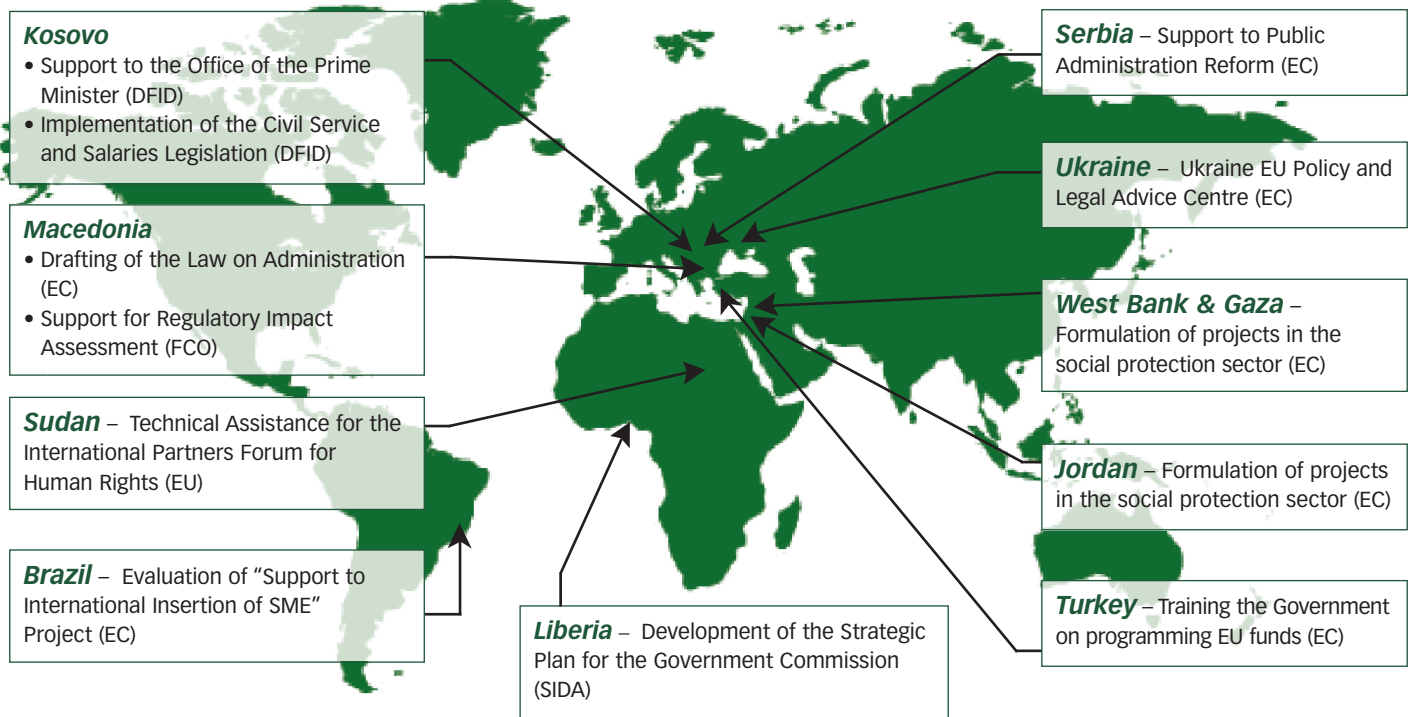
I will always be grateful for the support received at all times from the EC Delegation in Brazil, from the staff at ABDI and, last but not least, from colleagues at PAI.

PROJECT RESULTS

- 2,500 SMEs benefitted from 21 different sectors
- 12,000 hours of consulting services
- 5,000 hours of training; 50 workshops
- 6,700 people trained in exports and international business
- 90 technical missions and fairs and expositions
- 70 institutional agreements; 5 joint ventures
- 123 market studies; 463 business diagnoses
- 123 SME export projects

Where on earth are we?

Our ongoing and recent consultancy work includes the following projects:



Further information about past and ongoing consultancy projects is available from our website at www.public-admin.co.uk

DFID framework contracts

We are pleased to be awarded new DFID framework contracts on "Governance and Security". Within the "Public Sector Governance" (Lot A) and the "Public Financial Management" (Lot B) we are partners in consortia led by

PricewaterhouseCoopers and within the "Security and Justice Reform" (Lot D) we are partnering Atos. Also with Atos we were successful in securing another DFID framework contract – "Fragile and Conflict Affected States".

We encourage our Associate Consultants to get in touch with us if they are interested in opportunities that may arise from these framework contracts.

About PAI

PAI specialises in consultancy, development and training services for public sector organisations in developing and transitional economy countries undergoing political, constitutional, economic or structural change.

Our main areas of competence are public administration reform, good governance, policy and strategy, human resource

management and capacity development, public finance and economic development, legal and judicial reform, information and communications, culture, heritage and tourism.

We have a network of over 1,300 Associate Consultants with extensive professional experience in Africa, Asia, the Balkans, the Caribbean, Central and Eastern Europe, the Former Soviet Union, Latin America, the Middle East and the Pacific. Please get in touch with us if you want to join our network of

Associate Consultants.

We also have substantial experience of designing and managing study programmes in the UK and in other countries. We provide tailor-made programmes, seminars and workshops at the request of governments, funding agencies and other public and private sector bodies. If you would like further information about our scheduled UK training programmes please visit our website at www.public-admin.co.uk or call us on +44 (0)20 7580 3590.