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Public Administration International

Newsletter



Core skills training for the Civil Service in South Sudan

Breffni Kelly, Team Leader

The Republic of South Sudan (RSS) came into being on the 9th of July 2011, following a referendum that passed with 99% of the vote. It is the world's newest state. It is also a member state of the United Nations, the African Union and the Intergovernmental Authority on Development. The RSS is committed to developing as a modern state and created its Development Plan 2011-2013, which had as a key objective

'To build a democratic, transparent and accountable Government, managed by a professional and committed public service, with an effective balance of power among the executive, legislative and judicial branches of Government.'

As in many other post-conflict countries, the structures and skills a nation needs must be developed and in the RSS the need is considerable due, amongst other things, to previous wars, a lack of schools and education and austerity measures in recent years as a result of oil production disputes.

For many years, even before it became an Independent State, RSS growth and development has been supported through the funding of the Joint Donor Team (JDT) (the Governments of Canada, Denmark, the Netherlands, Norway, Sweden and the United Kingdom). The JDT, through its Capacity Building Trust Fund (CBTF), has been building the capacities of the public service at both National and State Government levels. Our project, Core Skills Training – Phase 2 (CST 2), was funded by the CBTF and ran from March 2013 to January 2014, together with our partners – the British Council, ROI (the Dutch Institute for Public



Happy human resources: training for Human Resource Management Officers, Wau, Western Bahr El Ghazal State

Administration) and Skills for South Sudan. It was based at the Directorate of Human Resources Development of the Ministry of Labour, Public Service and Human Resource Development in the capital, Juba, and included work in five States – Eastern Equatoria, Jonglei, Western Bahr el Ghazal, Western Equatoria and Warrap.

The project focussed on training 700 civil servants in five States in English Language (English has been selected as the national language), training 250 HR officers in five States and the central Ministry on Human Resource Management and training 220 public servants from the central Government on Gender Mainstreaming. This was a daunting task for project staff as the training had to be carried out in less than ten months.

Each of the components of the project had a lot of work to do. For the English Language training, British Council international teachers trained fifteen national trainers, five for each State, and provided suitable textbooks to teach participants at the level of English that best suited them. Then the training was rolled out to the States, where the

participants – more than 800 – were eager to soak up the new learning.

Similarly, for the HRM component we trained five HRM national trainers, one for each State and over 200 HR Officers in the five States and in Juba. We also carried out Gender Mainstreaming training for thirty Gender Focal Point People in the National Ministries in Juba and Gender Sensitivity awareness for senior managers in the National Ministries.

Our consultants also revised and amended existing HR and Gender Mainstreaming manuals and provided high quality printed copies of these updated manuals for training and guidance purposes.

The mix of international and local trainers worked very well. We received invaluable assistance and co-operation from the National and State Ministries of Labour Public Service and Human Resource Development, the National Ministry of Gender, Children and Social Welfare and the CBTF. This was crucial in making the training a success. My team and I are very grateful for this.

Greetings from Malta

Ivan Mifsud, former participant on PAI's Ombudsman study programme

'Ombuds' in old Norse means 'a job', I was told many years ago, and an 'Ombudsman' is a person who does a job for somebody else. Back in 1999, towards the end of my law studies, I must confess that 'Ombuds' initially only meant 'a job for me' when leaving university!

After furthering my studies in Public Law, in late 2013 I left my job as an Investigating Officer with the Office of the Parliamentary Ombudsman in Malta. While at the Ombudsman's Office, I experienced at first hand the development and growth of the Office, from an institution with a mandate to investigate allegations of maladministration to:

- a protector of fundamental human rights, taking on the Government in different causes, protecting the weaker and more vulnerable members of society, for example illegal migrants denied of their fundamental right to marry and found a family.
- a beacon showing the way forward for Government, by publishing and promoting principles of good practice and good administration.
- a source of advice for the Government itself, for example giving views on legislation being drafted, and on how to handle certain situations and get it right first time round, thus avoiding problems further down the road.
- a source of advice and comfort for members of the general public, who either come in person or phone up seeking guidance when they have a problem. In such a busy world, many people with problems appreciated the fact that they had at last found a person ready to listen and try to help them.

This widened role is set to increase even further in the near future, as in

September 2013 the Ombudsman was given special responsibility for protecting whistleblowers, when the Whistleblower Act was passed in Malta. This is a completely new dimension.

Moving jobs has prompted me to reflect. My first overseas trip as an official of the Office of the Ombudsman was to London in May 2001, when I attended PAI's international study programme called *When Citizens Complain: The role of the Ombudsman in improving Public Services*. I think the timing of my attending this study programme was right, because I was not completely new to the Office of the Ombudsman but still fresh enough for it to have a long-lasting impact. Visiting overseas ombudsman offices, listening and exchanging views with people from a vast array of other countries as far and varied as South Africa, New Zealand and Greece, proved to be an eye-opener. It was one thing to read annual reports from other countries, but a completely different thing to meet the people and exchange experiences face-to-face and on a one-to-one basis. It really was fun, but apart from that, I witnessed a facet which at that time was completely new to me. That was the fact that, in most countries, the issues which Ombudsmen face are not too different and that Ombudsmanship is truly a global mission, striving to improve and to make a difference to the man or woman in the street by prompting governments to root out shortcomings in the system and improve their services.

Since May 2001 and until 2013 I went on many other trips, attending conferences and other study programmes. I have even lectured on the subject of the Ombudsman, both locally and overseas. These international exchanges certainly add value, which complements the practical



Ivan Mifsud
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experiences gained in the field, dealing with the public and with government officials. Looking back, the PAI Ombudsman programme remains the training programme which added most value. Attending and actively participating in this programme made me appreciate more the fact that Ombudsmen do sterling work the world over. I also came to appreciate more than ever, that working in an Ombudsman's office is not "just a job" but is a privilege. It allowed me to make a difference to the lives of people who often feel helpless in the face of complex government systems and processes. The PAI programme inspired me to read and learn more about Ombudsmanship and, in 2003, I started to read for a PhD, which I completed in 2008.

Now I am a Senior Lecturer at the University of Malta, specialising in human rights, Ombudsmen and good governance. The positive experience of so many years ago has served me well and, no doubt, will continue to do so in future.

Transforming Government in Vietnam

Dr. Paul Collins, PAI Associate Consultant



PAI's consultants with CIEM and ISOS staff and provincial officials at the validation workshop in Ho Chi Minh City

I was pleased to be part of the PAI consultancy team which recently completed its final report called "Transforming Government: A Vision for Change to 2020 and Beyond". This report charts the unfinished business of reform – why reform has not yet delivered and the task of re-energising the process through Balanced Scorecards for visioning change. The approach stresses sequencing and linking of reforms, identifying the key drivers of change and assessing the risks, with a focus on leadership and the importance of learning by doing.

I was the Public Administration specialist, working alongside PAI Team Leader, Grayson Clarke (Public Management specialist) and Chris Horne (Social Policy specialist) in collaboration with the Centre for Economic Management (CIEM), the leading Government counterpart agency, the Office of Government and the Institute of State Operational Science (ISOS) of the Ministry of Home Affairs. The study was carried out through analytic

research to diagnose the main issues and challenges in reforming public administration. This resulted in a series of consultative workshops and national consultant studies were presented to top officials from key Government bodies, provinces and related ministries and international donors.

The study's contribution comes at a critical time as Vietnam reaches a crossroads, following twenty years of fast growth and having now gained middle-income country status and WTO membership. The next two decades promise a harder transition because of the problem of unfinished government

reform. In order to remain competitive in the changed global environment and to match growth with equity to address poverty alleviation, Government needs to adapt its institutions to the needs of a market economy.

Our team is pictured above at the end of a validation/launch workshop held in Ho Chi Minh City with top CIEM and ISOS staff and provincial officials. This followed and complemented a high level workshop held with the Swedish Embassy, Government and key donors in Ha Noi. The project was financed by SIDA and carried out in partnership with SKL of Sweden.

PAI's new website

We have recently re-designed our website, which we hope is easier to access and navigate. It gives up-to-date information about our range of professional development study programmes, as well as an overview of our special, tailor-made programmes and workshops and the consultancy services we provide. You can also visit our LinkedIn and Twitter pages where we announce our news, opportunities for consultancy work and upcoming study programmes.

PAI welcomes delegations from Turkey and Macedonia

We were very pleased to be invited by the Nicolaas Witsen Foundation of the Netherlands to host a tailor-made study programme in January for ten senior civil servants from Turkey. The participants were from the Ministry of Development, the Prime Minister's Office and the Ministries of Labour and Social Security, Energy and Natural Resources, Justice, Transport, Maritime Affairs and Communication, National Education and Culture and Tourism.

It was part of a European Commission/ Government of the Republic of Turkey co-funded project of Technical Assistance for Improved Strategic Management Capacity and the main focus was on strategic planning and performance management in the UK public sector.

The programme provided a unique opportunity for the delegation to consider current good practice in strategic planning and management in the UK public sector and to share their experience with senior UK experts, policy makers and managers. As well as providing some important briefing for the group, we arranged high-level visits to the Cabinet Office, HM Treasury, the National Audit Office and the Office of Budget Responsibility. These visits gave the participants some real insights into how planning, budgeting, performance



Turkish delegation

Front row sitting (left to right): Ilker Bayram, Mustafa Dinç, Hasan Hüseyin Erdoğan, Alpaslan Azapağasi **Back row standing (left to right):** Davut Olgun, Melahat Kutlu, Emine Yetim, Kutluhan Taşkin, Ahmet Inan, Claire Cameron (PAI Managing Director)

and oversight are being managed in the UK and allowed them to benchmark policy and current practice in Turkey.

We were also invited by the Ministry of Information Society and Administration, Government of the former Yugoslav Republic of Macedonia to arrange a three-day tailor-made programme in February for a group of senior officials, including the Deputy Minister, the State Secretary, a representative from the Agency of Administration and a Senior Adviser for Human Resources in the Cabinet of the Prime Minister's Office.

They were keen to update themselves on UK current approaches to recruitment and selection, job grading and pay in the public service, performance management and developments in public administration reform. The programme included visits to the Civil Service Commission and the Civil Service Fast Stream, as well as briefing and discussion sessions here at PAI.

We very much enjoyed working with both groups and they made the most of their short time in London. We wish them all well and look forward to staying in touch.

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.

For 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.

We are keen to receive any feedback, comments, news or stories for the PAI newsletter. If you feel you can make a contribution please write to Tina Bradley, PAI, 56 Russell Square, London WC1B 4HP, United Kingdom or T +44 (0)20 7580 3590 F +44 (0)20 7580 4746 christina.bradley@public-admin.co.uk; www.public-admin.co.uk We look forward to hearing from you.