



**CAREC Institute's
PUBLIC SECTOR MANAGEMENT COURSE**

**In collaboration with the
LEE KUAN YEW SCHOOL OF PUBLIC POLICY**

November 2010

The CAREC Institute's Public Sector Management Course (PSMC) is a two-day program that provides middle-level government officials with updated practical knowledge and skills in public sector management and finance. Participants of the course will be exposed to modern tools and best practices that will strengthen their work within government institutions and enhance accountability, transparency, and efficiency in the use of public resources. The PSMC is delivered in two modules: (i) public sector management, and (ii) public sector finance.

A. Public Sector Management

The public sector management module is designed to serve government officials facing a range of practical leadership challenges in their current and future work.

This module surveys major strategies for improving the performance of public sector organizations against a diverse range of governance contexts. It critically examines the "New Public Management" (NPM) as well as "Network/Collaborative Governance" approaches to reform and innovation, exploring the conditions in which these may be successfully applied to a range of country contexts and organizational settings.

The course first introduces the so-called "strategic triangle" framework for understanding how managerial innovations may be introduced within public sector agencies. The perspective taken in this section is that of public sector managers in a range of settings facing the challenge of spearheading change within their organizations.

The second part of the module demonstrates how tools arising from the NPM and Network/Collaborative Governance paradigms fit into the strategic triangle framework. After introducing controversies surrounding the NPM paradigm for organizational reform, this part critically examines five key strategies for boosting organizational performance: 1) creating clarity of purpose; 2) introducing consequences for performance; 3) strengthening accountability to the end users of services; 4) organizational deregulation and decentralization; and 5) developing an entrepreneurial organizational culture.

B. Public Sector Finance

The public sector finance module aims to upgrade participants' knowledge and practical skills in selected areas of public finance. The module introduces the scope and principles of public finance; the concept of fiscal discipline and fiscal risks; tax policy and practice; budget decision-making in a medium-term expenditure framework, including the links between budgeting and planning; and concepts in public sector accounting such as cash and accrual accounting. These concepts will be illustrated in practice with examples from countries around the world including Russia, China, Vietnam, OECD countries, Singapore, and others.

C. Training Methodology

The concepts will be laid out in presentations intermixed with question and answer sessions. The materials presented in these interactive presentations are followed by a focus on their application to case studies; and participants will also be given time to reflect on the potential application to their own setting. The cases will be in the form of brief profiles of public sector organizations undergoing reform, or a public problem needing to be addressed by multiple agencies. These cases do not necessarily represent "best practices" for emulation. Rather, they present an opportunity for reflection about the concepts and approaches discussed in the course.

D. PMSC Instructors Profile

Dr. Scott Fritzen - Public Sector Management

Dr. Fritzen is Vice-Dean (Academic Affairs) and Associate Professor at the Lee Kuan Yew School of Public Policy (National University of Singapore). He specializes in the analysis of governance reform and capacity strengthening in developing countries. His current research focuses on the comparative analysis of anticorruption strategies, public sector decentralization and social policy reforms in Southeast Asia. At the LKY School of Public Policy, where he has taught since 2000, he teaches courses in public management, negotiation and conflict management, public sector reform in developing countries, and strategies for poverty alleviation. His active consulting practice since 1994 in Southeast Asia has included over 35 assignments for clients such as the World Bank, UNDP and Oxfam, among others.

Dr. Eduardo Araral - Public Sector Finance

Dr. Araral is Assistant Dean (Academic Affairs) and Assistant Professor at the Lee Kuan Yew School of Public Policy. Dr. Araral received his PhD in Public Policy from Indiana University-Bloomington on a Fulbright PhD Scholarship. His research interest focuses on the political economy of institutions in developing countries in Asia, particularly property rights, decentralization, regulation, public bureaucracies, foreign aid, and common pool resources. He is a recipient of Fulbright PhD Award, Ronald Coase Institute Fellowship, George Stigler Center Fellowship, a US National Science Foundation Research Grant, International Water Management Institute research grant, and scholarship from the Workshop in Political Theory and Policy

Analysis-Indiana University. He also maintains an active consulting practice with the Asian Development Bank, Japan Bank for International Cooperation and the World Bank, where he has worked as a development economist, institutions/governance specialist, community development specialist and evaluation specialist.

E. Additional Benefits

Outstanding participants from the PMSC will be encouraged to apply for fully-funded scholarships to the LKY School, including the School's senior Master in Public Management Program, which involves a semester in Singapore at the LKY School and a semester either at Harvard University's Kennedy School of Government (Cambridge, Massachusetts) or Columbia University's School of International and Public Affairs (New York City).

About the CAREC Institute

In recognition of the need for greater knowledge resources pertaining to regional cooperation, the 5th Central Asia Regional Economic Cooperation (CAREC) Ministerial Conference in 2006 endorsed the establishment of the CAREC Institute to coordinate professional development, research, and outreach related to Central Asia.

The two main purposes of the CAREC Institute are to:

1. enhance the capabilities of CAREC government officials to engage in regional cooperation processes, and improve their capacities to plan and implement regional cooperation projects; and
2. apply new solutions and best practices based on empirical research to regional challenges and cooperative processes, and build up policy analysis capabilities in the region.

The CAREC Institute is expected to enhance the quality of regional cooperation by generating world-class knowledge resources in the priority areas of transport, energy, trade facilitation, and trade policy, which will lead to higher capacities for regional cooperation and accelerated economic growth in Central Asia.

For more information, please contact David Oldfield (ddoldfield@adb.org) or Juan Robertino Macalde (jmacalde.consultant@adb.org)