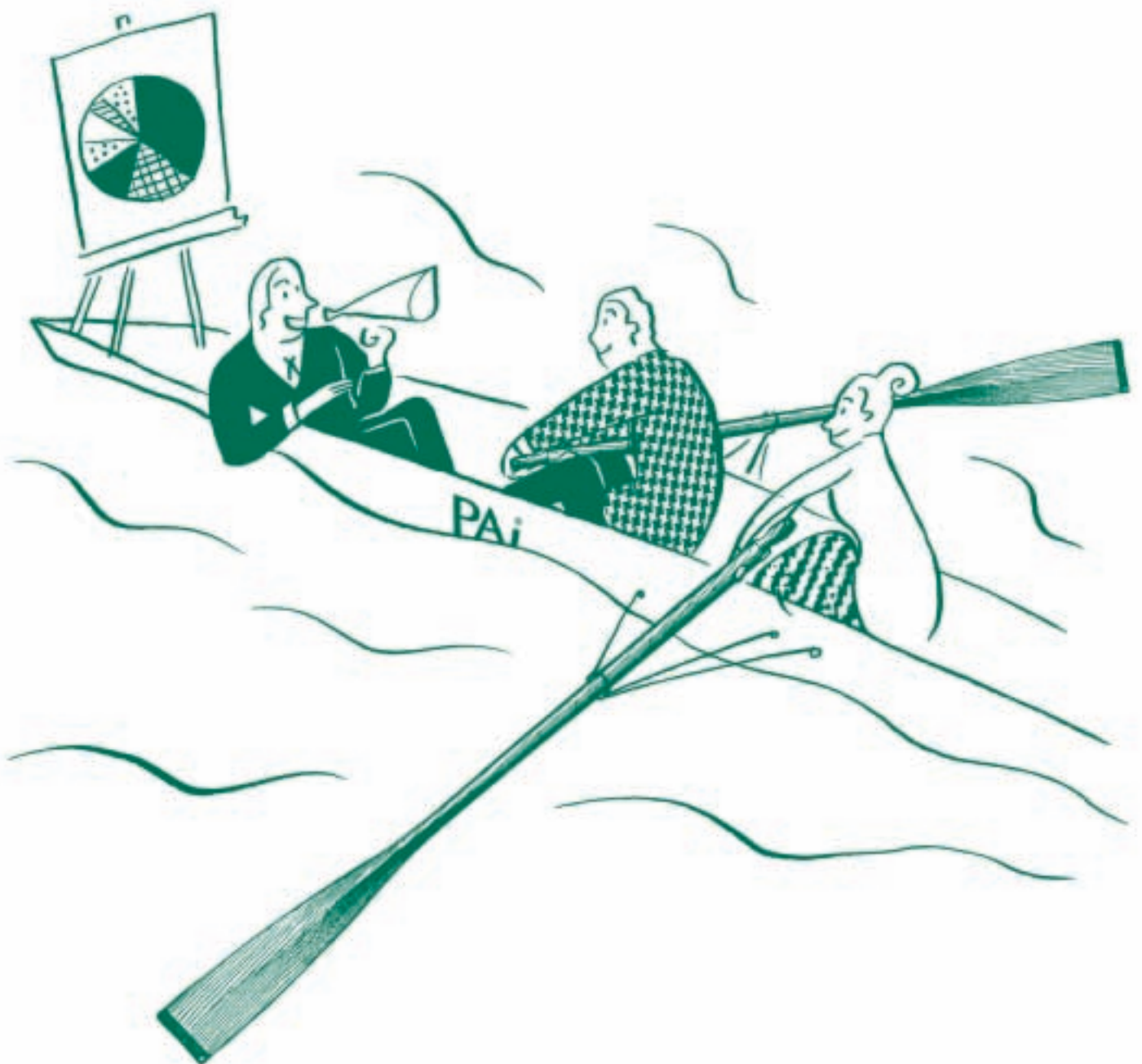


study programmes

Multi-national and tailor-made study programmes and seminars



our areas of competence

We provide consultancy advice, training and development and study programmes in the following areas:

- Good governance: democracy, accountability, transparency
- Public sector reform
- Policy-making and analysis
- Institutional development
- The machinery of government and central/regional/local government relations
- Social and economic development and poverty reduction strategies
- European integration
- Public law, access to justice and the role of the Ombudsman
- Human rights
- Ethics and anti-corruption measures
- Human resource management and development
- Strategic management and the management of change
- Organisation development and performance management
- Management skills, including developing women managers
- Personal skills development - leadership, decision-making, teamworking, negotiating, presentation skills, etc.
- Efficiency reviews, organisation analysis and re-structuring
- Improving the delivery of public services
- Customer service and complaint handling
- Government: image and information
- Media and communications policy and practice
- Freedom of information
- Legislative drafting
- Judicial administration
- Parliamentary administration
- Tax and VAT administration
- Public and private sector pensions
- Intellectual and industrial property protection
- Regulation of privatised utilities

Public Administration International (PAI) was launched in 1995. We specialise in management consultancy and development services for organisations in and associated with the public sector and offer expert advice and support for governments undergoing political, constitutional, economic and structural change. The promotion of good governance and best practice in delivering public services are our key objectives.

our services

We have substantial experience of designing and managing study programmes in the United Kingdom and in other countries. We provide tailor-made study programmes, seminars and workshops at the request of governments, funding agencies and other public and private sector bodies. Participants have included government ministers, senior policy makers, front line service delivery staff, parliamentarians, representatives from the media and non-government/civil society organisations.

Programmes have been commissioned by the British Council, the Commonwealth Secretariat, the European Commission, the Foreign and Commonwealth Office, the UK Department for International Development (DFID), Deutsche Gesellschaft für Technische Zusammenarbeit (GTZ), the United Nations Development Programme, the Westminster Foundation for Democracy, the World Bank and a range of overseas governments.





our approach

We can arrange flexible programmes designed to meet the needs of groups and individuals from a range of countries and organisations. Briefing and/or training sessions are combined with practical work, case studies and visits to central government departments, local authorities, parliament, the media, non-government/civil society organisations and other public and private sector organisations.

Briefing sessions give participants an opportunity to update themselves on current issues in public administration and management techniques. Selected visits allow for valuable discussions and exchange of experience with key practitioners in specialised areas. Participants in our multi-national programmes are encouraged to discuss their particular interests and priorities with UK contributors and with each other and assess the scope for adapting best practice from the UK and internationally.



UK-based multi-national study programmes and seminars

We run annual study programmes and seminars in the UK for people working in the public service and related organisations overseas.

Access to justice

Strategies for change (two weeks)
Aimed at policy makers, practitioners and senior decision-makers across the justice sector, including lawyers, court administrators, prison managers, police prosecutors and people concerned with the rights and welfare of those charged with or convicted of criminal offences. The programme explores strategies for increasing access to justice and allows participants from a range of different countries and backgrounds to share best practice. Run in collaboration with Eunoia, a partner organisation.

Freedom of information

Achieving open and transparent government (two weeks London and Dublin)
Explores the theory and practice of Freedom of Information legislation in the UK and Ireland. For parliamentarians, presidential/government advisers, policy makers and managers, lawyers and people with an interest in FOI and related issues. The programme covers the issues and challenges of developing and implementing an FOI programme aimed at achieving open government. Run in collaboration with Eunoia and the Institute of Public Administration, Ireland.

Government: image and information

The UK experience (one week)

For ministerial press officers, representatives of national television and radio agencies, spokesmen/women from political parties and non-governmental organisations and others responsible for disseminating information to the public. Includes briefings, practical work and discussions with key practitioners in UK Government Departments, parliament, political parties, the media and non-government organisations (NGOs).

Lawyers and government

Managing change (two weeks)

Programme for lawyers working in Commonwealth countries, designed to increase understanding of how UK and international government legal services and practice are responding to change. Considers UK and international innovations. Run in association with the Commonwealth Secretariat, the programme makes an important contribution to the professional development of lawyers in the public sector.

Pension schemes: security, diversity and choice

The UK experience (one week)

Examines the range of public and private pension schemes in the UK; how they are structured, how they are integrated into an overall system of social protection, how they are financed, how they are managed and how they are regulated. Designed for politicians and senior public service managers responsible for public pension schemes, for administrators and managers of occupational and other non-government pension schemes and for all those interested in social protection issues.

Policy and the public

Involving civil society in policy-making (one week)

Considers the role of civil society organisations and other sources of external advice in informing policy makers within government. Introduces participants to key practitioners in ministries, government advisory bodies and civil society organisations and examines relationships between them and procedures for consultation with the public. For policy makers in national and local government, senior representatives from non-government organisations, interest groups and research institutes and people leading civil service reform programmes.

Putting people first

The key to improving public services (two weeks)

Analyses the key elements needed to develop a culture of customer focus in the context of provision of public services. Draws on UK and international experience to increase participants' knowledge and understanding of how their own organisation can achieve sustainable institutional and cultural change to the benefit of their citizens, along with a more cost-effective use of resources. For senior managers responsible for delivering public services, in particular those with direct interface with the public.

Regulating privatised utilities

The UK experience (two weeks)

Aimed at government policy advisers and senior decision-makers considering how best to regulate public utility services, especially following privatisation. Briefing and discussion sessions are complemented by visits to regulators, government departments, parliament and consumer organisations. Run in collaboration with the Centre for the study of Regulated Industries (CRI), University of Bath.

Trust in government

Promoting ethics, integrity and professional standards in public services (two weeks)

Appropriate for senior policy makers and managers in the public sector, presidential or special advisers, parliamentarians, representatives from non-government organisations and people with responsibility for or a special interest in public service ethics and good governance. Main aims are to assist participants in developing practical strategies for establishing, promoting and sustaining ethical standards in their own public service and to make a positive contribution to fighting corruption in the public service. Run in association with the Commonwealth Secretariat and Eunoia.

When citizens complain

The role of the Ombudsman in improving public services (two weeks)

For ombudsman offices, complaint-handling and human rights organisations and their senior staff. Also relevant for policy makers from countries which have an ombudsman system or which are in the process of setting one up. Covers issues of both principle and practice relating to the ombudsman's role and includes briefings, discussion sessions, visits to ombudsman and related offices, practical work and action planning. Run in association with the Commonwealth Secretariat.



tailor-made study programmes and seminars

In addition to our 'open' programmes we regularly run tailor-made programmes to suit particular client requirements. Examples are as follows:

Armenia

As part of our DFID funded project on Public Sector Reform for the Government of the Republic of Armenia, designed and arranged two study programmes for Armenian government officials to visit Estonia, to examine civil service legislation and its implementation, and Hungary, where participants were briefed about structural reforms and efficiency programmes (2000).

Bangladesh

Arranged a special training programme on Public Service Management and Reform and Management Skills for Women for officials from the Government of Bangladesh. Funded by the British Council in Dhaka (1996).

Brazil

Collaborated with the Centre for the study of Regulated Industries (CRI) and the Getulio Vargas Foundation, Brazil, in running a tailor-made programme on energy and transport regulation for a group of Brazilian regulators. Funded by the Getulio Vargas Foundation (2002).

Invited by the British Council to provide a tailor-made programme on Performance Management for the Planning Co-ordinator of the National School of Public Administration, Brazil. Funded by DFID (2000).

Bulgaria

Series of study programmes for officials from the Government of Bulgaria as part of our two major DFID funded projects in that country. Programmes on performance management, performance appraisal, career progression and performance-related pay, human resource management and development, training and pensions provision and administration (1998 to 2002).

Diplomatic studies programme

Joined the Centre for Political and Diplomatic Studies, the University of Oxford and the University of Birmingham in providing management skills training for mid-career diplomats from Central and Eastern Europe and Central Asian countries (1998).

Economic and social cohesion in the enlarging European Union

Aimed at Central and Eastern European officials responsible for managing structural and cohesion funds and "twinning" programmes. Two-day visits to UK Government Offices in the regions to see how funds and projects were managed in practice formed a key part of the programme (1999).

Egypt

Presentations on the UK public sector reform experience at seminars, held in Cairo, for senior practitioners, academics and representatives from the private sector. Funded by the British Council (1997).

Estonia

For the Ministry of Social Affairs, Estonia, arranged study programmes on social security, health and welfare reform. Held in Brussels, Dublin, London and Maastricht and arranged in collaboration with the European Institute of Public Administration (Netherlands). Funded by the European Commission Phare Programme (1997).

European Union workshops

International workshops on the Management and Co-ordination of European Union Business for representatives from EU applicant countries. Participants were from the Czech Republic, Estonia, Hungary, Latvia, Lithuania, Poland, Romania, Slovakia and Slovenia. Funded by the UK Foreign and Commonwealth Office (1999).

Indonesia

Four-week study programmes in support of democracy in Indonesia for members of central and regional assemblies, senior officials and representatives from non-government organisations and the media. Funded by the UK Foreign and Commonwealth Office/British Council (2000 to 2003).

Workshops on good governance in Local Government delivered in Makassar and Pontianak. Funded by the UK Foreign and Commonwealth Office/British Council (2001).

Lebanon

Presentations on people and change in the UK Civil Service at a Human Resource Development Workshop held in Beirut. Organised and funded by the Office of the Minister of State for Administrative Reform. Participants were drawn from the Lebanese Government, Parliament, the Civil Service, academic institutions and the media (2000).

Lithuania

Tailor-made workshop held in Vilnius on The Role of the Ombudsman in Improving Public Services for the Seimas Ombudsmen's Office in Vilnius, Lithuania. Funded by the Westminster Foundation for Democracy and organised in collaboration with the Public Administration Training Centre, Vilnius (1998).

Macedonia

Programme on the Cabinet System and the UK Cabinet Office for staff from the General Secretariat of the Government of the Former Yugoslav Republic of Macedonia, organised as part of DFID funded project in support of public administration reform (2001).

Malaysia

With the Pahang Regional Development Authority, organised a tailor-made training programme on change management for thirty of the Authority's Board members (1997).

Namibia

A one-week study programme commissioned by Deutsche Gesellschaft für Technische Zusammenarbeit on Executive Agencies for senior officials from the Government of the Republic of Namibia. The aim of the programme was to assist participants in undertaking an intensive analysis of the concept of and rationale for setting up Executive Agencies (2001).

Nigeria

Participated in a round table workshop and ran a series of public sector reform "surgeries" for Permanent Secretaries from the Government of the Federal Republic of Nigeria. Funded by the Commonwealth Secretariat (2003).

Study programme in the UK on Democracy, Transparency and Accountability for five senior representatives from the State and Local Government Reform Programme, Government of Nigeria. Funded by DFID (2001).

Special study programme based on our international programme for Ombudsmen "When Citizens Complain: The Role of the Ombudsman in Improving Public Services" for the National Secretary and Director of Administration of the Public Complaints Commission, the Presidency of the Federal Government of Nigeria (2000).

Palestine

Law, Parliament and the Judiciary programme for young lawyers from the Law Centre, University of Birzeit. Funded by the British Consulate General in East Jerusalem (1997).

Poland

Series of programmes on the Protection of Intellectual and Industrial Property Rights for key staff from the Ministry of Culture and Arts and the Patent Office. UK consultants also visited Warsaw to run specialised workshops on industrial property protection for the Polish Patent Office and on technology and legal drafting for the Ministry of Culture and Arts. Funded by the British Council/DFID as part of DFID's European Integration Programme (1997 to 1998).

Tailor-made UK-based programme on the Regulation of the Insurance Industry for staff from the State Insurance Supervisory Office. Also part of DFID's European Integration Programme (1997).

Managed a two-week study programme for labour lawyers from the Ministry of Labour and Social Policy, Government of Poland. The main topic was European Union Directives on Equal Pay and Equal Treatment of men and women. Funded by DFID (1998).

Romania

Top-level team of advisers led a Forum on Good Government, held in Bucharest. Presentations and discussions on the principles of government in the UK, the functions of the Cabinet Office, public sector reform and the organisation and management of Executive Agencies. Funded by the British Council (1997).

Good Government seminars held in Romania and in the UK as part of the Black Sea University Project. The seminars were delivered by a joint PAI-Romanian team. Funded by the British Council (1996).

Slovakia

Series of study visits to the Westminster and Scottish Parliaments for Members and staff of the Slovak National Council. Focused on the legislative process, the organisation of committees, the facilities and operation of parliament and research and information. Part of DFID funded project on Strengthening Parliamentary Processes in Slovakia (2002 to 2003).

As part of our DFID funded Support for Public Administration Reform in Slovakia Project, arranged a one-week visit on Programme Budgeting for participants from the Ministry of the Interior, the Ministry of Finance and the Civil Service Office (2003).

Arranged a special programme for public procurement specialists on Joint Procurement Strategy and Practice, also as part of the Support for Public Administration Reform Project (2001).

South Africa

Training programmes in legislative drafting for members of the National and Provincial Legislatures in South Africa. Based in Cape Town, the programmes were funded by the British Council/DFID (1999 to 2000).

Three-month tailor-made programme for the Assistant Clerk to the Table, South African Parliament, who visited the UK for briefings on current good practice in the administration and management of parliamentary procedures and services. Collaborated with the Hansard Society for Parliamentary Government. Funded by the British Council (1996).

Follow-up visit for Chief Executive Officers from the nine Provincial Legislatures. Briefing sessions and visits were arranged with parliamentary experts and representatives from the House of Commons, the House of Lords and the Hansard Society for Parliamentary Government. Funded by the British High Commission in Cape Town (1998).

Turkey

Collaborated with the International Records Management Trust in designing and delivering a study programme for judges from the Ministry of Justice, Government of Turkey. The programme concentrated on judicial records and covered issues of managing records and statistics, openness and transparency, freedom of information and accessibility. The British Council in Ankara commissioned the programme, with funding from the UK Foreign and Commonwealth Office (2002).

United Kingdom

Complaint-handling workshops for participants from UK central and local government. Aimed at managers and service providers responsible for customer care and complaint handling, the workshops offered both strategic and practical advice (1999 to 2000).

Specialised one-day seminars on effective complaint management for registered social landlords. Run in association with the Independent Housing Ombudsman (2002).

Yemen

Individual programme of briefings and visits for the Director of the Speaker's Office, Parliament of the Republic of Yemen. Special area of interest was parliamentary administration and management in support of open democratic systems of government. Funded by the British Council (1998).

Zambia

Intensive one-week programme on the Role of the Ombudsman in Improving Public Services for the Office of the Investigator-General. Programme run in collaboration with the Centre for Ombudsman Studies at the University of Reading (1997).

Special study programmes for members of the Zambian Judiciary on judicial administration, public sector reform and human resource management. Funded by the British Council (1996).

programme options

We can arrange a complete package, which includes designing, arranging and managing programmes, post-programme reporting, arrival and departure arrangements, accommodation and leisure activities. If the complete package is not required, we can offer a combination of the services listed below. Programmes can be arranged for individuals or groups. We provide detailed costings according to the content and length of the programme and the size of the group.

Our main services include:

Design of programmes

We liaise with all parties involved to design programmes to match our clients' objectives. We can draw on our Advisory Group and wide network of Associate Consultants to assist us in the design of specialised programmes where appropriate. Draft programmes are sent to clients in advance for approval and any adjustments incorporated into the final version.

Arrival arrangements

Programmes and arrival arrangements are sent to all visitors prior to their departure. We can offer advice about accommodation and make bookings on request. We are able to meet participants on arrival at one of the London airports, arrange transport to their accommodation, provide full briefing and disburse subsistence allowances if previously arranged with the funding agency.

Programme management

Briefing sessions and visits are arranged and speakers and visit hosts fully informed about participants' backgrounds, objectives and particular areas of interest. Individuals and groups are accompanied by an experienced tutor or Director of Studies who sets the context for each session, provides continuity and ensures that participants gain as much as possible from their study programme. Case studies, practical exercises, syndicate work and action planning sessions are included, as appropriate. Documentation, materials and training equipment are provided. Transport on official visits is arranged and programmes include some hospitality and cultural/leisure activities. Advice is provided on health, welfare, travel, etc.

Evaluation

Informal feedback is encouraged during programmes to ensure that participants gain maximum benefit from their visit. We invite participants to assess the value of their study programme and provide us with comments before they return home. Suggestions for changes and improvements are taken into consideration at the planning stage of future programmes.

Interpretation/translation

We are familiar with working through interpreters and can provide interpretation and/or translation services. Alternatively, groups may prefer to nominate their own interpreter to accompany them on the study programme.

Certificates

Certificates are issued to participants who successfully complete their programme.

Departure

Transport to the airport on departure can be arranged.

How to contact us

For further information
about our study programmes
and seminars, please contact:
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