

PAintouch

Public Administration International

Newsletter



Ten years on

Claire Cameron

As I was sitting on a particularly uncomfortable bench at Lungi airport, Freetown, returning from a project monitoring visit to Sierra Leone, I had plenty – well, more than plenty – of time to think back over our last ten years at PAI.

I remember very well our first day. Empty in-tray, three phone calls (family and friends) and no emails. Emails were something of a rarity then. Happy days.

Winning our first contract, to run seminars on Good Governance in Romania, was pretty exciting. Soon after that, the British Council asked us to organise a UK-based training programme for public servants from Bangladesh. So we were “up and

running”, both in the UK and overseas.

Since then, we’ve been lucky enough to work with many excellent people in governments, funding agencies, consultancy partners and the development world generally. Of course, there have been ups (winning major projects in Armenia, Bulgaria, Jamaica, Kosovo, Macedonia, Romania, Sierra Leone and Slovakia, launching our first international study programme on the Role of the Ombudsman) and downs (including the tragic assassination of one of our main clients).



Noel Floate, Don McGregor, Bob Raitt and Claire Cameron – PAI founding Directors at PAI's 10th birthday party.

Juggling with the two strands of PAI's work can be a bit hair-raising in busy periods. Thank goodness, we have a great team of colleagues, flexible and experienced consultants and a group of wise advisers to keep us sane – relatively speaking. It's been fun.

Staff movements

Narine Bastin joined us in September last year as our receptionist and administrator providing support to study programmes and consultancy projects. Originally from Armenia, Narine's background is in linguistics and her work experience includes the British Embassy in Armenia, British Airways and the International Federation of the Red Cross

Matthew Starnes left in October after three and a half years as an international project manager. He has

left for sunnier climes in Barcelona with his girlfriend, Lola, where he has recently completed a 'Teaching English as a Foreign Language' (TEFL) course. We miss Matthew but are looking forward to free holidays in Spain

Alexis Turrall joined our team in January as an international project manager. He is currently involved in exploring business development opportunities and developing new study programmes. In his professional capacity he has gained over six years' experience in international



development, most recently managing a capacity building project in Afghanistan. Outside the workplace he enjoys most sports, mountaineering and fishing. He married Susie in October 2004 and they live in Harpenden, Hertfordshire.

Our Consultancy Work

During the first ten years of our consultancy work we have implemented over 60 different technical assistance projects in over 35 countries worldwide. Our ongoing and recent consultancy work includes the following projects:

Kosovo

- Development of Policy and Planning Capacity in the Office of the Prime Minister (DFID)
- Strengthening Provisional Institutions of Self-Government's institutional capacity to participate in the Stabilisation and Association Agreement process (EC)
- *Acquis communautaire* compliance check of draft legislation (EC)

Cayman Islands

- Implementing Freedom of Information legislation (CI Govt)

Sierra Leone

- Creation of the Human Resource Management Office and Records Management (DFID)
- Management and Functional Reviews across the full range of Government ministries (DFID)

Bulgaria

- Restructuring of the business processes for a unified collection of tax and social security contributions (World Bank)

Macedonia

- Support for Public Administration Reform (Phase 2) (DFID)

Turkey

- Training in 'Euro Skills' (FCO)

Northern Cyprus

- Management Training (FCO)

Nigeria

- State and Local Government Project (DFID)
- Election Support 2007 (EC)

We are actively pursuing consultancy opportunities in our core areas of expertise (public administration reform, civil service reform, good governance, capacity building and human resource management) with major donor organisations including the UK Department for International Development (DFID), World Bank and the European Commission. We have also established contacts with the representatives of the Global Opportunities Fund (GOF), administered by the UK Foreign and Commonwealth Office (FCO). In line with the trend in donor organisations' policy we are keen to support low-income countries, for example in Africa, the Middle East and South-East Asia (e.g. Sierra Leone, Uganda, Mozambique, India, Bangladesh, Pakistan, Afghanistan and Palestine). Later this spring we intend to make a scoping visit to Bangladesh to meet representatives of donor organisations, counterparts in the Government of Bangladesh and other consultancy organisations. We hope that this will help us to improve our understanding of local requirements for

consultancy and training services and allow us to widen our network of contacts. We would be pleased to hear from you with suggestions of other in-country visits you think would be worthwhile. We also would like to invite individual consultants and consultancy organisations interested in working with

us to make contact with our Business Development Manager, Slava Gromlyuk (slava.gromlyuk@public-admin.co.uk).

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

Expanding our Study Programmes

Due to the continuing success of our study programmes over the past 10 years we are looking at adding to these in the future. We have received excellent feedback from past delegates, which is encouraging. We are currently expanding further programmes on Inward Investment, Internal and External Auditing, National Heritage, and Managing European Union Structural Funds. If you are interested in any of these programmes or have suggestions

for other programmes please let us know. We are always pleased to receive contacts for people who might like to attend.



Details of our current study programmes can be found on our website at www.public-admin.co.uk

“A dream come true”

A Story from Sierra Leone

Growing up in the South and later the North of Sierra Leone, I, like most young people at the time developed a penchant for administration. We dreamt one day of becoming a District Commissioner.

In 1991 the civil war started, during which civil servants were hunted, disgraced, killed and forced into exile. They were blamed for perpetrating corruption and poverty, forced to serve some uncouth and uneducated political masters who wrongfully came to power. Some of their masters during this period were naïve and corrupt to the point that the very fabric upon which the civil service rested was turned upside down.

At last with the end of the war in 2001 and the accompanying challenges, the Government of Sierra Leone and its development partners were left with no alternative but to start the reform of

“We dreamt one day of becoming a District Commissioner.”

the civil service to improve its service delivery to the people. The implementation of the Sierra Leone Poverty Reduction Strategy also contributed in strengthening the arguments of reform pundits as an effective and efficient civil service is crucial to a successful implementation of any Poverty Reduction Strategy or policies geared towards development.

Although working for PAI was not my first job after University, I immediately seized the opportunity to join them

when I learnt they were responsible for implementing the reform of the civil service. I was very eager to learn and understand the factors that have undermined the civil service for so long as well as holding the development of the country as a whole at bay.

Civil servants, apart from being natural scapegoats, are always handicapped in reform themselves. They think someone, from somewhere, experienced and capable like PAI, could help them navigate through this sea of problems to land where they could meet up with the demands of a modern society. They recognize the immense role they are expected to play and consider themselves a critical cog in the wheel of change and development in the state. But how they would effectively assume that role in the near future

is something which they think would require the strong support and collaboration of not only PAI and donors, but the total commitment of their political masters, the Government of Sierra Leone.

Not surprisingly they also admit the task is enormous. After three decades of decadence I think they must be unrealistic to think otherwise. However, most reform pundits think that the ball is now in the court of Government and its partners like PAI to take advantage



Joel Cutting and Dennis Battle braving the helicopter trip at the airport, Freetown

of the wind of change blowing. The willingness of the civil service to accept reform is one unique opportunity that must not be missed. PAI, the Government of Sierra Leone and its development partners owe this to the people of Sierra Leone, civil servants and many others like me, who still harbour the dream of working in a modern civil service.



Henry Mbawa is a young local consultant graduate who is working with PAI in Sierra Leone, undertaking reviews of the structures of Government Ministries as part of the Government of Sierra Leone's Governance Reform Programme.

Standards in Kosovo

Bashkim Fazliu - PAI Project Administrator for Standards Component, Kosovo

The UN Interim Mission in Kosovo (UNMIK) governs Kosovo (province of former Federal Republic of Yugoslavia) according to the UNSC Resolution 1244. This helps Kosovo's Provisional Institutions of Self-Government (PISG) to increase their efficiency in providing public services to all communities, securing freedom of movement and respecting human rights of all Kosovo communities and its members. As part of the efforts to achieve these goals, UNMIK launched the "Standards Before Status" programme in 2003 which includes 8 Standards covering all key aspects of institutions needed for a tolerant and multi-ethnic society.

PAI is actively involved in all these processes through the Department for

International Development's (DFID) Support to the Office of Prime Minister of Kosovo. Its Standards Support Team covers the entire structure of Kosovo institutions. Our work consists of providing non-technical support to the Prime Minister's Office, our primary client, and to the line Ministries and Municipalities.

Thanks to the active involvement of PAI's local and international consultants, they have managed to create a good relationship with all the PISG structures. We try to find ways to improve the implementation of standards leading to heightened living conditions of Kosovo's citizens. This is sometimes difficult to achieve because of the recent past, Kosovo's economic situation, poor dialogue between



Don McGregor, Bashkim Fazliu and Besnik Vasolli sightseeing in Kosovo!

communities and the state, to name but a few. However, there is a genuine desire to move towards a more prosperous future where everyone will have freedom to exercise their rights and where institutions will be functional, democratic and where rule of law will prevail, property rights will be ensured, cultural heritage protected, relationships with neighbours will be positive and where there will be economic prosperity for everyone.

“Achieving better regulation: The UK state and private enterprise”

31 Oct - 4 Nov 2005

An account from Paul Karalus, Director of the Tonga Electric Power Board (TEPB), who participated in the UK-based study programme.

As the Government of Tonga proceeds with the corporatisation and privatization of many of its functions, the governance, competence and compliance of those public and private enterprises will be of increasing importance. This is particularly so if there is also to be a competitive element, or where there is not, for there to be the best and most efficient use of the scarce resources of the Kingdom of Tonga in providing public services and utilities. Indeed, an efficient and effective private sector requires a competent and effective public sector. The TEPB is

charged with regulating the supply of electrical power to the Kingdom, whether that is by public or private bodies.

The “Achieving better regulation: The UK state and private enterprise” study programme provided a wealth of ideas and examples of where and how electrical power can be best supplied to the public. The course contained 21 hours of lectures and discussions and five field trips in five days and included “The regulatory state in context”; “Economic regulation in practice”; “The

environment, social regulation and empowered consumers,” and “Accountability and governance”.

Study programmes such as the one I attended are extremely valuable and I very much appreciate the assistance of the Chairman of the TEPB and the PAI team in their respective roles for making it happen. I would hope that I can use the experience most wisely in the TEPB and in any other regulatory role that I may be offered.