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Public Administration International

Newsletter



Kosovars meet UK Secretary of State for Environment

Richard Allen, PAI Associate Consultant

A delegation of Kosovar civil servants from the Office of the Prime Minister (OPM) met the UK Secretary of State for Environment and other Ministers in the course of a study visit that took place in October 2006 in London. The visit was organised by PAI, who are currently providing support to the OPM through a DFID funded project.

We were very fortunate in getting help from DEFRA (Department for Environment, Food and Rural Affairs) civil servants working in Ministerial support teams. We visited all the Ministerial private offices in their rooms in Westminster, but the highlight of our visit was attending a meeting about environmental policy chaired by David Milliband, the Secretary of State, who introduced himself personally to all his visitors. We were also shown around the Ministerial Office (formerly a library) by the Minister himself, Barry Gardiner. He took the time to brief us about the House of Lords, where we spent the next part of our visit watching a debate in action. Until then, none of us had known that the throne in the House of Lords was made of solid gold and has a special supporting floor beneath it!

After seeing the Ministerial side on the first day by the river Thames we visited the Customer Contact Unit, in rather less grand surroundings on the south bank opposite Tate Britain (one of London's well-known art galleries). This unit handles all DEFRA's Ministerial and other correspondence and briefings for Parliament. We were shown some



*From left – right
Vjosa Mexhuani (Language and Administrative Assistant, Office of the Prime Minister of Kosovo); Mitjeta Maxhuni (Personal Administrative Assistant, Minister's Cabinet, Ministry of Environment, Kosovo); Florentina Baraku (Prime Minister's Administrative Assistant, Minister's Cabinet, Ministry of Environment, Kosovo); Richard Allen (PAI Associate Consultant); Naomi Matthiessen (Senior Private Secretary to Ben Bradshaw, Minister for Local Environment, Marine Animal Welfare); and Fitim Mulolli (Executive Assistant to the Permanent Secretary, Office of the Prime Minister of Kosovo) at the Department for Environment, Food and Rural Affairs (DEFRA), London*

impressive computer systems and a 'knowledge bank' which has enabled much Ministerial support work to be centralised. The people we met there were extremely helpful and gave us useful documentation and contacts for the future.

We were impressed by the systems and by the people running them, and especially with their knowledge, their helpfulness and their courtesy. We were very grateful to them for giving up so much of their time during their busy lives.

Heritage and Culture: Challenge and innovation in public policy and practice (2 – 6 July 2007)

Clare Walters, Study Programme Manager

This study programme will introduce the basic principles behind heritage and cultural policy – what it is, why it is important, and how it can contribute to the economy and society as a whole. It will consider topics such as policy reform, cultural tourism development, funding strategies, community heritage, site management, and sustainable development as well as innovative approaches to heritage and culture in the modern world. More details can be found on our website www.public-admin.co.uk



PAI evaluates EC Cultural Heritage Programme (September 2006 – January 2007)

Dr June Taboroff and Pam van de Bunt

Through the European Commission Lot 7 Framework contract, PAI was contracted to carry out an evaluation of Euromed Heritage II. This project is the only regional EU programme to work in the culture sector. With a budget of 30 million euros over three years, it supported eleven projects throughout the northern and southern Mediterranean basin (www.EuromedHeritage.com).

Led by cultural resource expert, Dr June Taboroff, and communications expert, Ms Pam van de Bunt, the evaluation focused on five diverse projects: “Temper” supported prehistoric archaeology; “Delta” experimented with a regional approach to economic development based on cultural resources; “Patrimoines Partagés” was devoted to 19th and 20th century architecture; “MedVoices” developed oral histories of Mediterranean

urban centres; and “MediMuse” expanded knowledge of Byzantine music. Site visits to Tunisia, Turkey, Egypt, Malta, the Palestinian Authority, Israel, Algeria and Rome were a highlight of the study and an opportunity to experience the sights and flavours of the Mediterranean at first hand.

“This project is the only regional EU programme to work in the culture sector.”

The evaluation underlined some key public policy areas of heritage conservation that are often ignored: institutional reform of Ministries of Culture so that they can respond to conservation demands; cooperation

with civil society organisations in delivering



projects with a social content; updating legislation to protect historic areas and enforce site management plans; and management training for heritage site managers. The evaluation was presented in Brussels to EuropeAid and the culture working group of the European Commission.

The findings of the evaluation are particularly relevant in the light of a new EU report, The Economy of Culture, that points out the role of the culture and the creative sector in the economy of Europe. It accounted for 2.6% of GDP in 2003 (more than the textiles and chemicals, rubber and plastic products industry) and a phenomenal 19.7% growth rate in value added products from 1999-2003.

PAI in Ukraine

Slava Gromlyuk, Business Development Manager

I am happy to announce that after several attempts at winning contracts in Ukraine we have now landed two in rapid succession! I am especially pleased to have helped win these projects in my home country because it has been a personal ambition since I joined PAI in 1999. I am glad that our consultants will be assisting Ukrainians to build a modern European state.

Our first project in Ukraine is co-funded by the UK Department for International Development (DFID) and the Foreign and Commonwealth Office (FCO) through their Global Opportunity Fund (GOF). It is focused on establishing the EU policy coordination mechanism at the centre of government and is being implemented through a consortium led by the British Council (Ukraine). Work started in October 2006 and the first phase of the project will finish in mid-April this year. It is the first time that PAI's team leader, Kevin Prigmore, has worked in Ukraine. However, as he has worked for several years in Poland, it was not a big change for him, apart from the Cyrillic alphabet



Slava Gromlyuk and Kevin Prigmore attending a conference at the Ukrainian Parliament, Kyiv, last autumn.

which (I suspect) may take him a few more weeks to understand! He now happily commutes between London, Warsaw and Kyiv.

The second project is funded by the European Commission and aims to provide an independent assessment of the progress made by the Government of Ukraine towards the implementation of the European Neighbourhood

Programme Action Plan. Two consultants, Alexandre Kolosovski and Valentyna Telychenko, following a series of interviews with senior government officials and staff working in think-tank organisations, drew up their conclusions, which are generally positive. We hope that these two projects will lead to other work in Ukraine. If you feel that you can contribute to increasing PAI's visibility in Ukraine do please let me know!

AAPAM Conference in Tanzania

Alexis Turrall, International Project Manager



Alexis Turrall (centre) having lunch with Professor Victor Ayeni, Management Consultant, and Ms Taboka Nkhwa, Governance and Institutional Development Division (GIDD), Commonwealth Secretariat.

Jambo! Karibu! – these were just some of the greetings welcoming me on my first visit to Tanzania last December. Coming from the British winter, I sweated my way to the nearest café in search of air conditioning once in Dar es Salaam! The aim of my trip to Tanzania was to attend the 27th annual African Association of Public Administration and Management (AAPAM) conference in Arusha and to learn about the current governance and public reform programmes being implemented across the country. It also provided a good opportunity to meet past study programme participants and

increase awareness about PAI's consultancy services and study programmes.

I found my three days at the AAPAM conference thought-provoking and stimulating. 253 delegates attended the event from 22 countries, mainly from the African continent (I was the only European!) The conference was opened by the Vice President of Tanzania, Dr Ali Mohammed Shein, and the theme was "effective delivery of public services in Africa". It was useful to hear about the various initiatives currently being implemented and how leaders plan to

combat the many challenges faced by their public services. The Public Service Management (part of the President's Office in Tanzania) arranged evening entertainment for delegates each night consisting mainly of eating and drinking with some dancing at the end to aid the digestion! The hospitality and organisation was first class and I would like to take

this opportunity to thank the conference organisers for their excellent work.

The second part of my visit took me back down to Dar where I was greeted with more heat and carried on sweating! I spent the next two days meeting partners including the Public Service College, the President's Office

Public Service Management, the Anti-Corruption Bureau and the British Council to name a few. Apart from these meetings, I was lucky enough to fit in the British High Commission Christmas party followed by a day on a beautiful beach just outside Dar. I was hoping that the sea would cool me down a bit but it never did!!

Nigerians attend study programmes in London

Hugh Marshall, PAI Associate Consultant

I was delighted to be asked by PAI to act as the programme director for a seminar on public sector reform and performance management as it was another interesting opportunity to participate in Nigeria's current public service reforms and continue my long association with public administration in Nigeria – which first began in 1976 with the setting up of management development programmes for the Federal Civil Service.

The programme, run at the end of 2006, was aimed at stimulating the participants' ideas for improving the performance of their own organisation, the Office of the Secretary to the Government, and adding impetus to the preparation of their own specific reform plan – as required by the guidelines provided by the Office of Head of Civil Service and the Bureau of Public Service Reform. Accordingly, the content of the programme sought to expose participants to relevant selected public service reform topics and performance improvement initiatives undertaken in UK and elsewhere, including neighbouring countries in West Africa. This was achieved through a combination of inputs from experienced practitioners, visits to UK organisations that had successfully implemented reforms, and structured discussions with the participants.

The participants were aware that as members of a key strategic organisation at the centre of the Government they



Back row: Mr B J Osajuyigbe, DA, Secretary, Ministerial Reform Steering Committee, Mr Omezi Clinton, DD (PRACM), Chairman, Reform Implementation Unit, Mr Tijani Umar, CAO (DA), Member, Reform Management Team, Mr O O Sobo, D (EMR), Chairman, Ministerial Reform Steering Committee, Mr B O Amujo, PAO, Member, Reform Management Team, Mr Hugh Marshall, Mr K T A Alabi, PAO (DA), Secretary, Reform Implementation Unit. Front row: Narine Bastin, Programme Facilitator, Claire Cameron, PAI Director and Mrs Awosika, CAO II (A & P) Snr., Secretary, Reform Implementation Unit

have a special responsibility to lead by example and produce an excellent reform plan. This awareness was reflected in their conscientious approach and commitment during the sessions.

At the end of the programme, we facilitated a session where the participants collectively went through each subject in the programme in order to highlight ideas relevant to administrative reform in their own context – with the aim of using these ideas to enrich their own reform plan in Abuja. The conclusion of the participants was that the programme

had succeeded in:

- Reinforcing existing ideas in some areas and providing extra confidence to push ahead with reforms in these areas
- Introducing fresh ideas in other areas which could be used to enrich and strengthen their reform plan.

PAI will be keeping in touch with the Office of Head of Civil Service and the Bureau of Public Service Reform and will respond to any further requests for facilitating similar seminars for other strategic and important organisations in the Federal Civil Service.