

in-touch

Public Administration International



Newsletter

Supporting civil service reform in Moldova

*Andrew McBride – Team Leader,
Managerial Training Programme*

Public administration reform sits high on the agenda for international cooperation in the Republic of Moldova. Since the country gained independence in 1991 on the demise of the Soviet Union, much progress has been made in increasing democratisation of public institutions and in building an effective and modern administration.

In July 2013 PAI was awarded a small project to work with the Moldovan State Chancellery in the capital, Chisinau, to support the development and piloting of a managerial training programme for top civil service managers. The programme, linked to the Moldovan Government's plan to introduce a new cadre of State Secretaries as the top officials who will

carry overall operational management responsibility for the country's ministries, will focus on the skills, attitudes and behaviours needed for success in high-level management roles. The project also includes creating a new competency framework and training a team of local trainers to ensure that the programme has sustainability after the project closes at the end of 2013.

Our project team, made up of international and Moldovan consultants with experience in public administration



Andrew McBride, (left of picture) with team members Arcadie Barborosie, Ekaterina Doicov, Ludmila Gradinaru, Inga Iovu-Litvinenco.

reform and civil service management, is pleased to be part of this new initiative to strengthen the management capability of the central government administration in Moldova.

Can we help you with tailor-made programmes?

Clare Walters – Study Programme Manager

You may know that, as well as our regular portfolio of annual international study programmes, we can design and arrange special programmes on request for you and your organization. These can be short two or three-day events for just one person or one or two-week seminars and study visits for larger groups. We are happy to cover a wide range of topics of interest to senior public sector professionals throughout the world.

For example, earlier this year we ran two special programmes for the Government of Bulgaria. The first was on Best Practice in Integrated Service Delivery for senior representatives from the Council of Administrative Reform and selected Ministries and Agencies of the Government. The second was for the Bulgarian Institute of Public Administration, and focused on current training and development policies and practices in the UK. We also arranged

an intensive programme of briefings and visits for Gordana Dimitrovska, Head of the Regulatory Impact Analysis Department in the Ministry of Information Society and Administration, Government of the former Yugoslav Republic of Macedonia. Participants in all three programmes welcomed the chance to benchmark their progress against developments in the UK and to make valuable contacts in the UK public sector, particularly through the range of visits we arranged for them.

Please get in touch if you have any special training and development needs. We'll be happy to help!
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The Gambia: civil service reform

Chris Jones – PAI Consultant

The Gambia is well-known as a tourist destination but it is surprisingly difficult to find on a map. Being the smallest country on mainland Africa, it is easy to miss. In fact, The Gambia is situated on the west coast and surrounded by Senegal, with only a narrow strip of Atlantic coastline at the western end of the country. The Gambia's capital is Banjul and it was here that two PAI Associate Consultants, Dave Partridge and I, came in July 2013 to begin a World Bank-funded Civil Service Reform project.

The objective was to develop proposals for a new pay and grading system for the civil service. Like many developing countries, The Gambia faces a significant problem in trying to recruit and retain good quality civil servants. Over the last few years, wages have declined in real terms and this has in turn affected the levels of pensions paid to those civil servants who have recently retired.

Increases to the levels of allowances paid, and a wider range of categories of such payments, have provided a temporary solution to the problem of low pay, but allowances do not count towards the calculation of pensions. In the long term, as most Gambian civil servants realise, this is not a sustainable solution.

The challenge, therefore, has been to work within the existing budget constraints and create the foundations for a longer-term, and sustainably effective, reform of the present situation. A start has been made by considering changes to the current system of civil service grades.

Observing the guiding principle of 'equal pay for equal work', we are training a team of Gambian counterparts in the essentials of job description writing and job evaluation. The intention is to look at all jobs in the Civil Service and then fit them into a proposed new grade



Dave Partridge, PAI Consultant, leading a training session in Banjul.

structure. This work will take a substantial amount of time – longer, in fact, than the project timeframe. But good progress has already been made and there is every reason to suppose that it will continue.

The pensions issue is being considered by another consulting firm. Whatever the findings from that project, it is clear that pensions have, and will continue to have, a significant impact on Civil Service salary levels. Added to which, the Government of The Gambia has only just introduced a Medium Term Expenditure Framework budgeting system. There is no certainty, as yet, that the Government will have the

necessary budget to pay for both increased salaries and increased pensions for all civil servants.

However, we and our team of counterparts remain optimistic. The Gambia is a friendly, welcoming country and its civil servants are working hard to make this project a success. The weather in Banjul remains hot, with little sign of the rain that traditionally falls during the summer months. Gambians say that things will change for the better when the tourist season starts. It's another sign of Gambian optimism, perhaps, but the tourists come back every year and so the optimism seems fully justified.

New one-day seminar for diplomats in London, Tuesday 15 October 2013



We are launching a new seminar for London-based foreign diplomats whose job it is to report on UK public life. "Policy and Politics in Britain : the key issues" offers expert analysis of major current and future political and constitutional issues in Britain. Speakers include Lord Peter Hennessy, The Right Honourable Peter Riddell, Professor Gavin Drewry, Professor Robert Hazell, Ric Bailey, Gary Gibbon and Charles Grant. Please contact Claire Cameron, Managing Director, PAI for more information. T +44 (0)20 7580 3590 email: claire.cameron@public-admin.co.uk

The IIAS Braibant Lecture in Bahrain

Professor Gavin Drewry – PAI Advisory Group Member

Here is a brief account of my interesting, but more than somewhat daunting, experience of delivering the Braibant Lecture at the annual conference of the International Institute of Administrative Sciences (the IIAS) in Manama, Bahrain, at the beginning of June this year.

Guy Braibant (1927-2008) was a distinguished French civil servant and jurist who served for many years as a member of the prestigious Conseil d'Etat and was widely esteemed for, among many things, his important contributions to the cause of European human rights. He was also a lifelong communist and, in the words of his obituary in *The Guardian* (4 July 2008), 'his political activities barred any advance to the highest offices of France's civil service, causing him to turn increasingly to an academic career.' He was much involved in the work of the IIAS (a body with which PAI has had some dealings in recent years) and served as its Director General, 1979-81. In 1992 he was elected President of the Institute – the first and only person in its 83 year history to have held both these high offices.

In 2002, the IIAS launched a series of annual lectures, named in honour of M. Braibant – who delivered the first lecture himself, under the title, *Le passé et l'avenir de l'administration publique*. Then, early in 2013, out of the blue, I received my invitation to deliver this year's lecture, in Bahrain. It was a great honour to be asked, and I accepted, albeit with considerable trepidation: what on earth could I talk about that might be of interest to an international audience of more than 500 academics and practitioners, many of them very senior figures in their respective countries and organizations?

The subject that I eventually chose was the history and continuing relevance of



Gavin, standing in front of a self-portrait of the 18th century artist William Hogarth. The roundabout featured in the lecture is named after Hogarth.

the 'administrative sciences' – a term that is the defining title of the IIAS, but is much more commonly used in continental Europe than it is in the UK or the USA. Indeed, as I well knew, and acknowledged at several points in the lecture, the UK experience of studying and practising administration is markedly different in many significant respects from that of other countries, in Europe and elsewhere. For one thing, we still adhere to a strong generalist tradition in civil service recruitment, with no provision for pre-entry training; for another, our public administration (and hence our conception, insofar as we have one, of the 'administrative sciences') is only tenuously grounded in administrative law.

The lecture was entitled 'The Administrative Sciences, from the past to the future (by a roundabout route)'.

This somewhat cryptic title reflects a play on words (a dirty trick to play on the French and Arabic interpreters!), centering upon that notorious traffic bottleneck in West London, the Hogarth Roundabout – used as a metaphorical basis for reflecting on the implications of and the challenges posed by the growing volume, technicality and diversity of the intellectual traffic that constitutes the administrative sciences today. The ultimate purpose of the administrative sciences must surely be – to quote the IIAS mission statement, which PAI warmly endorses – 'Improving Public Administration Worldwide'. How best to achieve that purpose is a matter for continuing debate.

The text of the lecture can be found in the report on the Bahrain Conference on the IIAS website at www.ias-iisa.org.

National Film and Video Censors Board cements partnership with PAI

Yunusa Abdullahi Tanko – Deputy Director, Corporate Affairs, NFVCB

Since 2007 PAI has been working closely with the National Film and Video Censors Board (NFVCB) of Nigeria. PAI has been delighted to welcome more than 20 senior officials from NFVCB, including acting Director-General, Ms Patricia Bala, who was among the first to attend the "Film, Governance and Society" study programme. This programme runs every year for one week and focuses particularly on film funding, film policy, classification and promotion. A highlight

of the programme is a series of visits to meet key practitioners in the Department for Media, Culture and Sport, the British Film Institute, the National Film and Television School and the British Board of Film Classification. Since this programme was launched in 2006, PAI has welcomed more than 70 participants from 19 countries. Participants always enjoy meeting UK counterparts and, of course, networking with people from across the world.



Yunusa Abdullahi Tanko, Deputy Director, Corporate Affairs, presents gifts from the NFVCB to Claire Cameron, Managing Director of PAI, in London in July 2013.

Introducing some of the PAI team



Helen Gomes

Many of you will already know Helen, particularly if you have attended one of our study

programmes in London. Helen is our Receptionist/Administrator who handles study programme bookings. She also organises the administration of our study programmes and provides support for our consultancy projects. Helen works closely with the

participants who attend our programmes, ensuring that everything runs smoothly. Helen's background is in education, working in various colleges and schools. Originally from India, she is fluent in English and Tamil.



Isilay Aktas

Isilay joined us as our International Projects Manager in June this year. She has sound experience of

international consultancy and development projects, particularly for the European Commission. Isilay has worked as a consultant, a teaching assistant and a project manager in the UK, Luxembourg and Turkey. She has a Masters Degree in Measurement and Evaluation in Education and a second Masters Degree in Learning and Development in Multicultural and Multilingual Contexts. Isilay is a Turkish national. She is fluent in English and Turkish and has good Spanish.

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.