

in-touch

Newsletter



PAI starts long-term project on improving policy development in Kosovo

Erik Akse, Team Leader, and Filloreta Bytyçi, Deputy Team Leader



Our consultancy team with OPM colleagues

In July, PAI signed a framework contract with the Swedish International Development Co-operation Agency (Sida) on improving policy development and policy co-ordination in Kosovo. The support project will last until mid 2020. Eight of our professionals are working at four offices within the Office of the Prime Minister of Kosovo.

PAI's experts support the Government Co-ordination Secretariat in enhancing the analytical quality of Concept Documents (Kosovo's approach to Impact Assessment), annual work planning of the Government and costing plans; the Strategic Planning Office on strengthening the link between policy planning and the development of policy measures; the Legal Office on reinforcing the link between policy analysis and legal drafting;

and the Public Communication Office on strengthening policy communication.

Guidelines and requirements for policy development will be improved and integrated in order to streamline this complex process. This work will serve as the basis for a mentoring programme to support quality scrutiny and policy co-ordination by the Centre of Government institutions. An extensive training and support programme will be rolled out to ensure that the improvements in policy development are reflected in the work of the line ministries in Kosovo.

The policy planning process will receive close attention as well. The first objective in this field is establishing an Indicative Forward Planning process that

enables the Government to predict its workload several years in advance. The second objective is to further develop the indicators within the Government's Annual Work Plan so that the forward planning document enables better monitoring of the work of the civil service and improved assessment of the actual impacts of Government interventions.

In addition, the project will focus on improving key aspects for policy development such as Gender Equality Analysis; Conflict Sensitivity Analysis; Consultation; Budget Impact Assessment; and the application of the Standard Cost Model. We have a lot of work to do but have made a very good start, building on PAI's many years' previous experience of supporting the OPM and the Government in Kosovo more widely.

Busy period for consultancy



Field visit in South Sudan

The last few months have been very busy with quite a number of new consultancy projects starting. We've been working in South Sudan again, conducting a mid-term review of a Local Governance and Service Delivery project funded by the World Bank. Our team of four consultants has been doing desk research and making field visits to Juba and to some selected States to interview stakeholders and assess project progress on the ground. The assignment was sadly interrupted by renewed conflict in South Sudan, but we were glad to be able to finish the work with a validation workshop with the Project Management Unit and World Bank representatives, during which our findings and recommendations were presented.

We've also been awarded another evaluation consultancy by the Commonwealth Secretariat, this time to review the Commonwealth Youth

Programme. Work is underway and the project will last until the end of the year.

Good Governance Fund

In 2015, as a member of a PwC-led alliance, PAI was awarded the UK Government-funded "Good Governance Fund" (GGF) project to provide reform assistance to Bosnia and Herzegovina (BiH), Georgia, Moldova, Serbia and Ukraine in two strategic priority areas - good governance and economic development. The specific areas of support include: anti-corruption measures, improving the business environment, judicial reform, key sector reforms (e.g. banking and energy), strengthening the rule of law and supporting an independent media. Technical assistance provided by the fund in these areas will support states to become more resilient to external and internal shocks, both political and economic, and support further poverty reduction, growth and stability.

So far, our consultants have contributed to the delivery of several GGF projects, such as support for the Federation of BiH in building capacity of the institutions responsible for managing the EU integration process and working with the State Government of BiH in implementing quality management standards. In Serbia our consultants provided advice to the Government in preparing the business sector for a new trading regime with the EU and organising publicity for introducing a new Law on Administrative Procedures. In Georgia we are advising the Ministry of Foreign Affairs on the implementation of a performance management system and assisting the Ministry of Finance and Economy of Adjara with creating a Human Resources Management System. In Moldova our consultant assisted the Government in developing a public awareness campaign for the Deep and Comprehensive Free Trade Agreement.



PAI gets Smart

We're very pleased that Aarron Smart has joined us as our new Head of Business Development. Aarron worked for over ten years at the former RIPA International, so is very familiar with the international development and capacity building environment. He has excellent experience of business development, sales and marketing of training programmes and tailor-made workshops for public, private and NGO clients internationally. Aarron is also qualified in business and project management. Since he joined us in May this year, he has been focussing on introducing our new range of professional development workshops and planning a series of visits to clients around the world.

Trade and Brexit

Matthew Cocks, PAI Associate Consultant

The UK will need to decide soon what trading relationship it wants with the other EU members after it leaves. One option for the UK is to remain part of the EU Customs Union, as is the case with Turkey. A customs union sets a common external tariff for imports which all its members must apply. Goods imported from, say, China into the EU can then circulate freely within the EU without further customs procedures or tariffs. However, a deal along these lines would constrain the UK's ability to strike deals with non-EU countries. This is because, as a Customs Union member, the UK could not offer greater concessions to world trading partners than to the other members of the Customs Union.

The alternative would be to agree a free trade area agreement between the UK and the remaining EU members. However, in a free trade area, goods only benefit from reduced tariffs if they originate from one of the countries concerned. A product from, say, China which had been imported into the UK could not then be exported tariff-free to France: it would not have originated in the UK and so would not qualify for free trade area treatment within the rest of the EU.

In its negotiations for free trade areas with non-EU countries, the UK needs to decide what concessions it can offer on imports (for example, reduced tariffs for goods) as balanced against better access for UK exports, for example in financial services. Trade agreements require political impetus, negotiating skills and a focus on technical detail. Many prove to be complex and politically sensitive. They also require close consultation with those affected, in particular businesses, trades unions, non-governmental organisations and consumers. Such negotiations will also provide an opportunity for the UK's trading partners to seek increased trade preferences for their priority export sectors. A further option is simply to rely on World Trade Organisation (WTO) rules. However,



this would mean putting tariffs in place between the UK and other EU members and therefore removing the current benefits of tariff-free trade for both sides.

Trade and development are closely linked. The EU already offers preferential trading arrangements to economies in transition, for example through the Generalised System of Preferences. The UK will need to decide what level of preference to grant to such economies. In many cases such imports are more sensitive for other EU members than for the UK. The UK might therefore choose to be more generous after leaving the EU than at present, for example in offering greater concessions for agricultural and textile imports from economies in transition. The UK will need a policy on its approach to tackling unfair trade, such as taking action against dumping by trading partners (selling exported goods at below domestic market price). The EU has a range of anti-dumping measures in place at present, notably in the steel sector.

There are ethical and environmental aspects of trade too, where the UK will need to develop its own approach. These include issues

as diverse as genetically modified foods and additional trade preferences for meeting internationally agreed standards for human and labour rights. In each case the EU has already acted and the UK will need to decide whether to mirror or vary those policies once it has left the EU. The UK must also fulfil its existing international obligations under instruments such as the Convention on Trade in Endangered Species and UN-agreed sanctions.

All this will need to be accompanied by UK policies on a range of so-called "trade and" topics such as customs facilitation, foreign direct investment, competition rules, product standards, intellectual property and many others. The UK Government has already been engaged in initiatives in the trade field in order to strengthen the capacities of other governments in such fields. On a personal level, I have been involved through PAI in recent FCO-funded projects in:

- Serbia on their trade relations with the EU, both now and after becoming an EU member
- Cuba on promoting enterprise and foreign direct investment.

It is now for the UK to develop and implement its own independent trade policy in such fields, a task it has not faced since the early 1970s.



Matthew with Claire Cameron, PAI Director, taking a taxi in Havana

Our London-based workshops

We are delighted that the new workshops we recently introduced have got off to a very good start. A new booklet listing all of the workshops that we run will be coming out soon. The brand new workshops, 'Strategic Leadership: Creating real value in public service', 'Keeping Cities Moving: London's transport system in the 21st century' and 'The Changing Role of Public Prosecutors' will be launched next year. If you would like a copy of our booklet or would like to book a place on one of our workshops please contact us at: pai@public-admin.co.uk or via our website: www.public-admin.co.uk. We would very much like to welcome you to PAI soon.

Online forum for workshop participants

We are in the process of setting up an online discussion forum for participants who have attended our London-based workshops. This forum will provide us with an opportunity to keep in touch and share experience and best practice. We will aim to connect former participants with Workshop Directors and with people who have attended PAI workshops in past, present and future years. We will look out for interesting reports, papers and new developments in good governance and related public sector management issues and make them available via the forum. We hope it will give participants an opportunity to give us their views, ask questions, share knowledge, add reports and articles so that we continue to share experience and good practice. We will be in touch again soon to let you know when the forum is launched.

Out and about in Accra

Aarron Smart, Business Development Manager



Claire and Aarron with the Chair (centre) and Members of the PSC

Earlier this summer Claire Cameron and I travelled to Accra, Ghana. During our week-long visit, we visited previous PAI alumni and some old and new friends working in various government institutions. We had meetings with senior civil servants to discuss their organisations' training needs and had the chance to present details about our expanded portfolio of professional development workshops.

The trip gave us an insight into some of the development projects in strengthening capacity in the water and sanitation sector within local governments in Ghana and also an update on the agenda for public-private

partnerships, particularly in the transport sector.

We had the privilege of meeting the Head of the Civil Service, Mr Nana Kwasi Agyekum-Dwamena, who gave us a very valuable overview of the Government's key priorities for civil service reform, including plans for maximising the use of ICT. Our meeting at the Public Service Commission (PSC), with the Chair and Commissioners was also very memorable.

We would like to record our thanks to everyone who took the time to meet us and for the warm welcome we received. We look forward to our next visit.



PAI's 21st birthday

October 31 marks PAI's 21st birthday. Quite a milestone. Do join us as we celebrate another busy year of consultancy projects and workshops. Cheers!