

in-touch

Public Administration International

Newsletter



Exiled in Tristan da Cunha!

Stephen Catchpole – Human Resources Consultant



Tristan da Cunha comes into sight!

Tristan da Cunha. "Where is that?", was my immediate response when PAI asked me to take on an assignment to review the Government of the remotest inhabited island in the world. Once a staging post for the garrison established to protect against the possibility of the invasion of St Helena (1,180 miles to the north) had the French tried to rescue Napoleon, it remains cut off from the world. Three hundred and twenty inhabitants (plus 250 sheep and 800 cattle), live on the edge of a six thousand foot volcanic mountain in the distant South Atlantic, six days by fishing/cargo ship from Cape Town. Well, it was supposed to be six days, but thirty-foot waves and stormy weather meant that it turned out to be fourteen! The island has some of the most beautiful scenery you

will ever see, with hundreds (if not thousands) of uncontaminated streams cascading off the mountain supplying endless freshwater.

Tristan da Cunha is very close knit; family ties are strong and a harmonious community spirit prevails based on support and respect for family values, honesty and integrity. Television and radio communications arrived in the nineties and the internet only two years ago. Totally dependent on imports from South Africa and the UK, with an economy reliant on the crayfish trade with the USA and Japan and on international stamp and coin sales, this unique place sees only a few hundred visitors a year who may come from the occasional passing yacht or cruise ship.

In this community crime is rare. The police cell (yes, there is only one) has had just two occupants in the last thirty years. A British overseas territory, Tristan's Government comprises eleven democratically-elected island Councillors, supported by eleven Government Departments which between them employ the majority of the island's workforce. Departments cover the usual sectors – health, agriculture, fisheries, finance, public works, etc. However, unlike many other places the Tristan Government also runs the supermarket and the pub! With such a small population, ensuring that public services are delivered effectively is quite a challenge which often calls for multi-tasking and considerable versatility on the part of the islanders.

Why restructure the Government? Well, the island needs to develop a wider economy in order to survive.

I hope the islanders welcome my recommendations, developed over my thirty days in exile, as much as they welcomed me to their unique haven.



Stephen takes a break from his consultancy assignment.

“Integrated climate management: The challenge for Government” study programme

PAI will introduce a new one-week study programme for 2010 on climate management. The programme is designed for senior and middle level policy makers from Government offices and agencies engaged in climate management policy formulation, promotion and implementation. It is aimed to assist policy makers to

understand better the complicated and multi-dimensional challenge of climate change and to grasp the urgent requirement for an integrated approach to climate management on the part of government and business leaders. This first programme will take place in London from 12 – 16 April 2010.



Public Sector Consultancy – Training for a Certificate in Management Consultancy Essentials (CMCE)

Tony Lavender
RD MBA FIBC CMC –
Programme Director

In July 2009, PAI held its first “Public Sector Consultancy: a foundation in essential consultancy skills” course which leads to the award of the Certificate in Management Consulting Essentials (CMCE) by the UK’s prestigious Chartered Management Institute (CMI) and its Institute of Business Consulting (IBC).

The CMCE is a foundation course, covering both practical and theoretical aspects of management consultancy including topics such as the consultancy cycle, client relationship, developing recommendations, presentation skills and change management. It consists of two parts – participation in an authorised training course and the individual project work based on the course work and the participants’ own experiences. It can also lead to a higher level international award of ‘Certified Management Consultant’ (CMC).



Left – right (back):
Mr Abdullatif Shayef (Qatar);
Mr Samuel Yanga Mikaya
(Sudan)

Left – right (middle):
Mr Bornad Mwape (Tanzania);
Ms Chengetai Magunje
(Tanzania); Ms Filloreta Bytyçi
(Kosovo); Mr Martin Lyewe
(Tanzania)

Left – right (front): Mr Tony
Lavender (Programme
Director); Mr Omwonya
Oribdhogu Stanley (Uganda);
Mrs Rose Kwatampora
Oguttu (Uganda); Mrs Sheila
Mboni Mziray (Tanzania);
Mr Peter Kalunda Kiuluku
(Tanzania)

The course was intensive. Our participants came from Kosovo, Malawi, Qatar, Sudan, Tanzania, Uganda, Zambia and Zimbabwe and there was an interesting mixture of experienced consultants, with others being completely new to this area. All the participants have been registered with the CMI/IBC and are now Student/Affiliate members of the IBC with access to their extensive research facilities.

Our group of participants was very lively and strongly committed to the practical aspects – syndicate working and individual presentations. For their social programme we included a visit to another aspect of British culture – the musical ‘We Will Rock You’!

The next programme will be held in London in July 2010. Please visit our website for further information. We can also run the course locally if required.

Activity-based budgeting and management for staff at the Uganda Revenue Authority

Edna Rugumayo – Assistant Commissioner Finance

In this era of scarce resources but increasing needs, all managers must have extra ingenuity to manage available resources efficiently. The Uganda Revenue Authority, a statutory organisation charged with revenue collection for the Government of Uganda, has decided to adopt Activity-Based Budgeting and Management (ABB/M) to improve resource allocation and budgetary monitoring in order to tighten the public purse and to raise more revenue to fund the Government's activities.

Public Administration International was engaged by the Authority to design and deliver a training programme to equip the Activity-Based Budgeting project team of eight staff with the necessary knowledge and skills to implement Activity-Based Budgeting and Management.

The training programme, directed by Jane Squire, took place in PAI's London office in July 2009 and consisted of classroom presentations, case studies, discussions, practical exercises as well



*Left to right (back):
Mr Don Kitabire
Mr Charles Odoch Langonya
Mr Daniel Kyambadde
Mr Julius Raymond Kabugo
Mr Herbert Rusoke
Mr Mohammed Mpaata*

*Left to right (front):
Ms Jennifer Musoke Birungi
Ms Edna Rugumayo
Ms Jane Squire
(PAI Programme Director)
Mrs Clare Walters
(PAI Programme Manager)*

as visits to various organisations with experience in implementing ABB/M. The objectives of the programme were:

- To provide participants with relevant information and knowledge
- To provide examples of best practice in the use of ABB/M in the UK
- To guide the team in the likely challenges in introducing ABB/M in Uganda

Amongst the organisations visited were HM Revenue and Customs, HM Treasury and the Office for Standards in Education,

where presentations were delivered and very valuable discussions engaged in, that gave us an insight into the challenges ahead. We were exposed to a number of learning methods that will enable the transfer of knowledge to other staff of the Authority back in Uganda. The team recognises the tremendous amount of learning acquired from PAI and is optimistic that this will be very instrumental in the management of finances and other resources at the Uganda Revenue Authority. We also look forward to further engagement as we implement ABB/M in our work.

Making Estonia more competitive

Matthew Cocks – Team Leader

What makes a country competitive? This is the question which Professor David Parker of Cranfield University and I worked on with the Estonian Government this year. The project involved four modules, three of which took place in Estonia, one in London. The participants on the project were all senior Estonian officials tasked with developing recommendations on how to make Estonia more competitive. We looked first at the theory of competitiveness and the special factors affecting Estonia, in particular its strong IT sector and geographical position. We

then examined UK initiatives to promote business competitiveness, meeting a number of key officials in Whitehall and the Welsh Assembly Government. The programme looked at some case studies of successful competitiveness before moving to general brain-storming on the way forward for Estonia.

We engaged in some vigorous and, we hope, useful debates. There is clearly a recognition among the Estonian officials that the economic successes of the boom years cannot in themselves

guarantee long-term competitiveness. There are structural issues to be resolved as well, including the role of Government itself in relation to the business sector.

It was a pleasure to visit Tallinn and enjoy not only a very warm welcome but a stroll around the Old Town with its rich history. But above all we were impressed with the energy and commitment of the participants to tackling issues which virtually all countries continue to struggle with.

Evaluating human rights programme in Montenegro and Serbia

In May 2009, at the request of the Council of Europe, a PAI team of consultants consisting of Mark Guthrie, Marek Nowicki and Igor Olujic carried out an evaluation of a three-year project whose aim was to train judges, prosecutors and other law enforcement officials on human rights in Montenegro and Serbia. Funded by the Irish Government, the

project was implemented in partnership with the Judicial Training Centres of Montenegro and Serbia. The team leader, Mark, presented the report at a meeting attended by the donor and beneficiaries at the Council of Europe in Strasbourg, where the evaluation was commended as constituting a model for future evaluations.

PAI is awarded EC “framework” contracts

We are happy to report that PAI has been selected for two European Commission “framework” contracts that start in November 2009. The contracts are due to run for two years with a possible two-year extension. The “Lot 7” contract covers governance and home affairs, whilst “Lot 9” includes culture, education, employment and social sectors. The contracts operate through restricted competition and

respond to the Commission’s requests for services, often at short notice. The Commission requires consultants to implement specific assignments in developing countries on a number of different thematic areas. More information can be found on our website. Please send your CV to pai@public-admin.co.uk if you wish to explore framework contract opportunities with us.

Supporting the Ukrainian-European Policy and Legal Advice Centre

PAI, in a consortium led by the University of Pierre Mendès France, based in Grenoble, has recently been awarded the fifth phase of the EC funded “Ukrainian-European Policy and Legal Advice Centre” technical assistance project. Its overall objective is to support the implementation of the Partnership

and Co-operation Agreement, the EU-Ukraine Action Plan, the New Practical Instrument and the envisaged Association Agreement, as well as supporting policy dialogue. The project started in September this year and will run until August 2011.

Focus on Slava Gromlyuk, Business Development Manager



Vyacheslav (Slava) is our Business Development Manager. As well as managing international consultancy projects, he is responsible for identifying new

project opportunities, preparing proposals, administering selected study programmes, liaising with international development funding agencies, partner organisations and our associate consultants. He also manages the office IT system and the company website. Slava has successfully completed a Certificate in Management Consultancy Essentials (CMCE) and has specific experience in training public sector officials on project management tools and techniques.

Born in Odessa (Ukraine), Slava gained his first Masters degree in Economics from Odessa State Economic University and started his consultancy work on the DFID-funded Large Farm Restructuring Project in Ukraine. He came to the UK in 1998 on a Chevening scholarship to do a Masters degree in Public Administration (International) at the University of North London. After graduating, he joined PAI as Business Development Manager. Over the last few years he has travelled for PAI to many countries, including Bangladesh, Macedonia, Kosovo, Ethiopia, Croatia, Uganda and Kenya, always finding time to combine business with pleasure. Slava and his wife, Iryna, have recently become parents of twin girls, Sofia and Maria, so his project management skills are put to the test at home too.