

in-touch

Newsletter



PAI celebrates 20 years!

Claire Cameron and Slava Gromlyuk, PAI Directors



We've reached another milestone. 31 October 2015 is PAI's 20th birthday. We're very proud of the international development work we've done over the last twenty years. At the risk of boring you, here are a few facts and figures. Since 1995 we've managed over 165 projects in more than 60 countries and have welcomed over 3,500 participants from 160 different countries to our professional development workshops. Our network of associate consultants has grown to over 2,000 people.

A lot has changed, of course. Ten to fifteen years ago our consultancy projects in good governance and public sector reform were mainly in Central and Eastern Europe, the Balkans and Africa. Now, we're increasingly involved in advising fragile and conflict-affected states – perhaps a sad sign of troubled times. Of course, working in countries such as Afghanistan, Eritrea, Iraq, Liberia, Sierra Leone, Somalia, Sudan and South Sudan, West Bank and Gaza and Yemen is very challenging. It needs patience, determination and, at times, sheer courage. We are very grateful to our consultants who are willing to take on this important work.

Another trend is a demand for more specialised expertise. Some of our recent projects have included evaluating a food security and job creation programme in Gaza, gender budgeting in Vietnam and designing EU support to the education sector in Iraq.



Slava and Claire getting in the mood to celebrate PAI's 20th birthday

The other key aspect of our work – our range of workshops for senior policy makers and managers – continues to develop. From just one international programme in 1997, we have expanded our portfolio and have 22 on offer for 2016. We're also planning new workshops to look at aspects of the government and management of London. Transport, "smart" cities and the creative industries are just a few ideas so far. Our central London location and our excellent networks in this great city will give us a chance to showcase what London can

offer. Watch this space and our website (www.public-admin.co.uk) for more details.

And so, as we light the candles on our birthday cake and raise a glass to PAI and the future, we would like to say a big "thank you" to our staff, consultants and advisers, trainers, consultancy and development partners throughout the world. Your collaboration, advice and friendship are invaluable and are hugely appreciated. We look forward to continuing to work together on new projects and programmes.

Review of recruitment policies and procedures in the African Union Commission

Anthony Bateman, PAI Associate Consultant

PAI's team of three has recently completed a comprehensive review of the recruitment policies and procedures of the African Union Commission (AUC) in their headquarters, housed in spectacular modern buildings in Addis Ababa. Two of the team are African born – myself, the team leader, and Joseph Onyango, the human resources (HR) expert. The senior HR expert, Rajeev Goel, is from Delhi. The project's aim was to implement creative, efficient and transparent recruitment strategies to ensure that the right staff levels and competencies are in place to carry out the AUC's mission and to ultimately bring the organisation to greater heights. The project objectives were to:

- Develop a new and effective recruitment strategy for the AUC with the aim of recruiting and retaining high-quality talent that Africa has to offer to contribute to the AU's success, in line with Agenda 2063 and the 2014 Strategic Plan
- Design and develop recruitment processes, procedures and a training manual
- Review the processes in the SAP e-recruitment system
- Build the capacity of AUC's HR staff



Slava Gromlyuk, PAI Director, Rajeev Goel, Anthony Bateman and Francisca Mhuiri, HR Officer, AUC

on the new recruitment strategy and processes.

This has been a short-term project conducted over just eight weeks, with all three consultants combining in-country visits with some work from home. An important recommendation was to make better use of the SAP e-recruitment system at the long-listing stage so as to reduce the time taken between advertising a vacancy and making an appointment. Recruitment to the AUC is complex as the organisation recruits from its 54 member countries and aims to maintain a balance

of nationalities in its appointments. We also proposed a strategy for acquiring and retaining talent and recommended better ways of assessing competencies during the interview and selection process. The project ended with four days of workshops for 50 HR staff and line managers to introduce them to the new strategies and improved procedures. Our task was made easier by the enthusiasm and active support of the Commission's very multi-national staff. PAI hopes to extend the good working relationship that this project has established with the African Union in the near future.

PAI launches two new one-week workshops

Raising revenue:

Effective tax strategies for economic development
23 to 27 May 2016

The workshop has been designed to appeal to ministers, directors and senior officials in Ministries of Finance and Economic Development responsible for determining high level strategic tax policy and also Heads of Revenue Authorities and senior officials responsible for planning implementation of new taxes and compliance strategies.

Next generation human resources:

Transforming people management in the public sector
20 to 24 June 2016

Designed to meet the needs of senior policy makers and managers and their senior staff, HR managers and others involved in leading and managing public servants. It will also be relevant for people responsible for improving civil service efficiency, effectiveness and performance in their respective public services.

For more details or to book a place, please contact Clare Walters (clare.walters@public-admin.co.uk) or see our website (www.public-admin.co.uk).

Learning journey for African leaders

Claire Cameron, PAI Director

Working with the Eastern and Southern African Management Institute (ESAMI), we recently organized a high-level tailor-made programme for twenty-one senior leaders from ten African countries. The delegates were Heads of Public Service, Permanent Secretaries and senior Directors from Kenya, Malawi, Mozambique, Namibia, Seychelles, Swaziland, Tanzania, Uganda, Zambia and Zimbabwe and their main focus was on the challenging work of managing the interface between politicians and public servants and improving public service delivery.

Among our excellent speakers were Mark Lowcock, Permanent Secretary at the Department for International Development, Clare Short, former



Mark Lowcock talking to the ESAMI group, with Claire

Minister for International Development and Ken Livingstone, former Mayor of London. We also organized visits to Parliament, Westminster City Council

and the Government Digital Service and were warmly welcomed by experts in all three. It is great to be continuing our partnership with colleagues in ESAMI.

From Sarajevo to Brussels

Andrew McBride, PAI Associate Consultant

The ambitions of Bosnia and Herzegovina (BiH) for greater integration with the European Union have already been a focus for international action for a number of years, with membership of the Union as the ultimate goal. In making progress, however, the country faces unique obstacles because of difficulty in achieving consensus within highly complex administrative and political structures.

In May 2015 the British Embassy in Sarajevo awarded a two-year contract to PAI to support the institutions of the Federation of Bosnia and Herzegovina – where the most complex government structures exist – in developing their human and organisational capacities to enable them more effectively to respond to the obligations arising from the Stability and Association Agreement (SAA) for BiH. This Agreement, embracing the requirements of the *acquis communautaire*, effectively sets



Samira Nuhanovic Ribic, deputy team leader, with Andrew McBride, team leader

out the agreed path for BiH in achieving convergence with the criteria for EU membership.

The project, implemented in partnership with Vanjskopolitika Inicijativa BH (VPI) from Sarajevo, will see international and local experts working with EU coordinators and politicians in cantons, line ministries and central bodies in the Federation government, equipping them to fulfil their responsibilities under the

SAA more effectively and thereby helping the Federation to provide consistent, high-quality inputs to the EU integration process. Our team, comprising VPI Director, Samira Nuhanovic Ribic, and me, with Belma Cemalovic providing support in Sarajevo, started its work in June 2015. A conference is planned for late September to introduce the project to its wide constituency of stakeholders and to provide the foundation for the detailed, collaborative work that will follow.

Continuing to get the message across at the Parliament of Namibia

Stephen Gethins MP



Stephen Gethins (standing on the far left) with participants in Otjiwarongo

Two years ago, as an Associate Consultant of PAI, I designed and ran a series of workshops for parliamentarians in Swakopmund, Namibia. I worked with MPs and senior members of staff at the Parliament to develop their communications skills. As a result of these workshops, a Public Relations Strategy was produced which is being implemented by the Parliament as part of its work to make the Parliament more accountable to the people it serves.

Earlier this year I was delighted to be

asked to return to Namibia and run a workshop in Otjiwarongo for the new intake of parliamentarians. This took place at the end of July. I built on the experience we had in Swakopmund and worked with new MPs and some members of staff on communications skills, as well as facilitating a conversation about the Parliament's communication policies. The seminar was attended by almost 50 participants, mainly new MPs. During the workshop in Otjiwarongo there was a focus on group work, as participants were keen to play an active part in the

discussions. Participants looked at how best to try and communicate with the public and make their work more transparent and accountable.

My report on the workshop will complement the report and strategy produced following the earlier workshop in Swakopmund. It will also complement the Training Manual and User Guide that I designed for the Parliament of Namibia as reference tools for MPs and members of staff as they develop their communications further.

Professor Roy Gregory: Obituary

We record, with sadness, the death of Professor Roy Gregory, on 14 July 2015, aged eighty. In the course of a distinguished academic career spanning some forty years, spent mainly in the Department of Politics and International Relations at the University of Reading, from which he retired as an Emeritus Professor in 2000, Roy earned a high reputation as an eminent scholar of British politics. But he was probably best-known, both nationally and

internationally, for his pioneering and highly-regarded work on ombudsman systems, a subject on which he published extensively.

His association with PAI began in 1997, when he played a major part in helping to design and then co-direct PAI's popular and successful international workshop for ombudsmen, 'When Citizens Complain', a programme that lives on to this day. Those fortunate enough to

have attended Roy's presentations will have admired the great breadth and depth of his knowledge of ombudsman systems around the world, and will have appreciated his authoritative style of delivery, always leavened with a dry sense of humour.

PAI Director, Claire Cameron, attended Roy's funeral, together with his former colleagues, Professor Gavin Drewry and Dr Philip Giddings.