

# in-touch

Public Administration International

Newsletter



## PAi moves!!

*Don McGregor, Director*

Yes, we've moved. It's become a way of life for us as this is the fourth time we have relocated since we launched the company in 1995. That said, we wouldn't recommend it. Even when you have done it before, it isn't the most soothing experience but the upside is that each move has been to somewhere better. We hope you'll agree when you come to see us at 10 Bayley Street.

For some time, we had been thinking about moving to somewhere big enough to accommodate our study programmes, particularly as the number of subject areas and participants have been growing steadily year on year (we will be offering 22 different programmes in 2008). The number of countries represented across programmes is growing too – over 140 to date. The final decision was prompted by the huge new development taking place all around us at Southampton Place (see picture below!) Since January, we have lived with jackhammers, drills, cranes and excavators. The demolition of the eight-storey building right next to us, whilst fascinating to watch, had its disadvantages. The prospect of a further two-year construction phase was enough to make our minds up!

For those of you who know London, we are just off Bedford Square which is famous for its Georgian buildings. The Square, and Bayley Street, were designed and built between 1775 and 1783. At that time they were up-market homes for London's wealthy; now the



*The PAi team outside 10 Bayley Street: (left to right) Lili, Clare, Slava, Cathy, Alexis, Claire & Don*

great majority are occupied by businesses or academic institutions. We are in the heart of the Bloomsbury district which is home to the British Museum, the University of London Senate House and some its constituent colleges, including The School of Oriental and African Studies (SOAS), University College London (UCL), Birkbeck and the Institute of Advanced Legal Studies.

We have a lease on the first, ground and lower ground floors with sufficient space to run up to three study



*Our previous next-door neighbours*

programmes at any one time. We also have a room equipped with laptops for participants wanting email access during their time with us, plus a modern and comfortable kitchen.

We tested the building thoroughly by having our international 'Government: Image and Information' study programme here in our first week and at the same time a group from Bulgaria and another from Vietnam.

We are just a few minutes' walk from Tottenham Court Road underground station with Goodge Street and Russell Square nearby. We have good access to Whitehall and Westminster as well as numerous hotels, from budget through to the smartest. We are also close to Oxford Street and all the shops as well as the West End and the theatres. We look forward to seeing you whether on one of our study programmes or just if you happen to be in town.

# New UK-based Study Programmes in 2008

*Clare Walters, Study Programme Manager*

Now that we have settled in to our new premises, we have more space and better facilities to expand our existing UK-based study programmes. Generally, new programmes emerge from a variety of sources: from discussions with our advisory group, associate consultants and from ideas generated from our past and present participants. The chosen themes ultimately derive from the changing needs and trends in good governance thinking. One example is the importance of managing elections, as demonstrated recently in Lesotho, Sierra Leone and Nigeria. We plan to address this and two other important topics in our new batch of study programmes in 2008:

**Managing elections:** techniques and perspectives which is scheduled to run from 8 to 12 September 2008. This programme is designed to offer election administrators, observers, media and civil society representatives and other election stakeholders an opportunity to meet counterparts in the UK to learn about techniques and gain different perspectives on managing effective, credible elections.

**Changing the law:** successful reform which is scheduled to run from 20 to 24 October 2008. This one-week programme is designed for all those involved in law reform, including those



working for law reform commissions, committees and institutes; law reformers working within governments and other major contributors such as parliamentarians, judges, academic lawyers and representatives from non-government organisations.

**Rewarding work:** strategic approaches to pay and benefits which is scheduled to run from 15 to 19 September 2008. This UK study programme explores strategies being adopted to modernise the management of performance, pay and benefits in the public sector and examines good practice from across the public, private and not-for-profit sectors.

## Trust in Government Study Programme, Lebanon, August 2007

*Neil McCallum, Director, Eunoia (one of PAI's partner organisations)*

For anyone over the age of thirty, the name Beirut conjures up images of a city tearing itself apart in a seemingly un-ending civil war. That picture was very much in our minds when we were first invited to deliver a one-week programme on Ethics and Professional Standards, based on PAI's Trust in Government study programme, in Lebanon. However, the reality of modern Beirut is very different: a lively, welcoming place, with glittering hotels reminiscent of Dubai or Abu Dhabi and a café culture akin to Italy. A place one immediately felt safe to roam about in and to explore.

Our work too held a number of pleasant surprises: discussions about corruption are seldom easy or comfortable, and the wide range of delegates, including senior public servants, Internal and General Security Chiefs and representatives of NGOs, seemed a mix guaranteed to limit a free and frank



*Left to right: André Amioun, Policy Analyst, Office of the Minister of State for Administrative Reform (OMSAR); Rob Packham, Eunoia Associate; Joumane Hatab, Policy Analyst, OMSAR; Rola Darwish, Outreach Programme Coordinator, Institute of Finance - Basil Fuleihan Institute; Neil McCallum, Director, Eunoia.*

discussion. Yet the enthusiastic participation, in which everyone debated openly and argued good-humouredly, was remarkable. The highly professional staff of the Institute of Finance, with whom we worked, and the excellent facilities all contributed to the success of the event.

Midweek, at day's end, we drove half

an hour out to Byblos, to watch the sunset from the terrace of the Fishing Club, beneath fading photographs of David Niven, Marlon Brando and Brigitte Bardot. A previous generation of visitors to yet another Beirut. Just one more of the hundreds of generations which have visited and fallen in love with Lebanon.

# PAI in Croatia

*Slava Gromlyuk, Business Development Manager*

PAI has been working in Croatia since 2002, providing advice on social assistance to the Ministry of Labour and Social Welfare and running workshops on legislative drafting. We have recently won another project in Croatia providing IT support on the National Border Management Information System in the Ministry of the Interior. But it was not until Spring 2007 that I visited Zagreb.

The main objective of my visit was to sign a contract with the Ministry of Economy and Entrepreneurship for the implementation of a World Bank-funded project to carry out an assessment of the pay and benefit systems in the public service. PAI has brought together a team of two excellent British consultants - David Richards and Hugh Grant - and two Croatian consultants - Zdravko Kuzmic and Gordana Marcetic - to work on this project. I was also pleased to see Nigel Freeman, who was in Croatia for us working on an EC-funded project delivering training on internal audit to central, regional and local government budget users. We



*Hugh Grant, David Richards, Slava and Gordana Marcetic comparing notes in Zagreb*

enjoyed an evening meal together in a local restaurant where David entertained us by playing some jazz piano. Those of you who have worked overseas with David will know all about his passion and talent for jazz music. During my brief visit to Zagreb I also went to see the local offices of the British Council, the World Bank and the British Embassy. As a result, the latter

sponsored Mr Ivan Damjanovic, Chief of Prison Administration, Ministry of Justice to attend our new two-week study programme "Protecting society: challenges in managing prison and probation services". We are looking forward to welcoming more participants on our study programmes from Croatia as well as implementing further consultancy projects!

# Claire in Abu Dhabi

*Claire Cameron, Director*

From 9 to 14 July 2007 I visited Abu Dhabi to attend a conference on "Global Competitiveness and Public Administration: implications for education and training". A hot topic in a hot country – at least at that time of year. The occasion was the 27th International Congress of Administrative Sciences, held by the International Institute of Administrative Sciences (IIAS). PAI is a member of the UK Public Administration Consortium, the UK member of the IIAS. The conference attracted in the region of 250 people, both academics and practitioners, from

more than 50 different countries. The workshop themes included:

- Public Administration in a Globalized World: local, national and universal issues
- Making Globalization Ethical: the 21st century public administration
- Global Governance and the Globalizers: the International Monetary Fund, the World Bank, the World Trade Organization, etc.

They provided plenty of food for thought.



I was also able to arrange a series of meetings and discussions with representatives from the British Embassy, the British Council and the United Nations Development Programme, as well as visit some of our former study programme participants. It was very good to see them again and to catch up with their news. If you think we can help with any projects or training initiatives in the UAE, please let us know.

# Introducing the PAI team

## *Focus on Cathy Timms, Financial Manager*



In each edition of our future newsletters we plan to introduce one of our PAI team to our readers.

Cathy Timms is the longest-serving PAI employee and works as our Financial Manager, responsible for maintaining financial records on all of our projects, from invoicing to developing financial forecasts. She also has a very good eye for interior design and knows a thing or two about property (you can imagine how useful she has been recently!)

"I met Claire through a mutual friend in 1997 and became the first employee of PAI. To begin with I was employed on a very casual basis to help with the finances," explains Cathy, "and the company then grew steadily, with my role expanding accordingly".

Cathy is married with four children, all in their twenties. As well as working with PAI she was appointed as a

magistrate in 1992. "PAI has managed to retain its 'family' character and this has enabled me to balance work with family and magistrate commitments," she says. Cathy is taking temporary leave of absence from PAI to accompany her husband, John, to South Africa for three months. We are glad to say that Cathy will be back in the new offices in December.

# PAI and Afghanistan

## *Alexis Turrall, International Projects Manager*



*The remnants of war (just outside Kabul)*

My visit to Kabul with PAI earlier this year was not my first. In 2004, I carried out a short visit for a few weeks when managing a project in the Ministry of Agriculture. I was excited as well as naturally apprehensive about visiting such a fascinating and culturally rich country again. I feel that the collapse of the Taliban in 2001, coupled with a more committed international involvement in the recovery of Afghanistan, brings a new hope to its beleaguered people, with a real chance of peace following nearly a quarter of a century of war.

The main purpose of my visit was to explore a number of potential projects

with the World Bank in the Independent Administrative Reform and Civil Service Commission. The institution essentially guides the reform programme across the whole civil service and is fundamental to re-shaping a new, revitalised government administration.

At present, one of our associate consultants, Ian Doig, is working on pay and grading issues in the Ministry of Justice in Kabul. In the past few years we have worked on the Afghan civil service law and on reviewing a DFID public administration project in two Ministries.

I was greeted with generosity and hospitality during my stay and noticed a real sense of optimism amongst the people I met. There is clearly a long way to go in the country's development in every region and in every sector but I suspect significant progress will be made in the coming years.

Due to security concerns, I didn't travel around much and tried keeping a low



*Alexis tackling an Afghan kebab!*

profile. I did, however, manage to indulge in a few Afghan barbeques. If you are an enthusiastic meat-eater, you will be in seventh heaven! The kebab sticks were the size of a man's arm and as sweet and succulent as any meat I have ever tried!

On reflection, my visit was a success and now we have to wait to see what happens to our bids! If you would be interested in working in Afghanistan as a public sector consultant please get in touch and I can explain our latest developments.