

# PAintouch

Public Administration International

Newsletter



## Judge Anand Satyanand's new role

*Anand Satyanand, (Formerly Ombudsman in New Zealand and key tutor on our study programme "When Citizens Complain – The Role of the Ombudsman in Improving Public Services")*

A long time contribution to the Ombudsman study programme "When Citizens Complain – The Role of the Ombudsman in Improving Public Services" has ended because Judge Anand Satyanand of New Zealand is to become that country's Governor-General for a five-year term beginning in August 2006. His appointment was announced in April and he came to London for the May Ombudsman study programme, which therefore became his last. Anand had joined the original group delivering the programme in 1998 and had subsequently assisted Dr Philip Giddings and Professor Gavin Drewry in developing the curriculum following the retirement of Professor Roy Gregory, one of the programme's originators. Some fourteen "When Citizens Complain" programmes have taken place since then.

As a working Ombudsman from a small Commonwealth country which has had its Ombudsman jurisdiction operational

since 1962 covering the entire public sector in New Zealand, Anand was able to bring a different perspective to the programme. This provided a valuable comparison with the large UK-based Ombudsman offices which comprise a number of different schemes for prisons, housing, pensions, etc., separate from the Parliamentary Ombudsman.

He had developed and conducted a number of sessions in areas such as management systems, investigation planning, and various kinds of reporting, along with developing appropriate mechanisms for publicity and for dealing with government departments. He joined Professor Drewry in co-presenting sessions about governance and problems to do with corruption and joined Dr Giddings in sessions devoted to problem solving of scenarios.

As this article in PAintouch goes to press, discussions are under way with Anand's successors in the Office of the



*Clare, Anand and Don enjoy celebrations at the New Zealand High Commission*

Ombudsman in New Zealand to maintain their connection and support for the programme. PAI held a special farewell dinner for him in May. He also came to London in July in order to meet Her Majesty, the Queen, with regard to his new duties and his PAI colleagues were invited to a reception at the New Zealand High Commission to mark the occasion.

We are delighted that Anand has been honoured in this way. He has kindly said that he wishes to continue his association with PAI and with the Ombudsman programme, to which he has made such an outstanding contribution. We send him our warm congratulations and wish him all the very best in his new role.

## Appreciation Letters

Thank you to all those who have kindly written to us to congratulate PAI on the launch of PAintouch. We received many letters, emails and faxes from across the world, many of which were from people who participated in our study programmes over the years. These included Mrs Alice Yaro, The Presidency Public Complaints Commission (Nigeria); Mr Ammuna Ali, Permanent

Secretary of the Ministry of Petroleum Resources (Nigeria); Dr Safiya Muhammad, Permanent Secretary of the Federal Ministry of Women's Affairs (Nigeria); Ms Marama Tubuna, Senior Legal Officer, Human Rights Commission (Fiji); Prof. Ayua, Solicitor-General of the Federation & Permanent Secretary, Federal Ministry of Justice (Nigeria); Dr Brigadier Hussein Ali Al Abd

El Salam, General Director Police Academy Saad Al Abdallah, Ministry of Interior (Kuwait); The Honourable Ramsay Dalgety QC, Executive Chairman, Electric Power Board (Kingdom of Tonga); Lazarus Uaandja, Executive Director, Central Government Agency (Namibia) and Mr Samer Hankir, Policy Analyst, Office of the Minister of State, Lebanon.

# PAI launches new study programmes for 2007

*Clare Walters, Study Programme Manager*

## Internal audit and performance management: UK and international perspectives

(19 February – 2 March 2007)



This programme will draw upon the latest developments in internal audit and performance management, with a particular focus on the marked changes occurring in the UK public sector, both at central and local government levels. It will also give participants an opportunity to discuss:

- The range of issues and approaches adopted in their own jurisdictions
- The problems arising from them that they would like to overcome, and
- The potential for adapting UK developments to overcome those problems in their jurisdictions.

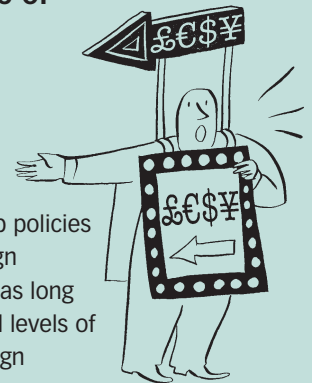
The study programme is designed primarily for central, state and local government audit officials, officers working for agencies or departments responsible for monitoring organisational performance and staff of supreme audit institutions who are responsible for monitoring both of these areas.

More details of these study programmes can be found at [www.public-admin.co.uk](http://www.public-admin.co.uk)

## Open for business: the role of government in attracting inward investment

(26 – 30 March 2007)

How can governments and their regional and local agencies develop policies to attract high quality inward foreign investment? The United Kingdom has long experience at national and regional levels of successfully attracting inward foreign investment. The programme examines current thinking and best practice in this important area.



It is designed primarily for senior officials in government ministries concerned with economic policy and regional development; staff of national, regional and local agencies charged with attracting foreign investment; advisors to companies on their overseas investment decisions; staff of donor organisations looking to encourage investment promotion; and NGO representatives active in areas such as sustainability and anti-corruption.

# Five days in Bangladesh

*Claire Cameron, Director and Slava Gromlyuk, Business Development Manager*

Earlier this year, Slava Gromlyuk and Claire Cameron, spent five hectic days in Bangladesh. They give a brief account of their visit:

It was the first time that either of us had visited Bangladesh. Our first impression? We'd never seen traffic like it! We were there to familiarise ourselves with current and future governance and public sector reform programmes and to meet representatives from the Government of Bangladesh, NGOs, donor agencies and potential consultancy partners. In five days we managed to attend eighteen meetings with various organisations. We were given an excellent initial briefing by Clifford Bebb and Qumrun Naher from the British High Commission in Dhaka. They also helped us by arranging key appointments with Permanent Secretaries and senior civil servants in the Ministry of Finance, Ministry of Establishments, the Ministry of Law, Justice and Parliamentary Affairs and the Bangladesh Public Administration



*Claire and Slava make their way to supper!*

Training Centre in Savar, about an hour's drive outside Dhaka. They did charge us for their help, but it saved us a lot of trouble and was very good value for money.

Our discussions with advisers in the Department for International Development, the World Bank, the Asian Development Bank, the European Commission and the United Nations Development Programme were very useful and encouraging. Good governance is high on the agenda.

We appreciated the lively exchanges with the consultancy companies and NGOs that we met, as well as their friendliness and warm hospitality. Chatting over wonderful curries and excellent samosas made us even keener to work in Bangladesh.

Nor did we forget to call on a few old friends at the Supreme Court who had attended our London-based study programmes over the years. It was good to see them again. Despite our busy programme, we even found time

*“Our first impression?  
We'd never seen traffic  
like it!”*

for a little sight-seeing. Making our way through the mass of rickshaws and bicycles with the help of a local taxi driver we had a half-day tour around Dhaka, visiting the Armenian Church, Lalbagh Fort, the Star Mosque and other attractions. Our visit coincided with Independence Day, so we enjoyed

mixing with crowds of Bangladeshis dressed in vibrant colours.

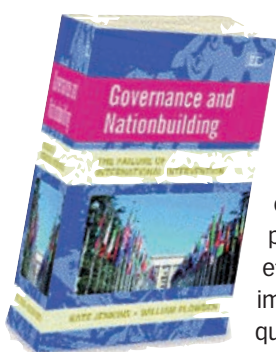
We are pleased to say that our trip has already resulted in our first assignment in Bangladesh, for UNDP. One of our consultants has undertaken a policy study and research to determine the scope, role and effectiveness of the civil service in implementing the Millennium Development Goals. We hope that this project will lead to more work in Bangladesh. If you would like to share your contacts and ideas or suggest any consultancy opportunities in Bangladesh, we will be pleased to hear from you.

And our last impression as we left for the airport? We'd never seen traffic like it!

## Governance and Nationbuilding

*William Plowden was Director-General of the Royal Institute of Public Administration 1978-88.*

*He is a member of PAI's advisory group. “Governance and nationbuilding: the failure of international intervention” by Kate Jenkins and William Plowden was published in 2006. William writes:*



Over the past thirty years the world's aid agencies have spent hundreds of millions of pounds funding efforts to improve the quality of government – or “governance”, to use the wider term that embraces the whole governmental and political system – in client countries. Skilled and experienced firms such as PAI have played leading roles. But few would dispute that in this field outcomes have often, perhaps usually, fallen far short of expectations. Why should this be so?

One reason is that expectations have too often been far too high. As British, American and other experience shows,

reforming even one's own government is a slow and difficult task. The task is far harder when the government in question is that of another country, with whose culture and politics the visiting adviser, however expert, may be unfamiliar. It is harder still when the process, as too often, is largely driven by outsiders, especially when the government being “helped” has little interest in change. Lasting improvements almost always take far longer than expected or promised.

Donors must change the ways they operate. They should acknowledge past failures. They should be more selective in future interventions. They should be more realistic and more modest in their expectations about what can be changed, where, and how long change will take. They should accept that outcomes are unpredictable. They should develop better understanding of

the contexts in which they intervene, and of the influence of context on styles and processes of government. They should be less prescriptive in their relationships with recipient governments. They should develop more systematic approaches towards implementation and a clearer focus on outcomes, rather than processes.

Improvements in government are desperately needed, worldwide. But the task calls for much more realism on the part of donors – the international organisations, plus aid ministries, ministries of finance, legislators, journalists and pop stars in the richer countries – about the difficulties and the time-scales involved. It calls for honesty about the past and sensitivity about the future. A radically new approach will take time, thought and care but only if it has any hope of succeeding.

# My Sierra Leone experience

*Stuart Palmer, PAI Consultant conducting functional reviews, shares his thoughts on a recent visit to Sierra Leone*



From the moment I accepted the invitation to work in Sierra Leone I knew this was going to be quite a different and unique experience. Despite references to the wonderful beaches, talk of tropical diseases, inoculations, anti-malaria tablets and the need to carry my own medical equipment, gave me a sense that this trip was not going to rival my recent holiday in the Algarve! The added references to rainy seasons and umbrellas were also a bit of a clue. Despite these, and other preparations, I have to admit I was totally unprepared for the reality of this part of Africa.

Basic data may provide the reader with some insight into the magnitude of the task facing the Sierra Leone authorities. Significantly, the ten-year conflict ended just five years ago and the re-building of government structures and institutions is still 'work in progress'; competent people who left during the conflict have, on the whole, not returned; in 2004 Sierra Leone

was bottom (177th) in the UN Human Development Index and although they have now risen one place, it is through the continued misfortunes in Niger and not through progress internally; some 80% of the population are reportedly unemployed, with no state benefit system and finally about 30% of recurrent and 100% of development expenditure is donor funded.

Working in Sierra Leone, therefore, represents a significant challenge, but it also provides a rare opportunity to make a contribution to the rebuilding of a nation. In this respect Sierra Leone is more than a project, it could be a career. I could never have imagined, as I pondered whether to take the civil service severance package all those years ago, that I would have been given such an opportunity, but it is strange where life takes us. It may be that I am over-playing the influence international consultants can have on the systems of

governments and I am sure we have all wondered about the effectiveness of our efforts in different settings. However, if international consulting is about providing access to different models of thinking about the nature of work, rather than recommendations, I may have earned some of my fees.

Whatever the business outcomes of my visit, almost perversely, I am personally enriched by the experience and way beyond any financial considerations. I have a better understanding of the nature of poverty and outcomes of war, of how a little money wisely spent can make a great difference, and of the huge job facing local and international politicians in their task of transforming this part of Africa. Similarly, my family are enriched by photos and first hand stories of being able to buy anything "off the top of a head", or of the pristine school uniforms, or of the spectacular variety of bird-life. And yes, of the beaches.

## PAI wins Global Opportunity Fund contracts

*Alexis Turrall, International Project Manager*

PAI won three short Global Opportunity Fund (GOF) projects commissioned through the Foreign and Commonwealth Office (FCO) over the past six months. They include running a Regulatory Impact Assessment (RIA) Workshop in Budapest for participants from Eastern and Central Europe; conducting a management training course for senior civil servants in the Turkish Republic of Northern Cyprus and conducting a training needs analysis and developing a training plan for Turkish public servants.

The FCO launched the Global Opportunity Fund in 2003 as a diplomatic initiative to provide support

to countries across the world. Its purpose is "to promote action on global issues in areas of strategic importance". Currently, GOF supports the UK's eight international strategic priorities through six thematic areas including counter-terrorism, climate change and energy, reuniting Europe, engaging the Islamic world, strengthening relations with emerging markets, and human rights, democracy and good governance.

The GOF projects, approved by FCO London, vary in size and nature but the initial idea is developed through collaboration between the host organisation, a consultancy firm and the



*Stephen Fisher, British Embassy Charge d'Affaires, Hungary with Alexis at the opening of the RIA workshop, Budapest, April 2006*

respective desk officer in the British Embassy or High Commission. We are always looking for opportunities to work with past participants from study programmes in order to identify projects, so if you feel that you would like to explore these funding opportunities, please get in touch with Alexis at [alexis.turrall@public-admin.co.uk](mailto:alexis.turrall@public-admin.co.uk).