

# in-touch

Public Administration International

Newsletter



## PAI's Public Sector Consultancy courses continue

*Tony Lavender – Course Director*

*'A consultant is someone who asks you the time by your watch....and then steals your watch'  
Robert Townsend in 'Up the Organisation'*

This is an old joke familiar to many in the world of consultancy! PAI's 'Consultancy for the Public Sector' course provides public and private sector participants with a range of management consultancy skills and techniques to enable them to act as internal or external consultants often to advise on change and other reform improvement projects. This course is approved by the UK's Chartered Management Institute (CMI). It also includes project work undertaken after the course, with mentoring by the Course Director. Successful completion of the project work leads to the CMI's 'Certificate in Management Consulting Essentials', the CMCE.

The course is an intensive week's study involving sessions by the Course Director, and guest speakers from the Cabinet Office, the Institute of Consulting and private sector consultancy firms. It covers: consultancy skills, case studies, client interfaces, role playing, a visit to a major international consultancy, project planning and presentation skills. It is highly interactive and very demanding – homework is set every day! But it is also rewarding and fun. So far we have had 43 participants from 17 countries.

It is interesting to note that the UK's Management Consultants Association found in a recent survey of its clients that the value of the recommendations/improvements suggested by their consultants was seven times greater than the cost of the consultants. So it looks as if Robert Townsend may have got it wrong!

The next 'Consultancy for the Public Sector' programme will take place from 19 to 23 November 2012. If you want to apply, please contact Clare Walters at: [clare.walters@public-admin.co.uk](mailto:clare.walters@public-admin.co.uk)



*Front Row (left to right) Mr. Tony Lavender (PAI Course Director), Mr. William Hutton-Mensah (UK), Mr. Felix Kariuki Kamau (Kenya), Mrs. Eroni Ruth Stella Mulira (Uganda), Mr. Dalitso Griven Ngwalo (Malawi), Mr. Kagole Kivumbi (Uganda), Mr. Joaquim Oliveira dos Santos Mucar (Mozambique)  
Back Row (left to right) Mr. Peter Cooney (Ireland), Mr. David Kalaba (Zambia), Mr. Breffni Kelly (Ireland), Prof. Venantio Mvano (Uganda)*

## Integrity in public life:



**Core values, codes of conduct and conflicts of interest  
18 to 22 November 2013**

Public service throughout the world may be delivered within widely differing political, administrative and cultural contexts but almost everywhere we face a similar challenge in maintaining integrity and ethical conduct among all those in public life.

Our new one-week study programme is for parliamentarians, senior policy makers and managers in the public sector, presidential or special advisers, local government officials, representatives from civil society organisations and all those with responsibility for or a special interest in ethics, anti-corruption and good governance. It is relevant for people working at national, regional, local or organisational level.

For more information about the programme, please contact Clare Walters at: [clare.walters@public-admin.co.uk](mailto:clare.walters@public-admin.co.uk)

# Regulatory Impact Assessment Support, Republic of Macedonia

*Professor Colin Kirkpatrick – PAI Associate Consultant*

Regulatory Impact Assessment (RIA) has been adopted in many countries as a method for policy analysis and evaluation. By providing a methodological framework for undertaking a systematic assessment of the benefits and costs of regulation, RIA provides policymakers and stakeholders with evidence on the likely or actual results of policy decisions.

PAI has recently completed a project in the Republic of Macedonia which is building institutional capacity for effective implementation of RIA. Regulatory Impact Assessment was adopted in 2009 as part of the Government's programme of regulatory reform and RIA teams were established within the state ministries. The Government of the Republic of Macedonia is committed to improving the efficiency of legislation and regulatory processes and improved RIA is seen as an important part of the legal



*Colin and members of the MISA RIA Team with colleagues from other Ministries who attended the first two day residential training course that was held in a skiing resort outside Skopje.*

and institutional checks and balances that support greater transparency in policy making and implementation.

The Ministry of Information Society and Administration (MISA) is responsible for

the overall coordination of RIA, and PAI has been supporting them in assessing the need for changes in the existing RIA methodology, developing a system of internal quality review, and delivering training in RIA.



*June and the participants visiting Norwich*

## Heritage and tourism on screen and at PAI

*June Taboroff – Programme Director*

It was particularly relevant, as London prepared to open the Olympics and Paralympics this summer, that PAI's 2012 study programme on heritage and tourism directed its focus to tourism and its ties with heritage. Those of you who were glued to the television screen certainly took in the iconic background – such as Horse Guards Parade

and Greenwich – of many of the Olympic events. These magnificent architectural scenes are just one example of the contribution that cultural heritage can make to cities and quality of life.

Our 2012 programme benefitted from an outstanding group of speakers representing key UK organisations. They included the Department of Culture, Media and Sport; the Heritage Lottery Fund; the National Trust; The British Museum; Tate Modern; Chelsea Physic Garden; World Monuments Fund; and Art Newspaper. For the first time

the study programme ventured outside London to see at first hand the remarkable heritage-related activities taking place in Norwich under the leadership of Norwich Heart. Our high-level participants were very interested in the introduction of modern architecture in historic settings – a new perspective on how to make a visitor experience more worthwhile.

Heritage as an area of public policy concern is in its infancy. While

“cultural policy” has been promoted by the Council of Europe, their approach is largely context free, and does not consider the critical linkages with other areas of public policy such as fiscal and decentralization policies, and government relations with civil society. Our study programme, now in its sixth year, is the only one of its kind to address this range of issues, including the low priority often accorded to culture by national governments.

In addition to the study programme, PAI carries out consultancy work in the area of cultural heritage and economic development. Please contact us if you are interested in being considered for consultancy assignments.

Our next Heritage and tourism study programme will run from 17-21 June 2013. If you want to apply, please contact Clare Walters at:

[clare.walters@public-admin.co.uk](mailto:clare.walters@public-admin.co.uk)

## Durban in winter

*Claire Cameron – Managing Director, PAI*

It's July and I'm in Durban, South Africa. The sun is shining, the sky bright blue and the temperature is twenty-two degrees. This means that winter in Durban is warmer – and considerably drier – than so-called summer in the UK. I am really pleased to be here for the launch of a brand new course for investigators from Ombudsman offices in Africa. The Award in Ombudsman Practice course has been developed by PAI's partner organisation for this exciting initiative, Queen Margaret University (QMU), Edinburgh, and is being delivered by their two excellent trainers, Eric Drake and Kerry Barker. They both have bags of practical experience of working for Ombudsman offices and of training Ombudsman investigators in the UK and internationally.

This one-week course is being run as a pilot for the African Ombudsman and Mediators Association's (AOMA) African Ombudsman Research Centre (AORC), with funding from the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) and support from the Law Faculty of the University of KwaZulu Natal and the South African Government. Their key representatives, Advocate Thulisile Madonsela, Public Protector of South Africa and Chair of the AORC Board, Advocate Ishara Bodasing, AORC Project Manager, and Dr Angela Paul and Ruan Kitshoff from GIZ are pleased and proud to have reached this milestone.



*Advocate Thulisile Madonsela, Public Protector, South Africa and Chairperson of the African Ombudsman Research Centre, giving the keynote address at the launch of the course.*

The course has attracted twenty-two participants, two each from Botswana, Ghana, Lesotho, Malawi, Namibia, Sierra Leone, South Africa, Tanzania, Uganda, Zambia and Zimbabwe. They are a wonderful group – lively, bright, fully engaged in the course and willing to share their wide experience of complaint handling, managing investigations and mediating between government bodies and complainants. PAI has had the pleasure of welcoming participants from nearly all of these countries to our annual international Ombudsman study programme in London and some of the participants in this AORC course are old friends. It's

amazing to think that, since PAI's first Ombudsman programme back in 1997, we have welcomed over 300 participants from many different Ombudsman offices.

We are confident that the participants in this course will find it very useful for their future work and that they will be able to make an even bigger contribution to the effectiveness of Ombudsman offices in Africa. We wish them every success.

It's been a great experience for me, but now it's time to get back to London and – very probably – the rain.

## Don McGregor – Founding Director, PAI

Long ago PAI's HQ was a park bench in Lincoln's Inn Fields, central London, from which Claire Cameron and I combed the area looking for suitable offices to rent. Eventually we found attic rooms in Sheffield Street close to the Old Curiosity shop. The launch of PAI followed soon after.

Our first success was a British Council contract to arrange a public sector reform programme for a group of Bangladeshi public servants. Other study programmes followed, perhaps the most notable being our international 'When Citizens Complain' programme for ombudsmen and investigators for which there was – and remains – strong demand.

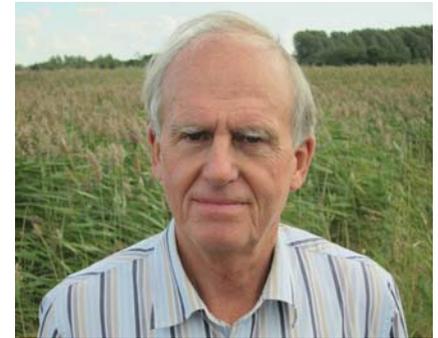
Our first consultancy was an EC contract in Estonia's Ministry of Labour and Social Affairs in support of the pre-accession process. More contracts followed in other EU candidate countries including Slovakia where we won major DFID-funded projects in the Office of Government and the Slovak National Council. EU enlargement was the context for other important projects in Bulgaria and Romania. Our involvement in the run-up to the accession of these countries was a fascinating experience as was our work over five years in two DFID-funded public administration reform

projects in Macedonia which helped the country to achieve Candidate status.

PAI has worked in other parts of the world too including in Ukraine, Armenia, Jamaica, Ghana and Lesotho. We have also supported countries that have suffered disruption following periods of conflict, for example in Liberia, Sierra Leone, South Sudan, Afghanistan and especially Kosovo where we have worked since 2001, seeing the country progress from UN administration through its declaration of independence in 2008, to the point now where it is recognised by the majority of European countries.

It has been immensely rewarding to have been involved with PAI from the start. Over the past 16 years our consultants have provided expert advice for numerous reform programmes and, through our study programmes, we have brought together public service officials from more than 140 countries.

Few jobs provide opportunities to meet people of so many nationalities. Our home in Suffolk has seen many visitors and was the venue for lively meetings between journalists, politicians and broadcasters from Indonesia and local Council members and officers as part of the Indonesian 'Transition to Democracy' programme we arranged for the Foreign



and Commonwealth Office. Other visitors to our village included Ombudsmen from New Zealand, Armenia, South Africa, Canada, Botswana, Cyprus and many other countries.

Free of deadlines, reports, milestones and budgets I hope to return to see more of countries our projects have taken me to over the years including Slovakia's Tatra mountains, Afghanistan's Bamiyan Valley, Cyprus's Karpaz peninsula, Prizren in Kosovo, Macedonia's mount Kajmakalan and Libya's Roman ruins. Just as tantalising is the prospect of seeing Tristan da Cunha where one of PAI's consultants worked a couple of years ago.

As retirement approaches I take the opportunity to wish all PAI colleagues every success for the future especially Claire Cameron in her new role as Managing Director and Slava Gromlyuk on his appointment as Director, Business Development.

## About PAI

PAI offers consultancy, development and training services for public sector organisations in developing and transitional economy countries undergoing political, constitutional, economic or structural change.

Our main areas of competence are public administration reform, good governance, policy and strategy, human resource management and capacity development, public finance and economic development, legal and judicial reform,

information and communications, culture, heritage and tourism.

We have a network of over 1,300 Associate Consultants with extensive professional experience in Africa, Asia, the Balkans, the Caribbean, Central and Eastern Europe, the Former Soviet Union, Latin America, the Middle East and the Pacific. Please get in touch with us if you want to join our network of Associate Consultants.

We also have substantial experience of designing and managing study programmes in the UK and in other

countries. We provide tailor-made programmes, seminars and workshops at the request of governments, funding agencies and other public and private sector bodies. For further information about our scheduled UK training programmes please visit our website at [www.public-admin.co.uk](http://www.public-admin.co.uk) or call us on +44 (0)20 7580 3590.

**PAI will be moving to:  
56 Russell Square, London WC1B 4HP  
on 5 November 2012.**

**Our telephone and fax numbers will remain the same.**