

# in-touch

Public Administration International

Newsletter



## Mentoring leaders in Africa

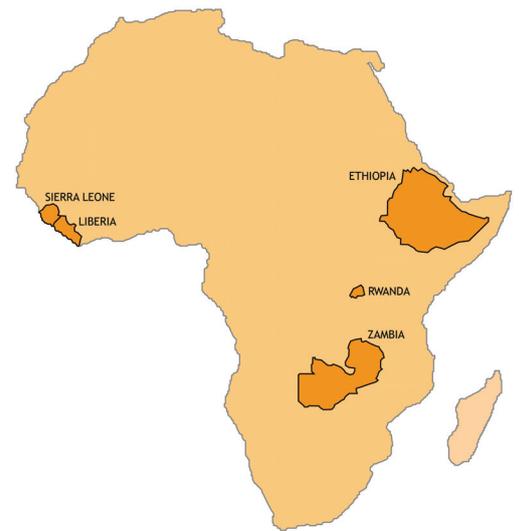
*George Bardwell – Project Director*

PAI, leading a consortium which includes the British Council and Warwick Business School, University of Warwick, has been awarded an exciting new contract by the UK Department for International Development (DFID) to manage their African Leadership Mentoring Scheme over the next three years. The Scheme has, at its heart, mentoring links between Permanent Secretaries and Directors General in the UK and their counterparts in Africa. This initiative is part of the UK Government's Africa Capacity Building Initiative (ACBI). The scheme will initially be run in Rwanda, Ethiopia, Zambia, Sierra Leone and Liberia. Other countries may be added if the scheme proves successful.

Initially we will work with UK Government Departments, DFID

Country Offices and the UK Foreign and Commonwealth Office to identify leaders who might benefit from participating in the scheme. We expect that at least two mentoring relationships will be established in each country.

At the start of our work we will be consulting widely on the scheme, visiting all five countries and agreeing the details of the scheme with the British and African Governments. As well as delivering benefits to African leaders, this scheme should enhance understanding of development practice among the senior UK civil servants involved and increase support for DFID's work. For PAI the project represents an opportunity to build on our already extensive experience of



working in Africa, to consolidate some of our earlier work in Ethiopia, Liberia and Sierra Leone and to develop our knowledge in Rwanda and Zambia. We hope to report on project progress through future newsletters.

## Continuing to support the Office of the Prime Minister in Kosovo

*Simon James – Team Leader*

Further good news comes from Kosovo, where PAI has won an international tender for a DFID-funded contract to provide another three years of support to the Office of the Prime Minister (OPM).

This continues work we started in 2003. At the time, the OPM was newly formed and just finding its feet, and responsible for many issues for which separate ministries did not exist. Over the past five years, PAI consultants have helped to transfer responsibilities such as justice, interior affairs and foreign affairs to free-standing ministries, leaving the

OPM as a leaner organisation, more tightly focused on its main responsibilities. PAI consultants also played a major role in helping the OPM to lead the implementation of the "Standards for Kosovo", a major package of democratic and institutional reforms required by the international community.

The next phase of support will help the OPM to focus on its core remit: supporting the Prime Minister and weekly Government meeting, coordinating policy between ministries and planning implementation of the

Government programme. Much of the work involves outreach to line ministries, equipping them to comply with the Government's coordination procedures.

Increasingly in this project, we are supplementing our well-respected team of British consultants with other experienced professionals with whom we have worked in other countries, including former State Secretaries from Macedonia and Slovakia, State Chancellery staff from Latvia and Lithuania, and colleagues from EuroPartners Development, an Albanian consulting firm with whose leading figures we have a close working alliance.

# Designing a culture programme for the European Commission

*June Taboroff – Team Leader*

PAI was chosen to carry out a Culture Needs Assessment and Strategy Development in the EU's European Neighbourhood Policy Instrument (ENPI) East countries of Moldova, Ukraine, Georgia, Armenia and Azerbaijan. Led by Dr June Taboroff and with key inputs from Terry Sandell (formerly British Council Director, Ukraine), the team investigated the full range of the culture sector – heritage, museums, cultural tourism, visual and performing arts, cultural industries, and cultural policy – in each of the five

countries. The timing of the missions was fortuitous as only one week after our team left Georgia, Russian troops arrived. The study produced a substantial report and recommendations for a future programme, modelled loosely on Euromed Heritage II which PAI evaluated for the EC.

Recommendations centred on three main themes: creating a pluralistic cultural sector through the promotion of cultural participation and audience

development; supporting fit-for-purpose institutions; and establishing economic and social research approaches and capacities that provide a solid evidence base for determining impacts of cultural investment and activities. The EC expects to fund a programme of up to 14 million Euros, with a launch in Spring 2009.

June has recently joined our Advisory Group and we look forward very much to working more closely with her, particularly on developing our experience in culture and heritage.

## Changing the law

*Michael Sayers, Director of Studies, Changing the law: Successful reform*

When law reformers tell people what they do, the reaction is often "You must be busy!" – as most people think the law in their country needs improvement.

Independent Law Reform Agencies (LRAs), with names like "Law Reform Commission", have been established by legislation in many countries, to make recommendations to Government for reform of the law.

A new PAI programme took place in October last year for what is believed to be the first ever international study programme on law reform methodology. It brought together senior law reformers from eight very different countries.

The week covered everything from choosing law reform projects to consultation with the public, and from implementation of recommendations to establishing new LRAs. It included enthusiastic participation all through



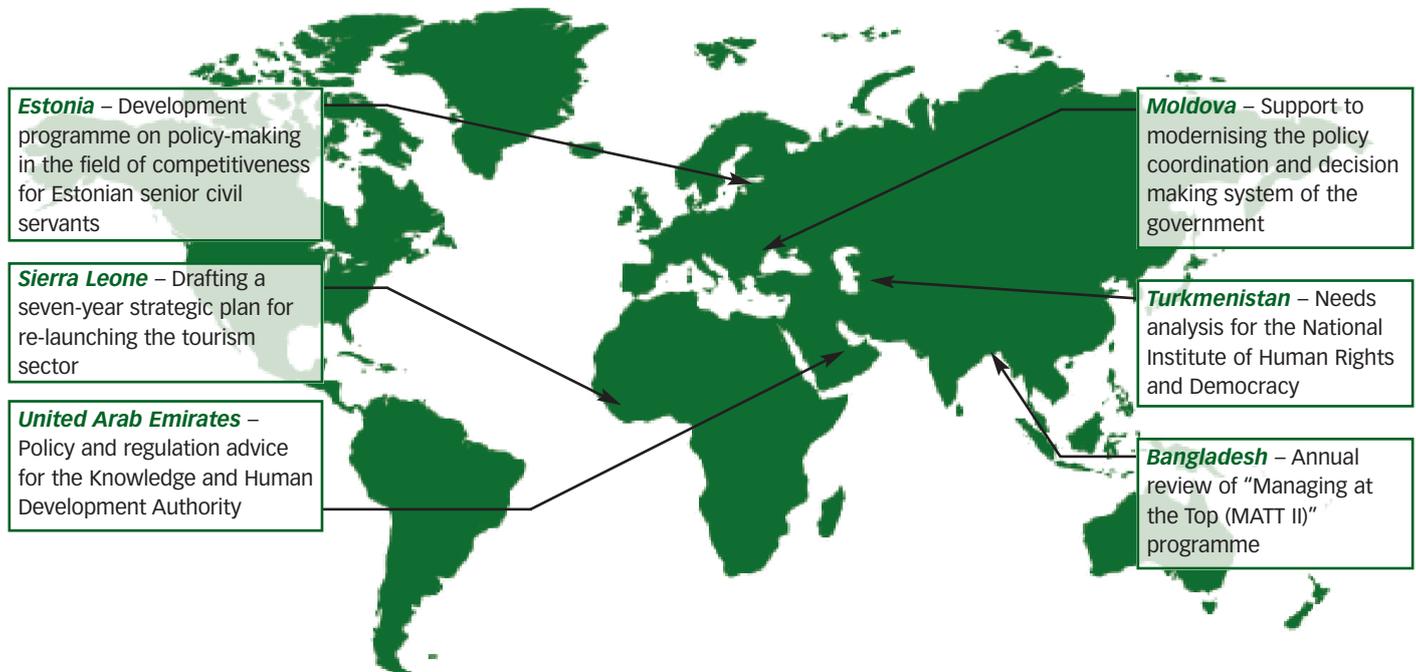
*Standing (from left to right): Michael Sayers (Programme Director), Clare Walters (Programme Manager), Melissa Elizabeth Visagie (Namibia), Ray Harris (British Virgin Islands), Claire Cameron (PAI Director), Abimbola Coker (Nigeria), Bill Hastings Laurence (Canada)  
Sitting (from left to right): José Griffith (Cayman Islands), Cheryl Ann Neblett (Cayman Islands), Gertrude Lynn Hiwa (Malawi), Daphne Matlakala (Botswana), Anita Heymann Ababio (Ghana), Tousy Namiseb (Namibia)*

the week, plus sessions with the LRA for England and Wales, the newly-

formed Ministry of Justice and the new LRA for Northern Ireland.

# Where on earth are we?

Over the past six months we undertook a number of interesting projects in the following countries: Estonia, Sierra Leone, Moldova, United Arab Emirates, Bangladesh and Turkmenistan.



## Slava on a business safari!

*Slava Gromlyuk, Business Development Manager*

PAi has always been keen on working in East Africa, so when British Expertise announced a Trade Mission for a group of UK businesses to Ethiopia, Uganda and Kenya, it was a good opportunity for me to go. A two-week visit went ahead last September with Nairobi being the first port of call for our group. My programme was full of meetings with Government officials, donor agencies and local training organisations. I learned that, following the post-election conflict in early 2007, Kenya was slowly recovering. However, the country faces big challenges in its public sector reform programme and it was good to see that the donor community is supporting the Government in this task. From Nairobi our group travelled across the border to Kampala. Uganda has been making good economic progress over the last few years which, hopefully, will be sustained by an increase in foreign investments linked to the recently-discovered oil

reserves. People I met in Kampala talked to me about developments in the justice sector, financial management and public service improvement programmes. Our final destination was Addis Ababa, where we spent the last three days of our visit. I was pleased to meet staff at the DFID office and the Ministry of Capacity Building, where we are currently working on a project to introduce a Senior Executive Scheme in the Civil Service. Our visit to Ethiopia coincided with the celebration of Meskel – an annual religious holiday commemorating the discovery of the True Cross by Queen Eleni (Saint Helena) in the fourth



*Slava relationship-building on his trade mission*

century. I was sorry to leave Africa, but I hope that my visit will soon be followed by our consultants returning to these countries to work with their Governments in improving the lives of their citizens.

# Our new study programmes

We are delighted to add a further four new study programmes to our existing training portfolio. This makes a total of 26 annual programmes run from our office in London.

## On the move: Migration policy and practice for the next decade (1 – 5 June 2009)



What are the patterns of recent global migration? What are international bodies' migration policies and how might they influence future developments? This one-week programme is

designed primarily for senior officials in ministries of interior, immigration, police and customs services and other public agencies concerned with immigration and emigration, as well as representatives from NGOs. The programme will look at the long-term migration picture as well as the experience of public bodies centrally and locally and of key international organisations.

## Public sector consultancy: A foundation in essential consulting skills (13 – 17 July 2009)



This programme provides an introduction to management consultancy for those considering entering the profession or those who wish to have an understanding of the knowledge and skills needed in this area. The course leads to the award of the Certificate

in Management Consulting Essentials – a professional certificate offered by the UK Institute of Business Consulting and awarded by the UK Chartered Management Institute.

## Maximising people power: Transforming human resource information systems (6 – 10 July 2009)



Do HR records systems work effectively? How do you plan an electronic HR and payroll facility? This programme will present practical approaches to managing HR records in both paper and electronic form and will equip participants with good practice tools and methods to implement sustainable improvements. It is aimed at HR managers, records managers, public sector reform professionals and anyone with an interest in enhancing HR information and management.

## Access to civil justice: Efficiency, affordability and fairness (9 – 20 November 2009)



How does the civil justice system work in England and Wales? What is the role of judicial review and of administrative tribunals and of ombudsmen in the delivery of administrative justice? This two-week study programme will explore practical strategies for improving the delivery of civil justice and

access to the civil justice system. Participants will examine how the key mechanisms and agencies, such as courts and tribunals, the Ministry of Justice and its executive agencies, the legal aid system and the legal professions relate to one another and deliver their services.

# Do you need a meeting room?

Our office is located in a Grade II listed building in central London just off Tottenham Court Road. Our premises includes two training rooms and one boardroom which are available for

hire (please visit our website for further information). If you are interested in hiring any of our rooms or viewing our facilities please contact Narine Bastin ([pai@public-admin.co.uk](mailto:pai@public-admin.co.uk)).