

in-touch

Public Administration International

Newsletter



“Doing Business” workshop, Havana, Cuba

Matthew Cocks, PAI Associate Consultant

From 3 to 5 March 2015 I led a workshop in Havana on relations between government and business, including best practice for fostering business growth and foreign direct investment. The British Embassy in Havana had initiated the idea based on PAI’s international “Doing Business” study programme. The Embassy invited the Centro de Estudios de la Economía Cubana (CEEC) to organise invitations and a venue as well as guest speakers. There were around 40 participants from a range of government ministries and organisations.

The Cuban Government has decided to update its economic model. At the same time there is the prospect of an opening up of Cuba/US relations following years of restrictions. So it was a very interesting time to be in Havana.

The event took place in the former casino of the Hotel Nacional, now a rather grand conference room. The British Ambassador, Tim Cole, gave a



Matthew Cocks addresses participants at the workshop in Havana

welcoming address and invited all course members to a reception on the second evening.

The workshop covered the various elements of the business environment (taxation, intellectual property, competition policy etc); better regulation initiatives including impact assessment; best methods to attract foreign direct

investment; international trade rules; and entrepreneurship, including the government’s role (access to finance and other support, incubators etc).

The workshop was warmly received by participants. They seemed to value in particular the networking opportunities it offered as well as the opportunity for break-out group discussions.

Post-election seminar for diplomats ‘What’s next for Westminster and Whitehall?’

Central London, Wednesday 3 June 2015

This one-day seminar, coming soon after what promises to be one of the most fascinating elections in modern British history, offers expert analysis of the major current and future political and constitutional issues in Britain, including developments in domestic policy, the economy and Europe/UK relations. It is for London-based foreign diplomats and

others whose job it is to report on UK public life.

The seminar will provide a forum in which diplomats can explore these issues through interaction with leading British commentators on policy, the constitution, the judicial system and the media.

If you would like further information or to discuss the seminar, please contact

Claire Cameron, Director, PAI,
56 Russell Square,
London WC1B 4HP.

Tel: +44 (0) 20 7580 3590

claire.cameron@public-admin.co.uk

Malaysian visitors study toll roads in the UK

John Mather, PAI Associate Consultant

We received an unusual request late in 2014. We were invited by highways officials from Malaysia to arrange a one-week study tour of toll roads in the UK. The request came from former customers of our PPP in the Transport Sector study programme and we were, of course, delighted to oblige.

The tour, which was attended by officials from central and local government and by toll road operators, started and finished in London. It included classroom sessions with site visits to the Dartford Crossing, the National Traffic Operations Centre (NTOC), the West Midlands Regional Control Centre and the Mersey Gateway. We also visited Merseytravel's offices in Liverpool and Birkenhead. The UK has only one conventional toll road - the Midlands Expressway or M6 Toll - which provides a high standard alternative route to the congested M6 north of Birmingham. But most of our estuarial crossings are tolled and central London has congestion charging.

The project team at the Dartford Crossing gave us an interesting presentation on free-flow (electronic) tolling. Traffic officers at NTOC in Birmingham showed



Participants viewing the escape route from the Queensway Tunnel, Merseyside

us round their control room and explained how traffic is managed on the strategic road network. The project team at Halton Borough Council gave us a presentation on the Mersey Gateway project and the management team at Merseytravel kindly arranged a series of presentations with site visits to the Queensway and Kingsway Tunnels.

This was a particularly interesting week. We were able to make time (by special request) to visit the Liverpool and Everton football grounds and had an enjoyable evening meal at an Asian restaurant in Liverpool. This year we have been invited to arrange a bespoke study tour of Western Europe which will focus on intelligent transport systems.

Come and join us in Istanbul

We are pleased to announce the launch of two new short programmes to be held in Istanbul, Turkey. The first is a three-day course on "Key Performance Indicators: how to develop and use KPIs", which will run from Monday 1 to Wednesday 3 June 2015. Led by our experienced performance management and strategy consultant and trainer, Stephen Leeds, the course will improve your programme and management

results through a better, more focussed use of KPIs for decision-making.

Our second programme is a two-day workshop on "Managing the Media: maximising government communications", scheduled for Monday 7 and Tuesday 8 September 2015. The workshop, led by our media and communications trainer, Jason Reynolds, is for people working in government communication

and information roles, such as heads of government communications, spokespeople from political parties, newspaper editors and broadcasters.

Both programmes will be held at the Nippon Hotel, Taksim, Istanbul. If you would like further information or would like to book a place please contact Clare Walters at clare.walters@public-admin.co.uk Tel: +44 (0) 20 7580 3590.

Reforming the Civil Service pay and grading systems in Somalia

Chris Jones, PAI Associate Consultant

I have recently returned from Mogadishu, the capital of Somalia, where I worked as a PAI Associate Consultant on a short World Bank project to assess the possibility of reforming the Somali Government's current Civil Service pay and grading systems.

Mogadishu has the reputation of being a very dangerous place and any visitor to this city can be forgiven for feeling a little nervous. On arrival, the high level of security at the airport is immediately apparent, and, sadly, attacks on the airport are not uncommon. But life has to go on. Meeting Ministers and civil servants is a major part of any consultant's job. In Mogadishu, this usually means going to the area of the city known as Villa Somalia – which is where the main Ministries and the Prime Minister's Office are situated. Needless to say, the area is heavily guarded and access is difficult. It helps to have a fixer who can, literally in this case, open doors. All necessary precautions were taken to ensure our safety during the journey to Villa Somalia.

Parts of Mogadishu bear all the scars of a very bitter and recent civil war. Indeed, the film *Black Hawk Down* convincingly portrays the damaged buildings. But, otherwise, the streets of Mogadishu would be familiar to anyone who has spent time in a North African country. They are hot, dusty, crowded with people and vehicles. Getting anywhere is a matter of bumping along through the potholes and trying to avoid all the children and stray dogs. In such circumstances, especially when there is a traffic jam or some unexpected hold-up, the thing to do is not get impatient. The tangle of people, cars, dogs and trucks will sort itself out in the end. It always does.

The Ministers and civil servants I met were interested in the idea of reform;



Travelling by road in Mogadishu

but less clear about how it could be accomplished. At the federal level, the Government of Somalia is surprisingly small. There are only approximately 4,000 civil servants. This means that every Ministry is very thinly populated. And this means, in turn, that there are not available people to be deployed on, for example, writing job descriptions. The human resources function does exist but it is mostly concerned with recording leave, operating the payroll and undertaking the usual recruitment, transfer and promotion functions. There isn't the time or the staff to do much else.

It was clear, by the end of my first visit to Mogadishu, that much needs to be done. The World Bank is committed to a substantial programme of state and capacity building, as is the Government of Somalia. These are early days and it remains to be seen how such a programme might be implemented successfully.

Arriving in Mogadishu, the flight from Nairobi flies parallel to the coast as it descends. Leaving Mogadishu, the aircraft turns sharp right immediately

after take-off. This is because it is much safer to fly over the sea than to fly over land. However, this does have the advantage of affording passengers spectacular views of Somalia's palm-fringed beaches and brilliant blue sea.

New UK-based workshops

We have two new workshops planned for this autumn. **"Challenging corruption in legal systems"** is a workshop for judges, magistrates and others in the court system. It will run from 19 to 23 October. Our "Better policies: better lives" workshop focuses on the innovative approach to using behavioural insights to improve policy making. It is scheduled for 30 November to 4 December. Please contact Clare Walters (clare.walters@public-admin.co.uk) or see our website (www.public-admin.co.uk) for more information or to book a place.

Training on gender mainstreaming in Neighbourhood South countries

Thera van Osch and Claire Leloup, PAI Associate Consultants

Through its European Neighbourhood Policy (ENP), the EU works with its southern and eastern neighbours to achieve the closest possible political association and the greatest possible degree of economic integration. This goal builds on common interests and on values such as democracy, the rule of law, respect for human rights, and social cohesion. Last year PAI won a contract to provide capacity building for the promotion of gender equality and women's empowerment in project and programme cycle management for the southern Neighbourhood countries, Algeria, Egypt, Israel, Jordan, Lebanon, Libya, Morocco, Syria and Tunisia. The project consists of delivering tailor-made workshops to staff working in the EU delegations in these countries, and, additionally, sector notes will be produced on gender mainstreaming in particular priority sectors in the countries covered by this project. A 'wrap-up' workshop at HQ in Brussels is due to be held at the end of the assignment.

As gender experts with many years of experience, we designed the workshops and developed training materials after identifying the training wishes of each



Workshop on gender training in Rabat, Morocco

of the EU delegations. Key components of these workshops include gender concepts, legal and policy frameworks on gender equality, gender strategies, tools, indicators and gender specific quality assessment criteria, and exercises based on the projects and programmes of each EU delegation and its training requirements. So far, the feedback from the participants has been very positive.

Some of the challenges faced by the EU delegations in these countries include

the acceleration of the implementation of the EU's policy commitments on gender and development. The EU 'Plan of Action on Gender Equality and Women's Empowerment in Development (GAP)' offers a range of concrete actions and targets to enhance EU leadership in promoting gender equality in development and ensuring concerted action with EU Member States in order to achieve significant impact on the ground. This project will contribute to increased gender expertise and competence of EU staff to face this challenge.

New projects

We are delighted to have won a new project in Armenia, having worked there in the late 1990s through to 2002. The work involves developing a methodology and training on job evaluation for the Civil Service Council and Human Resource Managers in line Ministries. We are collaborating with the Armenian firm, Avenue Consulting, and one of

our Armenian consultants is Susanna Yeghiazan, who worked on our team back in the year 2000, so it's very nice to be working with her again. The project is funded by the World Bank.

Another interesting new assignment is our project to develop a strategy for Sida (the Swedish Agency for International

Development) on support for national platforms of the Civil Society Forum in the Eastern Partnership countries (Armenia, Azerbaijan, Belarus, Georgia, Moldova and Ukraine) of the European Neighbourhood Policy. Our partner for this work is SKL International from Sweden.