

# in-touch

## Newsletter



## PAI's project in Bosnia and Herzegovina highly commended in British Expertise International awards



PAI Directors, Slava Gromlyuk and Claire Cameron, at the awards ceremony

We're delighted to announce that our project on EU integration in Bosnia and Herzegovina was highly commended at this year's British Expertise International's awards ceremony. Our project falls under the Best International Collaborative Project category. Funded by the UK Government, the project aims to increase the effectiveness of EU integration through institutional reform and capacity building. It is putting in place robust and sustainable structures and co-ordination mechanisms to support EU-led reform initiatives. Our team has developed options for strengthening EU co-ordination

systems based on studies of similar structures in EU member and candidate countries. Our consultants are providing hands-on support on policy advice and capacity strengthening, focusing on training and development of staff and organisational units.

Stakeholder engagement is a priority and the emphasis is on visible, pragmatic, workable and sustainable solutions suited to the specific needs of partner organisations in Bosnia and Herzegovina.

We're delighted to see the good work of our team and our BiH partner recognised.

## Policy communications – a critical factor in modern government

*Christian Palme, Short-Term Expert, Violeta Hyseni Kelmendi, Policy Communications Specialist*

Providing effective communication of public policy is recognized today as a critical factor for successful and inclusive government. Communications experts need to be involved early in the policy development process and know how to use a wide range of modern communications tools. Traditional ways of government communication, such as press releases, are no longer enough in a rapidly changing information environment, which is dominated by social media, emotionally-charged visuals and two-way dialogue. In March this year, as part of PAI's long-term project to support policy development in Kosovo, we ran some practical training to build communication skills. Working with the Government communications team, we held four days of workshops in Pristina to train trainers in policy communications. These workshops covered:

Practices for Writing Communications Strategies", "The Media Interview – Strategies, Preparation and Training your Principal", "Working with Social Media to Deliver Messages Effectively", "Writing Effective Briefing Memos", "Op-ed and Blog Writing", "Story-telling as a Communications Tool" and "Crisis Communications and Digital Crisis Management". This busy week ended with a day focusing specifically on how to co-ordinate communications within and between Ministries – no easy task. At the end of the training, the participants took a practical exam which involved writing an op-ed on a hot topic related to their own work. This was very successful and the result is that now the Government of Kosovo has certified communications trainers on its staff who can train other communication and policy development staff in the Government. These certified trainers

will be closely engaged in improving internal government communication, especially about the complex process of developing and implementing policies.



From left to right: Violeta Hyseni Kelmendi, Christian Palme, Filloreta Bytyçi, (Deputy Team Leader), Jorinda Gacaferi (Project Assistant)



# The changing policy framework for UK aid

*Dr Garth Glentworth OBE,  
PAI Advisory Panel Member*

Following the British election in May 2015, the most important reforms to UK aid policy were set out in two Government policy papers published in November 2015. Three themes lie behind these papers: the need for the UK to be able to protect itself and others when reacting to growing international instability; the need for the UK to benefit from aid expenditure; and the need for a “whole of Government” approach, going well beyond the Department for International Development (DFID) and bringing in other Government Ministries, Departments and Agencies (MDAs) in successfully delivering these objectives.

The global aid policy context has been changed by the international community’s adoption in September 2015 of the broad-ranging **Sustainable Development Goals** (SDGs). It is no exaggeration to say that all economic, political, social and security aspects are now on the international development agenda, set out as 17 goals and no less than 160 specific targets. Another important change is in the OECD’s definition of **Official Development Assistance**. The scope of this globally-used aid classification is to be significantly broadened to enable more expenditure on peace and national security, the wider implications of migration and refugees and countering “violent extremism”, and incentives to encourage trade and investment.

The combination of growing international instability and the SDGs have shaped the contents of the **National Security Strategy and Strategic Defence and Security Review**, the first of the two 2015 UK Government policy papers which defines

the National Strategic Objectives. The second paper, **UK Aid: Tackling Global Challenges in the National Interest**, has four strategic objectives, all of which are vital to support poverty reduction, and – it is asserted – there is no conflict between these priorities, protecting UK security and furthering the UK national interest. To help deliver this strategy, a commitment has been made that 50% of DFID’s budget will be spent in Fragile and Conflict Affected States (FCAS) and a range of new funds has been created based outside DFID in other Ministries, led by the Conflict Stability and Security Fund in the FCO.

Since the publication of the defence and aid strategy papers there have been changes at the top of the UK Government following the EU Referendum in June 2016 and new ministerial teams are in place in most departments. This has led to more initiatives with the overall effect of broadening the aid agenda even further and increasing the complexity of implementation.

To ensure that aid programmes should be “mutually beneficial” to both the UK and developing countries, greater priority is being given to economic development and the role of aid in stimulating UK trade and investment. At the same time, humanitarian aid is continuing to grow in response to the many ongoing crises globally. Women and girls are already a major focus for UK aid and are to become an even higher priority. Modern slavery and trafficking, child exploitation, forced migration, extremism and counter-terrorism are priorities. To implement this huge diversified programme successfully, some very demanding challenges will

have to be met:

- MDAs and officials who have never previously been involved in international development, and who may not have worked overseas, will play major roles in negotiating agreements and spending large amounts of money via the new funds. There will have to be a very rapid learning curve.
- New sources of expertise will have to be mobilised – with sound technical skills but potentially with little or no experience of the challenges of working in FCAS.
- UK aid spending will need to achieve even higher standards of efficiency and effectiveness in delivering intended impacts, as well as preventing fraud and corruption.
- Poverty reduction programmes will still be a priority, but will have to be implemented to complement opportunities for UK trade and investment.
- Strong co-ordination at country level as well as at the centre of Government will be a major requirement among the separate funds and initiatives. Effective mechanisms will have to be put in place, even in unstable environments. This will all take place while the UK Government is preoccupied with Brexit negotiations.

With this huge set of challenges, it is vital that Ministries be given adequate resources if they are to deliver. Individuals and organisations involved in development will need to monitor developments closely.

# PAI wins new projects - Armenia, Georgia, Lesotho and in the British Overseas Territories

*Slava Gromlyuk, PAI Director*



*Our consultants and project partners in Georgia*

We are delighted to be awarded some interesting new projects this year, in Armenia, Georgia and Lesotho, and – a first – a framework project under the CSSF (Conflict, Stability and Security Fund). Under the Local Governance Programme implemented by GIZ in Armenia, our consultants will provide support to the Ministry of Territorial Administration and Development in improving the national training system for local government officials. In Georgia, under a contract with UNDP and in collaboration with GEC Corporation, Georgia, our consultants will provide support to the Government of Georgia in implementing the new Law on the Civil Service through training and coaching in managing change. In Lesotho our consultants will support the Ministry of Development Planning in developing the National Human Resources Development Policy to build a skilled, productive and professional workforce. And we are delighted to have won our first assignment for the CSSF framework contract. This will be support for the Overseas Territories in legislation reform and legislative drafting. We look forward to working with our partners in all these countries.

## New faces at PAI



We're very pleased to welcome Pauline Hayes, CBE, as a new member of our Advisory Panel. Pauline has had a long career in the UK public service and international development work, primarily with the Department for International Development (DFID), initially as a Governance Adviser before moving on to leadership roles. From 2013-2015 Pauline was Director of the regional division covering DFID's work in Afghanistan, Pakistan, Central Asia and Eastern Europe. Between 2010 and 2012 she was the head of DFID's Afghanistan country office. Before her retirement from DFID in late 2016, Pauline led the department's inputs to the final stages of the Iraq Inquiry. Pauline has lived and worked in a wide range of countries and regions including Eastern Africa, Eastern Europe, the Western Balkans, Central and South Asia, and the Middle East. Pauline is now a Trustee on two NGO boards and is also involved in the development of a new international civil service effectiveness project which will be launched soon.



We also have a new Accounts Manager, Matt Wenham. Matt is a skilled financial manager and book-keeper and has over fifteen years' professional experience of working in the charity, not-for-profit and private sectors. He is an Associate Member of the Institute of Certified Book-keepers and is in the process of qualifying with the Chartered Institute of Management Accountants. In addition to running his own book-keeping firm, Matt and his partner, Amanda, have a young son, Harry, who keeps him busy when Matt's not working!

A very warm welcome to Pauline and Matt.

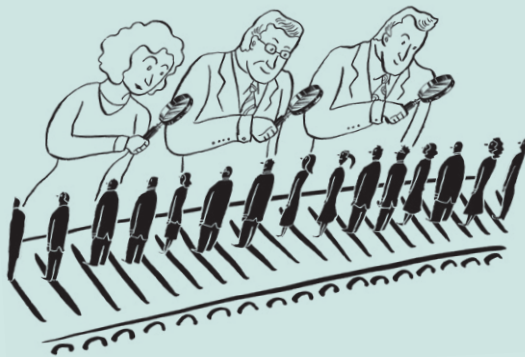
## How is your Māori?

Ours is improving now we know that “pai” in Māori means “excellent, efficient and good-looking”, amongst other nice things. We are glad that our name has so many positive connotations and we like to think that they are all appropriate! If “pai” has any meanings in your language please let us know – as long as they are printable .....

## PAI launches two new one-week workshops

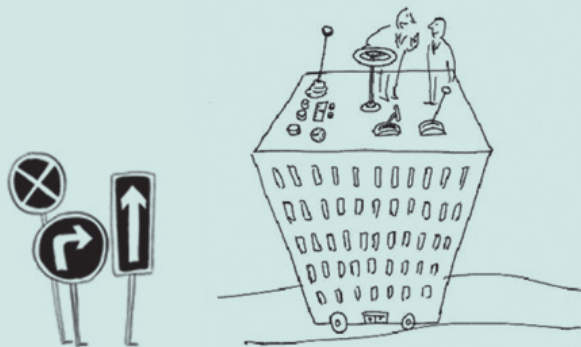
### “Gender Matters: Integrating gender into development policy and programming”

16 to 20 October 2017



Governments have committed themselves to advancing gender equality through the adoption of the Sustainable Development Goals and other policy frameworks that explicitly link gender equality and women’s empowerment to sustainable and inclusive growth and development. There is growing evidence that promoting gender equality is “smart economics”, and that closing gender gaps in education, labour markets and access to resources and opportunities will contribute to socio-economic development that benefits all.

Our workshop will provide you with the knowledge and tools needed to apply gender analysis and integrate gender at all stages of the programming cycle, with a focus on providing sector-specific examples.



### “Keeping cities moving: London’s transport system in the 21st century”

11 to 15 September 2017

PAI’s prime location in the heart of London offers many opportunities for sharing with colleagues from overseas the lessons that have been learned about the administration and governance of one of the world’s most exciting and vibrant cities. An important new addition to our growing portfolio of professional development workshops is “Keeping Cities Moving: London’s transport system in the 21st century”. This new workshop focuses on how London’s complex transport system is managed and co-ordinated. It involves contributions from key transport providers and stakeholders, including Transport for London, local authorities and representatives of passengers and businesses. It touches upon innovations such as congestion charging, initiatives to encourage the use of bicycles and the building of the new Crossrail line. The programme includes visits to relevant organisations and a tour of London, to enable participants to experience different aspects of the system at first hand.

For more details or to book a place on to any of our workshops, please contact Clare Walters ([clare.walters@public-admin.co.uk](mailto:clare.walters@public-admin.co.uk)) or see our website ([www.public-admin.co.uk](http://www.public-admin.co.uk)).