

in-touch

Public Administration International

Newsletter



Access to Justice Study Programme for the Office of the Public Prosecutor, Qatar

Neil McCallum – Programme Director



Front row (left to right) Hadi M. Al-Hajri, Ali Saeed Al-Mohannadi, Saad Said H. Al-Qahtani, David Levy (Crown Prosecution Service), Abdullah Al-Maadheed Back row (left to right) Khalid Al-Ebrahim, Neil McCallum, Fahad Saadoun Al-Athba, Saleh Al-Fadala, Clare Walters (Programme Manager)

In January this year, PAI welcomed a delegation from the Office of the Public Prosecutor in Doha, Qatar for a two-week study programme designed to explore UK initiatives to modernise the management of and enhance access to justice. The programme was based on our popular Access to Criminal Justice and Human Rights programme which runs every year in October or November. As with that programme, we followed a path through the justice system from initial arrest and custody

in a police station through the work of the Crown Prosecution Service to appearances in Magistrates and Crown Courts, care and custody arrangements in prison and the role of the probation service. Throughout, we explored the human rights issues raised by various initiatives, including community punishments and the use of electronic monitoring or 'tagging', of offenders. Highlights included a meeting with Lord Woolf in the House of Lords to hear at first hand his views of the impact of

the dramatic reforms in judicial practice he had championed as Lord Chief Justice, standing at the unmarked graves of condemned men executed, before the UK abolished the death penalty, in Her Majesty's Prison Nottingham and visiting our newly-opened Supreme Court. As always with such programmes, what we share, and what distinguishes one country from another, was a source of enthusiastic and sometimes impassioned debate.

Evaluating EC Support to Public Administration in Yemen

Alexis Turrall – International Projects Manager

PAI, in a consortium led by B&S Europe, was awarded an EC-funded contract to 'evaluate the EC's outgoing and identification of incoming support to Public Administration Modernisation' in Yemen. This was our first project in Yemen and partially came out of a scoping visit there earlier in 2009. The assignment stretched over two and a half months from November 2009 to February 2010 and was implemented by three consultants, led by Giovanni

Morsiani. The project aimed at identifying the best possible way for the EC to support public administration modernisation in Yemen by conducting an evaluation of ongoing EC support; assessing possibilities for innovative approaches; and making recommendations on future support.

The team arrived at two recommendations. Firstly, to support the Ministry of Social Affairs and Labour

by reviewing the structure and strategy of the Ministry; revising social and labour policies; and building institutional capacity. The second recommendation is to design and support a decentralisation programme, the details of which will be decided later in the year. As a result of these recommendations, it is hoped that the EC will commission two long-term projects in these areas starting from May 2010.

Reviewing Project Performance in Rwanda

David Watson – Team Leader

PAI was asked in November 2009 by the Ministry of Education in Rwanda to conduct a comprehensive Performance Evaluation Review of its World Bank-supported Human Resource Development Project (HRDP) 2001-2009. This was to assist the Ministry's compilation of its Implementation Completion Report on the project, which ended in December 2009. PAI provided a six-person international/Rwandan team.

This ambitious project was designed with full participation of Rwandan stakeholders and took into account lessons learned from the first Bank/GoR education sector project (1990-1999) which had coincided with the genocide and subsequent civil unrest of 1994. This catastrophic period was the backdrop to an important element of the

HRDP: a nation-wide programme of community-based education infrastructure projects aimed at rehabilitating communities and forging social cohesion.

By the end of the project, over 1,000 buildings were erected in 125 sites in all regions. Major strides were also made in the provision of textbooks and professional development for teacher training, curriculum development, educational testing and incorporation of science and technology into the curriculum. Education sector policy and performance has been transformed in the project period and dramatic

improvements achieved in participation rates and gender-balance.

The project evaluation review had a very tight timetable but all team members rose to the challenge and the two volumes of analysis and information – including the lessons for the Government, Ministry and the World Bank emerging from the experience – were duly submitted by the deadline to the satisfaction of the Project Management Office.



School children in Rwanda

Kosovo: Two Years Since Independence

Filloreta Bytyci – PAI Project Consultant, Kosovo

On 17 February 2010, Kosovo celebrated its second anniversary of Independence. This is a relatively short period of time in the sense of state building; but the developments of the last decade and the two years since independence have been of utmost importance for the Kosovar people.

Over the past two years, Kosovo has enacted its Constitution; was recognised as an independent state by 65 countries; established the required constitutional and democratic institutions; approved over 160 laws; held its first local elections after independence; became a member of the World Bank and International Monetary Fund and made considerable investments in its infrastructure. The Kosovar economy has shown encouraging growth recently, but it still remains at an early stage of development. However, poverty and unemployment plague development and continue to be the main challenges for the years to come.

Kosovo has the youngest population in Europe. Over fifty percent of its population are under twenty-five years old. Being surrounded by young, bright people in every city or village of Kosovo makes one feel very proud. Among those young people there is a boy called Tonibler Dajaku, a girl called Madeleine, and a boy called Klinton Krasniqi. These are babies born shortly after the war and their parents credit



Celebrations on the declaration of Independence, showing people writing their names on the 'newborn' statue.

the work of Mr Blair, Ms Albright and Mr Clinton as their saviours by naming their babies after them.

Because of the difficulties of the past, our society has lacked experience of running state institutions. Furthermore, work under the supervision of the international actors such as UNMIK meant that coordination, cooperation and the fulfilment of international obligations was not always an easy task. Nevertheless, the optimism for a brighter future and dedicated work has overcome most of the difficulties. The Kosovar institutions managed to take over responsibility for the state-building process and, jointly with the people and the unsparing help of our international

friends, has succeeded in establishing a good basis for the development of a democratic society based on international standards. Our efforts are now directed towards further strengthening and improving the functions of the state institutions, along with moving towards EU integration in order to meet citizens' needs and expectations.

PAI has been involved in DFID-funded projects to support the Government through this transition phase for over seven years and continues to advise on policy, strategic planning, legislation and restructuring in the Office of the Prime Minister, as well as on other capacity-building projects in Kosovo.

PAI Accredited by the British Accreditation Council

We are delighted to announce that after a comprehensive review and inspection of all aspects of our study programmes, including their design, content and delivery, our premises,

administrative policies and procedures, we were accredited by the British Accreditation Council for Further and Higher Education in December 2009.



BAC accreditation of our study programmes will be of help to those visitors to the UK who need to apply for 'student visitor' visas following the introduction of new visa arrangements in 2009.

De-Mystifying Consultancy in Ghana

Slava Gromlyuk – Business Development Manager

In October 2009, I went to Ghana following an invitation from the Ghanaian Institute of Consulting to deliver training to a group of government officials on a three-day programme entitled “De-Mystifying the Practice of Consultancy and Obtaining Maximum Results from Consultancy Services Provision”. This programme was designed to teach essential consulting skills to executives and senior officials within public sector organisations which use consultants and other service providers. The programme was attended by a group of senior officials from a range of organisations including the Ghana Broadcasting Corporation, National Health Insurance Authority, Social Security and National Insurance Trust, Department of Urban Roads and others.

My presentations covered several aspects of consultancy work such as scoping and developing the proposal, costing and pricing in competitive conditions, managing the client’s expectations and the quality assurance toolkit. Throughout the programme, the participants shared their own experience of working with external consultants and learnt about when and how best to use and manage consultants. This visit was an excellent opportunity for me to practise my training skills as well as to share information about PAI consultancy and training services. It also helped us to develop institutional links with the Ghanaian Institute of Consulting, which, we hope, will lead to further collaboration in consultancy in the future.



Course participants in Accra

Mike Fogden CB



We are very sad to have to report the death, on 10 October 2009, of Mike Fogden, a member of PAI’s Advisory Group and a close friend of PAI. For the whole of his working life Mike had a total commitment to public service and a huge interest in policy issues and public welfare. He had a distinguished career in the civil service, culminating in almost ten years as Chief Executive of the Employment Service. During his retirement he held a number of important public positions including chair of the National Blood Authority, deputy chair of the Civil Service Appeals Board, chair of the then Accountants Investigation and Discipline Board, and chair of the executive committee of the Public Management and Policy Association. Given the wide range of his work we regarded ourselves as very fortunate that he was able also to devote time to PAI. Mike had been a member of our Advisory Group since 1997, was Programme Director for our Public Service Commissions study programme, and was a frequent contributor to our work. He showed humour and humanity in abundance, was robust and straight-talking, hated management jargon and could always be counted upon to enliven our meetings. We will miss him a great deal.