

in-touch

Newsletter



New workshops! More workshops!



We are launching our expanded international workshop programme, including a lot of exciting newcomers. We are working with a number of RIPA International's former Directors of Studies as well as with our regular Workshop Directors to offer the following for the second half of 2016:

WORKSHOP

WORKSHOP DIRECTOR(S)

Effective records and information management: practical approaches for sustainable document, records and knowledge systems	Neil McCallum, Tanya Karlebach
From policy to legislation	Roger Rose
Impact assessment and evaluation	Dr Philip Davies
International accounting standards: IPSAS, IFRS and implementation	Ken MacNeill, Jim Brooks
Judicial administration	Neil McCallum
Justice, fairness and the rule of law: better legal systems, better governance	Professor Gavin Drewry
Leading change: strategy, implementation and people	Carolyn Kerry, Philip Champness
Legislative drafting: a workshop on the essentials	Roger Rose
Making policy more effective: analysis and use of evidence	Dr Philip Davies
Monitoring and evaluation	Rob Clark
Parliamentary administration: structures and procedures in Westminster and Brussels	Ian Church
Procurement and contract management: an A to Z	David Wells
Project and programme management	Stuart Wilson
Project risk management	Stuart Wilson
Promoting integrity and combating corruption	Neil McCallum, Tanya Karlebach
Public financial management: planning and control	Ken MacNeill, Jim Brooks

Full details on all these workshops (dates, fees etc.) can be found on our website: www.public-admin.co.uk

PAI supports the justice sector in Armenia

Slava Gromlyuk, PAI Director

We are delighted to have an opportunity of working in Armenia again on the EC-funded “Justice Monitoring” project. It is an eighteen-month project aimed at strengthening capacity of the justice sector institutions in the Republic of Armenia in formulating and implementing evidence-based policy. This will be achieved through establishing and trialling a system for collecting and analysing data about people’s perception, needs and experience of the justice sector; developing curricula and training a group of justice sector professionals on evidence-based policy making; and assisting the Government in drafting the Strategic Programme for Legal and Judicial Reforms. Support will also be provided to the Government to fulfil its obligations under the 2014 Convention against Torture Initiative. The project is being implemented in a consortium with an Armenian legal firm, ELL Partnership, and the Centre for European Constitutional Law from Greece.

To launch the project I travelled to Yerevan in early February with the project Team Leader, Eric Svanidze, an experienced Georgian consultant who has worked in Armenia before. Together with our Armenian key project experts, Liana Ghaltaghchyan, Deputy Team Leader, and



Left to right: Liana Ghaltaghchyan (Deputy Team Leader), Eric Svanidze (Team Leader), Georgi Khachatryan (Ministry of Justice), Slava Gromlyuk (PAI Director), Kristine Grigoryan (Ministry of Justice), Haykuhi Harutyunyan (Monitoring Expert)

Haykuhi Harutyunyan, Monitoring Expert, we met representatives of international development organisations active in the justice sector in Armenia (World Bank, European Commission, Council of Europe) and several justice sector organisations – Ministry of Justice, Investigative Committee, General Prosecutor Office, Judicial Department, Special Investigation Service, Chamber of Advocates, School of Advocates and the Justice Academy. We found a lot of interest in and support for the project’s aims and discussed the

type of assistance that the project can provide. Our meeting with colleagues in the Ministry of Justice, the main project counterpart, was particularly helpful in taking stock of the current situation in the justice sector and determining the priorities for the project.

We are looking forward to collaborating with the Armenian authorities in implementing this exciting and innovative project that will bring benefits to the general public.

Chartered Management Institute recognises PAI workshops

Great news! We now have four of our annual professional development workshops recognised by the Chartered Management Institute (CMI), UK

They are:

- Internal Audit and Risk Management
- Managing Elections: techniques and perspectives
- Putting People First: leading and managing change and quality public services in a digital age
- Better Regulation: economic regulation of utilities

Participants will be awarded a CMI certificate at the end of the workshops, as well as a PAI certificate, and they will also benefit from a year’s free access to the CMI’s “ManagementDirect” online resource, which offers materials and practical tools for further learning and development.

We are very pleased with this new “seal of approval” from the CMI and are discussing with them getting more of our workshops recognised.

For more information on our current workshops, please see our webpage at www.public-admin.co.uk/workshops

Creating legal rules in Malaysia

Roger Rose, PAI Associate Consultant

In March last year PAI offered a new two-week workshop in London on Creating Legal Rules and it was with a feeling of some achievement that, for only the second time it has run, we were able to take it to Putrajaya, Malaysia, in November 2015 at the request of the Malaysian Government.

A number of officers have recently been posted to the Drafting Division of the Attorney-General's Chambers for federal Malaysia with drafting experience that ranged from zero up to a maximum of only about two years. The workshop provided an ideal platform for them to be able, in a very deliberately "hands on" way, to overcome the fears many lawyers have about the subject, and also to help them to understand the fundamental approaches needed and to develop skills associated with original drafting.

I ran the workshop, which took place at



Roger with the participants outside the Galleria Building in Putrajaya

the Galleria Building in Putrajaya. It was attended by nineteen officers. I have been involved with drafting training in Malaysia for many years and it was a pleasure for me to be able to renew acquaintances there, and indeed a number of the more senior officers involved in drafting, most of whom I know well, were present for

part of the time and took a close interest in the workshop. These included the Malaysian Parliamentary Draftsman, Dato Ilani, who has herself previously attended a PAI course in London. A general feature of courses run in Malaysia is the excellent administrative back-up provided, and this workshop was no exception.

Management training for the African Union Commission in Ethiopia

Patricia Chalé, PAI Associate Consultant

In December last year I was pleased to be asked by PAI to develop and run a series of ten two-day training courses on 'The Essentials of Effective Management' for staff from the African Union Commission (AUC) in Ethiopia. These courses were designed to enhance the skills and attitudes that an individual new to management needs to master, in order to achieve their objectives through the efforts of other people. Over 200 staff members participated in these courses which included the following subject areas:

- Principles of Management
- Understanding Team Roles
- Motivation
- Navigating Change
- Transformational Leadership
- Giving and Receiving Feedback
- Leadership Styles
- Customer Care



Patricia (front row fourth from left) with AUC staff in Ethiopia

New framework contract awarded - Conflict, Stability & Security Fund

We've recently been appointed as a framework contractor for the new Conflict, Stability and Security Fund, which is a joint fund set up by the Foreign Office, the Department for International Development and the Ministry of Defence and overseen by the National Security Council. We were very pleased to be selected for two Lots – one on Governance, Security and Justice and the other on Conflict Prevention, Stabilisation and Peacebuilding.

Farewell to RIPA International

*Claire Cameron,
PAI Director*

We were sad to hear recently of the closure of RIPA International in March 2016. Many of you will know that both PAI and RIPA International evolved from the former Royal Institute of Public Administration. I was privileged to have worked at the Royal Institute of Public Administration for eleven years and was also part of RIPA International for three years, prior to setting up PAI in 1995 with former RIPA colleagues. So RIPA and then RIPA International are very much part of our history. We wish all the staff and associates at RIPA International well for the future.

Reviewing gender equality in the Commonwealth – past and future

Daniela De Vito, PAI Associate Consultant

The Commonwealth Secretariat here in London invited PAI to carry out an End of Term Review (ETR) of the Commonwealth Plan of Action for Gender Equality 2005-2015, (PoA). The PoA focussed on four critical areas – Gender, democracy, peace and conflict; Gender, human rights and law; Gender, poverty eradication and economic empowerment; and Gender and HIV/AIDS – and outlined a wide range of activities and intended outcomes for a range of actors, including the Commonwealth Secretariat, Commonwealth governments and civil society. The project started last July and culminated in a presentation of the Final Report in March this year to the Commonwealth National Women's Machinery's annual meeting held at the United Nations in New York.

The aim of the review was to assess the strategies/actions taken by Commonwealth member countries, the Commonwealth Secretariat and other organisations in the implementation and in the monitoring and evaluation of the PoA. PAI selected a team of two evaluation experts – myself as Team Leader with expertise in gender, human rights and law and Karen Robinson as Monitoring and Evaluation expert with experience of gender, democracy, peace and conflict. Together we defined the current status and trends in advancing gender equality and women's empowerment in the Commonwealth since 2005, and proposed both strategic and operational recommendations for how the Commonwealth could strengthen implementation of its gender-



Daniela (on left) with Evelyn Ogwal (Commonwealth Secretariat), Tofa Tolofuaivalelei Falemoe Leiatua (former Minister of Women for Samoa), and Amelia Kinahoi Siamomua (Commonwealth Secretariat)

related priorities in the context of the post-2015 development agenda.

Our work for the ETR included interviews, online questionnaires, a literature review, data collection and analysis, and field trips to seven Commonwealth countries (Bangladesh, Cameroon, Rwanda, St Lucia, Samoa, Solomon Islands and Trinidad and Tobago). The project's scope was challenging, covering all 53 Commonwealth member countries over a ten-year period, but proved to be a fascinating opportunity to understand more about the Commonwealth's approach to advancing gender equality as well as learning about their achievements and obstacles that have been encountered over the past decade.

Karen and I would like to thank all those who participated in the review process and assisted with the organisation of the field trips. We hope our Report will make a valuable contribution to future plans to advance gender equality throughout the Commonwealth.