consultancy and development services
Nationally and internationally, the role of public administration has undergone and is still undergoing rapid and radical change. In particular, the nature and purpose of the state and its relationship with the non-government sector are being fundamentally reassessed. The way in which public services are being reformed varies, but most countries can now claim a rich fund of shared practical experience of the nature and consequences of change from which valuable lessons can be learned. PAI’s aim is to assist public sector policy makers and managers in improving governance and the delivery of public services to citizens.
Public Administration International (PAI) was launched in 1995. We specialise in management consultancy and development services for organisations in and associated with the public sector and offer expert advice and support for governments undergoing political, constitutional, economic and structural change worldwide. Our key objectives are promoting good governance, reducing the causes of conflict and poverty and helping to improve the delivery of services to the public. We draw on substantial international experience in designing, implementing and monitoring these programmes.
our approach

Our approach is to work closely with key people inside and outside government who are involved in organising and delivering public services. We also work with funding agencies to develop practical and sustainable solutions to real problems.

Our expertise and excellent network of public sector contacts allows us to share experience of public sector policy and practice with project partners.

We draw on the advice and expertise of senior policy makers and managers, politicians and academics from all over the world who work with our clients to assist them in developing public sector policies, systems and structures appropriate to their needs within their respective environments.

We are familiar with all stages of the consultancy process – preparation, design, implementation and evaluation, and the most suitable methodologies for bringing best practice to clients. We are sensitive to local needs and priorities and we understand the importance of working within the political and cultural environment in partner countries.

We work extensively with local and regional consultants and organisations and are committed to sharing experience and developing local capacity.

Our study programmes and workshops provide an excellent opportunity for the exchange of information, ideas and good practice between public sector policy makers and managers from around the world, with each other and with UK practitioners and academics.

We are committed to high standards of ethical conduct (for further details about our Statement of Business Ethics, please see our website at www.public-admin.co.uk).
Our experience covers many aspects of public administration, including:

**Good governance**
Democracy, transparency, accountability, ethics, anti-corruption, public service delivery, elections

**Public administration reform**
Institutional development, machinery of government, central/local/regional government relations, efficiency reviews, organisation analysis and re-structuring, performance management, better regulation

**Policy and strategy**
Policy making and analysis, consultation with the public, poverty reduction, public-private partnerships, strategic management, change management, migration policy, climate change

**Human resource management and capacity development**
Recruitment and selection, appointments, skills development, performance appraisal, public sector pay, grading and job evaluation, pensions, human resource information systems, appeals

**Public finance and economic development**
Budgeting, public expenditure, audit, social and economic development, inward investment, procurement

**Legal and judicial reform**
Public law, access to justice, the role of the Ombudsman, human rights, legal drafting, law reform, judicial administration, prison and probation services, European integration and the approximation of laws

**Information and communications**
Government and the media, crisis communications, freedom of information

**Culture, heritage and tourism**
Cultural policy and development, cultural heritage, tourism policy and development, film policy and funding
our clients

We have worked with a range of international organisations and funding agencies, including:

- The Asian Development Bank
- The British Council
- The Commonwealth Secretariat
- The Council of Europe
- The Danish Ministry of Foreign Affairs
- The Department for International Development
- Deutsche Gesellschaft fur Technische Zusammenarbeit
- Development Co-operation Ireland
- The Economic Community of West African States
- The European Commission
- The Foreign and Commonwealth Office
- The United Nations Development Programme
- The Westminster Foundation for Democracy
- The World Bank
consultancy and development services

our consultancy projects

Our consultancy projects vary considerably in scale and duration but will usually be designed to support a partner government’s public service reform agenda. Our major projects involve the skills of large consulting teams drawing on many disciplines and are usually funded by development agencies including DFID, EC and the World Bank. Smaller projects may be funded directly by the partner government or otherwise by international development agencies including DFID, EC, UNDP and Danida.

Examples include:

Afghanistan – three-year project with the Independent Administrative Reform and Civil Service Commission to implement the Government’s new pay and grading policy (World Bank).

Africa – (Ethiopia, Liberia, Rwanda, Sierra Leone and Zambia) – Leadership Mentoring Scheme, as part of the Africa Capacity Building Initiative (DFID).


Armenia – development of a Twinning Fiche for the Human Rights Defender’s Office (EC); public sector reform project and projects to support the restructuring of the Prime Minister’s Office; strengthening the capacity of its staff and establishing a system of Cabinet Committees; and undertaking functional and staffing reviews of the Office of the President and the National Assembly (DFID).

Bangladesh – review of Managing at the Top II programme (DFID) and a policy study on the implementation of the Millennium Development Goals (UNDP).

Bosnia – support for establishment of the Ministry of Agriculture and Rural Development (EC).

Bulgaria – support to the Institute for Public Administration and European Integration in the design, implementation of a development and assessment programme for senior civil servants (EC) and a three-year project on performance appraisal, pay and career progression in the State Administration (DFID).


Croatia – assessment of pay and benefit system in the public service (World Bank), strengthening Public Internal Financial Control (EC) and advice on social assistance to the Ministry of Labour and Social Welfare (World Bank).

Czech Republic – strengthening Public Internal Financial Control at regional level (EC) and building Institutional and Administrative Capacity for the implementation of the acquis communautaire (EC).

Estonia – policy formulation and preparation for EU accession for the Ministry of Labour and Social Affairs (EC) and policy-making in the field of competitiveness (State Chancellery, Government of Estonia).
Ethiopia – advice on introduction of a Senior Executive Service (DFID) and Parliamentary Scoping Mission (UNDP).

Georgia – project identification assignment to assess the needs of Parliament (EC) and support to the implementation process for the Partnership and Co-operation Agreement (EC).

Ghana – technical advice to the Civil Service Reform Programme (DFID).

Jamaica – strategic review of the Cabinet Office to clarify its mission and objectives and support a prior options review (Government of Jamaica), establishment of two new Executive Agencies (Government of Jamaica) and development of the Public Sector Reform Unit in the Cabinet Office (DFID).

Kosovo – two long-term projects to strengthen the Office of the Prime Minister on strategy and policy-making, establishment of a Government Co-ordination Secretariat and clarifying the respective roles of political advisers and civil servants (DFID), support for monitoring and implementation of the Standards for Kosovo in central government ministries and in the municipalities (DFID) and assistance to the Ministry of Public Services in drafting primary and secondary legislation on government, the civil service and pay and grading (DFID). Assistance to the Office of the Prime Minister in the revision of draft legislation in relation to its compliance with the Acquis Communautaire (EC). Support to the Government in developing and reinforcing internal audit capacity and Public Internal Financial Control Systems (EC).

Kyrgyzstan – advice on improving inter-ministerial legislative drafting practices for the Ministry of Justice (EC) and support to the Centre for Parliamentarism and Legislative Drafting (EC).

Lesotho – developing a strategy to support the judiciary, anti-corruption, money-laundering and audit (EC) and a three-year project on election management, strategic and human resource management and media relations for the Independent Electoral Commission (DFID).

Liberia – advice to the Civil Service Agency on assessment and selection methods for recruiting the Senior Executive Service (Government of Liberia).

Macedonia – over a period of five years, two substantial and closely-linked consecutive projects in support of public administration reform, including policy coordination and strategic planning; institution and capacity building; and human resource management (DFID); technical assistance for implementation of the Ohrid Framework Agreement (EC).

Moldova – design and implementation of a system of analysis, policy co-ordination and conciliation for the Department for Co-ordinating Policies and External Assistance (World Bank).

Montenegro – budgetary and salary system reform (EC).

Multi-national – assessment of Euromed Heritage Programme in Algeria, Egypt, Israel, Jordan, Lebanon, Morocco, Palestinian Authority, Syria, Tunisia and Turkey (EC); development of regional co-operation programme in the field of culture and preservation between EU and Armenia, Azerbaijan, Georgia, Moldova and Ukraine (EC).

Namibia – advice to the Ministry of Agriculture, Water and Rural Development on setting up a new Water Resources Agency (GTZ).


Nigeria – assessment of the EC programme of support to the Nigerian Electoral Cycle (EC), advice to the Head of the Civil Service and Bureau of Public Service Reforms on preparation of a strategic plan for public service reform (Commonwealth
Consultancy and development services

Secretariat) and advice on management and information technology for the State and Local Government Programme (DFID).

**Philippines** – feasibility study for the Office of the Ombudsman and the Inter-Agency Anti-Graft Co-ordinating Council on fighting corruption (EC).

**Romania** – strengthening training capacity at the National Institute of Administration (EC) and support to the Ministry for the Civil Service and the National Agency for Civil Servants on civil service law and modernisation (DFID).

**Russian Federation** – administrative reform project to improve the institutional capacity of Government (EC).

**Sierra Leone** – establishment of a Human Resource Management Office and implementation of a Records Management Improvement Programme (DFID), Management and Functional Reviews across the full range of Government of Sierra Leone Ministries (DFID) and development of a seven-year strategic plan for the tourism industry (UNDP).

**Slovakia** – training on competition law for Supreme Court judges (EC), policy management, budget reform and civil service reform (DFiD) and strengthening parliamentary processes for the Slovak National Council (DFID).

**South Africa** – study of the EU-South Africa Governance Programme (EC) and final evaluation of the Capacity Building and Institutional Development project for the South African Police Service and the Department of Safety and Security (EC).

**Syria** – end-of-project evaluation of the Cultural Tourism Development Programme (EC).

**Tanzania** – assessment of the capacity of the Prime Minister’s Office, Local Government Reform Programme, to implement the Government’s decentralisation by devolution policy (World Bank).

**Tristan da Cunha** – review of the public sector, focussing on its capacity, effectiveness and affordability (FCO).

**Turkey** – an awareness raising workshop on the UK Citizen’s Charter for the Prime Ministry General Directorate of Local Administration and Department for Improvement of Administration (FCO) and training in communication, negotiation and drafting skills in the context of European accession for the European Union General Secretariat (FCO).

**Ukraine** – assessment of progress in implementation of the European Neighbourhood Policy Action Plan (EC) and development of EU policy co-ordination mechanisms (DFID/FCO).

**United Arab Emirates** – policy and regulation advice for the Knowledge and Human Resource Development Authority of Dubai (Knowledge and Human Resource Development Authority).


Details about these and our many other projects can be viewed on our website
Our international consultancy and development experience includes projects and programmes worldwide.
our study programmes

We offer a unique portfolio of study programmes for senior public service policy makers and managers, parliamentarians, media representatives and people from NGOs worldwide. Our programmes are carefully designed to provide participants with insights into many facets of the UK’s evolving public administration agenda. They include discussions with, and presentations from, expert practitioners and academics. They feature visits to central and local government departments and agencies, related public sector organisations, parliament, the media, NGOs and private sector bodies. They provide an ideal opportunity for the exchange of information and ideas between public service representatives from around the world with each other and with their counterparts in the UK.
International annual study programmes (please see our schedule of programmes for further details)

- **Access to civil justice**
  Efficiency, affordability and fairness

- **Access to criminal justice and human rights**
  Police, courts and prisons

- **Better regulation**
  Water, energy, transport and communications

- **Changing the law**
  Successful reform

- **Crisis communication in government**
  Developing communications plans

- **Film, governance and society**
  Red tape and celluloid

- **Freedom of information**
  Achieving open and transparent government

- **Government image and information**
  The UK experience

- **Heritage and culture**
  Challenge and innovation in policy and practice

- **Integrated climate management**
  The challenge for government

- **Internal audit and performance management**
  UK and international perspectives

- **Lawyers and government**
  Responding to change

- **Managing elections**
  Techniques and perspectives

- **Migration policy and practice for the next decade**
  On the move

- **Pension schemes: security, diversity and choice**
  The UK experience

- **Policy and the public**
  Involving citizens and civil society in policy-making

- **Protecting society**
  Challenges in delivering effective prison services

- **Public-private partnerships**
  The UK experience of roads and transport

- **Public sector consultancy**
  A foundation in essential consulting skills

- **Public service commissions**
  Professionalism, performance – excellence

- **Putting people first**
  The key to improving public services

- **Rewarding work**
  The strategic approach to pay and grading

- **Trust in government**
  Promoting ethics, integrity and professional standards in the public service

- **When citizens complain**
  The role of the Ombudsman in improving public services

Please see our website for detailed brochures describing our international study programmes and for booking forms. New international programmes will also be added to our website as they are developed.
Tailor-made study programmes

We can design and arrange tailor-made study programmes, workshops and seminars in the UK or in your own country to meet the needs of groups and individuals. We can arrange a complete package, which includes designing and managing programmes, post-programme reporting, arrival and departure arrangements, accommodation and leisure activities. If the complete package is not required, we can offer a combination of the services listed on the next page. Programmes can be arranged for individuals or groups. We provide detailed costings according to the content and length of the programme and the size of the group.
Our services include:

**Design of programmes**
We liaise with all parties involved to design programmes to match our clients’ objectives. We can draw on our Advisory Group and wide network of Associate Consultants and partners to assist us in the design of specialised programmes. Draft programmes are sent to clients in advance for approval and any adjustments incorporated into the final version.

**Arrival and departure arrangements**
Programmes and arrival arrangements are sent to all visitors prior to their departure. We can provide advice about accommodation and make bookings on request. We are able to meet participants on arrival at one of the London airports, arrange transport to their accommodation, provide full briefing and, if previously arranged by the funding agency, disburse subsistence allowances. We can also arrange transport back to one of the London airports on departure.

**Programme management**
Briefing sessions and visits are arranged and speakers and visit hosts fully informed about participants’ backgrounds, objectives and particular areas of interest. Individuals and groups are accompanied by an experienced tutor or Programme Director who sets the context for each session, provides continuity and ensures that participants gain as much as possible from their study programme. Case studies, practical exercises, syndicate work and action planning sessions are included, as appropriate. Documentation, materials and training equipment are provided. Transport on official visits is arranged and programmes include some hospitality and cultural/leisure activities. Advice is provided on health, welfare, travel, etc.

**Evaluation**
Informal feedback is encouraged during programmes to ensure that participants gain maximum benefit from their visit. We invite participants to assess the value of their study programme and provide us with comments before they return home. Suggestions for changes and improvements are taken into consideration at the planning stage of future programmes.

**Interpretation/translation**
We are familiar with working through interpreters and can provide interpretation and/or translation services. Alternatively, groups may prefer to nominate their own interpreter to accompany them on the study programme.

**Certificates**
Certificates are issued to participants who successfully complete their programme.
Our team

Our Directors and staff have a wealth of experience of managing consultancy projects, study programmes and training courses in the UK and internationally.

Directors

Claire Cameron MA FCIPD
Claire has worked in the international consultancy and development field for more than twenty-five years with PAI and, prior to that with the Royal Institute of Public Administration. Her main areas of interest are public administration, good governance and human resource management. She has worked with individuals and groups from over a hundred countries in regions as varied as Africa, Asia, the Balkans, the Caribbean, Central and Eastern Europe, the former Soviet Union, Latin America, the Middle East, the Pacific and Western Europe.

Donald McGregor BA
Donald has been involved in public administration and management programmes for over thirty years. Prior to forming PAI, he was Managing Director of RIPA International and, before that, a senior consultant at the Royal Institute of Public Administration. He has designed and delivered many management development programmes, seminars and study programmes for public service policy makers and managers from overseas. His consultancy work has included projects in Afghanistan, Colombia, Cyprus, Indonesia, Kosovo, Liberia, Macedonia, Nigeria, Poland, Sierra Leone, Slovakia, Tanzania and Turkmenistan.

Non-Executive Directors

George Bardwell CBE BA FCIPD
George has many years’ senior level experience of public administration and its reform and of human resource management, both as a practitioner and a consultant. His Senior Civil Service career included five years as Human Resources Director of the largest Executive Agency in the UK. He specialises in international development work as a strategic adviser and project leader. He has worked in Armenia, Bulgaria, Estonia, Ethiopia, Liberia, Lithuania, Namibia, Rwanda, Sierra Leone, Slovakia and Zambia. He is also a Member of two UK tribunals dealing with tax and criminal injuries compensation appeals.

Noel Floate BSc CFCIPD FCMI
Noel has over thirty years’ experience of management consultancy and training worldwide. He specialises in administrative reform, mainly in the fields of institutional development, human resource management and development. He has worked in many countries, including Botswana, Bulgaria, Ecuador, Guyana, India, Malawi, Oman, Palestine, Russia, Sudan and Uganda. In the UK he has designed and directed training programmes, seminars and workshops for many international groups.

Robert Raitt MSc
Bob specialises in consultancy in good governance, public sector reform and institutional development. He has been involved in civil service reform programmes, efficiency reviews and management development projects in Africa, Asia and Eastern Europe. Over the last thirty years, he has worked as a team leader or team member in Bangladesh, The Gambia, Georgia, Hong Kong, Indonesia, Macau, Myanmar, Romania, Sierra Leone, Singapore, Tanzania, Thailand and the UK.
Staff

Narine Bastin
Narine is our Programme Manager/Receptionist, providing support to our study programmes and consultancy projects. Originally from Armenia, Narine’s background is in linguistics and her work experience includes the British Embassy in Armenia, British Airways and the International Federation of the Red Cross.

Slava Gromlyuk MA
Slava is our Business Development Manager. As well as managing international consultancy projects, he is responsible for identifying new project opportunities, preparing proposals, liaising with international development funding agencies, Associate Consultants and partner organisations. His areas of expertise include project management and information technology. He is fluent in English, Russian and Ukrainian and has a Masters Degree in Public Administration (International). Slava has project-managed work in Croatia, Czech Republic, Kosovo, Lesotho, Macedonia, Nigeria, Romania, Russia, South Africa, Tanzania and Ukraine.

Lili Moffatt
Lili is our Accounts Manager and works with us on a part-time basis. For many years, she has also run her own specialist engineering business. Lili is originally from Slovenia.

Cathy Timms
Cathy is our Financial Manager. Her background is in international banking. She also sits as a magistrate in South East Surrey.
Alexis Turrall MBA
Alexis is our International Projects Manager. He has gained ten years’ experience in international development, having worked as an Associate Professional Officer in DFID, a consultant in Uganda and Indonesia and managing a DFID-funded capacity building project in Afghanistan. His areas of expertise and interest include public sector reform, project management and rural development. For PAI, he has project-managed assignments in Afghanistan, Armenia, Cyprus, Estonia, Georgia, Kosovo, Hungary, Moldova and Ukraine.

Clare Walters
Clare has over thirty years’ experience of managing international study programmes and workshops. She has worked with groups from all over the world. In her role as Study Programme Manager, she is involved in marketing and supporting PAI’s portfolio of annual study programmes. For over twenty years, Clare also managed the international journal, Public Administration and Development.
Advisory Group

Our Advisory Group members assist us in keeping up to date with current developments in public administration internationally. They are distinguished practitioners and academics with an international reputation.

**Dr Martyn Bond**, formerly BBC Berlin correspondent and European civil servant. Visiting Professor in European Politics and Policy, Royal Holloway, University of London.

**Professor Gavin Drewry**, Professor of Public Administration, Royal Holloway, University of London. Specialist in public administration and public law.

**Mike Fogden CB**, consultant on public administration, change management and labour market issues. Formerly Chairman of the National Blood Service and formerly Chief Executive of the UK Employment Service.

**David Nicholls CB CMG**, consultant specialising in the defence field. Visiting Fellow of the University of Birmingham. Formerly Deputy Under Secretary of State (Policy), UK Ministry of Defence.

**Dr William Plowden**, consultant in public administration and public policy. Formerly Director-General of the Royal Institute of Public Administration and formerly a member of the UK Government’s Central Policy Review Staff.

**Steve Rankin**, consultant in macro-economics and economic policy for transitional economies. Formerly Director of the European Development Centre, University of East Anglia.

**Dr June Taboroff**, culture, heritage and tourism specialist with experience of international development and environmental assessment. Project experience in over forty countries as consultant for the European Bank for Reconstruction and Development, the European Commission, UNESCO and the World Bank.
contact us

Our office is located in central London, between Bedford Square and Tottenham Court Road.

For further information about our consultancy work or study programmes please contact: Claire Cameron, Director
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