

PARTNERS FOR CHANGE

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# PUBLIC SECTOR REFORM

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# PARTNERS FOR CHANGE

The British Council helps societies achieve change by working collaboratively with governments, donors and civil society to deliver value for money solutions that are both effective and sustainable. We support public sector reform that encourages open government and close relations with citizens, building trust and accountability in a shared mission to create more inclusive, open and prosperous societies.

## OUR WORK

### REFORMING THE ROLE OF THE STATE

We help states and their governments tackle contemporary challenges within their strategy, direction and resourcing. We encourage transparency and high standards in public services, and promote access to justice, security and citizen engagement.

### SUPPORTING GOVERNMENTS AND INSTITUTIONS

We help governments be more effective by supporting the development of policy in key areas, such as education, health and public administration. We help align strategies and services to international standards.

### STRENGTHENING ACCOUNTABILITY MECHANISMS

We strengthen accountability through participative methodologies, such as citizen scorecards, participatory budgets and citizen charters, which help to build trust, strengthen citizen voice and increase accountability.

### DEVELOPING CIVIL SERVICES

We help strengthen and improve areas of policy, strategic planning, leadership training and human resources management, including systems for pay, recruitment and career development.

## OUR APPROACH

### WORKING COLLABORATIVELY

We can only embed change by working with networks and partners on the ground. We work with a range of formal and informal partners in government and civil society to build capacity that is locally owned and sustainable.

### COMBINING LOCAL KNOWLEDGE AND GLOBAL EXPERTISE

We have a strong record of designing and implementing public sector reform programmes globally. By listening to our partners and approaching issues from both local and international perspectives, we build lasting solutions based on unrivalled local knowledge and global expertise.

### DRAWING ON UNIQUE EXPERIENCE

Through our diverse areas of work, we have built trust and long-term relationships with key policy makers, stakeholders and professionals worldwide. We have gained a unique track record, which we draw upon as we work towards lasting change across the globe.





## OUR TRACK RECORD

# EUROPEAN INTEGRATION SCHOLARSHIPS – 'SPEAK EUROPEAN'

**COUNTRY:** Serbia  
**CLIENT:** European Union  
**VALUE:** €2.49 million  
**LIFECYCLE:** 2010–12

Through the European Integration Scholarships project, we helped strengthen the Serbian government's capacity to prepare for the country's accession to the European Union. Working with the European Institute of Public Administration (EIPA) and the College of Europe (CoE), we provided training courses and internships to support the professional development of public administration workers and to help

key 'community multipliers' raise public awareness of the accession process.

### Civil service training and internships

Over 180 public administration workers undertook targeted training programmes on European legislation and the integration process at the EIPA and CoE, while 29 carried out three-month internships in countries across the European Union, including Belgium, Ireland, Italy, the Netherlands and the UK.

*'After this training I feel like a modern civil servant.'*

*Programme participant,  
Ministry of Environment, Serbia*

### Enabling 'community multipliers'

A total of 54 professionals from key academic and cultural institutions, the media, civil society and businesses received training to enable them to raise public awareness on issues relating to European Union accession and the effects it will have on society.

### Formal recognition for internships

The Serbian European Integration Office was supported in accelerating the process to recognise internships as an integral part of development and to build them into the official human resources development strategy in government.

*'An outstanding experience... it was like I lived the career of a European civil servant.'*

*Internship participant, City of Valjevo, Serbia*

## OUR TRACK RECORD

# PARTNERSHIP FOR AFRICAN SOCIAL AND GOVERNANCE RESEARCH

**COUNTRIES:** Africa-wide  
**CLIENT:** DFID  
**VALUE:** £8.5 million  
**LIFECYCLE:** 2009–14

Through the Partnership for African Social and Governance Research our project team helps to increase the capacity of African universities and researchers to conduct research that directly contributes to social and public policy in Africa. We supported the establishment of an independent African organisation to deliver the initiative, which focuses on three areas.

### Research

African researchers are being supported to conduct critical, policy-relevant research in areas such as social protection, gender and service delivery. Nine research teams in six countries have received research

grants of USD60,000 to research non-state social protection. A further six national teams have been supported to conduct research into effective public service delivery, resulting in journal publications.

### Higher education

Sixteen universities across nine African countries are working in formal partnership to establish a master's degree relating to public policy. A possible doctoral-level programme focused on social-science research for public policy is being appraised.

### Policy, outreach and training

The programme is supporting the wider African research community through outreach and training, and is helping researchers to generate demand for policy relevant research. Over 80 researchers

from 21 countries have already completed an innovative professional development course in multi-methods research developed by the programme.

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**‘The transition process from project to independent organisation happened two years ahead of schedule, thanks to the involvement of the British Council.’**

DFID Annual Review

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# PUBLIC SECTOR CAPACITY BUILDING PHASE II

**COUNTRY:** Croatia  
**CLIENT:** Royal Danish Ministry of Foreign Affairs  
**VALUE:** €763,000  
**LIFECYCLE:** 2008–11

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**‘Such well-targeted assistance leading to significant development, movement and change in a short period of time is very rare.’**

Ivan Suker, Former Minister of Finance, Croatia

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Through the Public Sector Capacity Building Phase II project, we helped facilitate Croatia's accession to the European Union by supporting the

modernisation and realignment of the country's public administration to meet European Union requirements. Using an integrated, sector-wide approach, we worked with several ministries to deliver sustainable change through capacity building, training and organisational development.

### Improved financial management

A common methodology for strategic financial planning was developed. A training scheme was established to enable line ministry staff to produce strategic plans, and workshops and courses were delivered to strategic planning workgroups. An institutional framework was also created to ensure the training scheme is sustained and developed in the future.

### Training in financial management and control

A comprehensive financial management and control training curriculum was developed

and training was delivered to 247 public administration workers, 48 of whom are now qualified to deliver the curriculum as trainers, with oversight from the Central Finance and Contracting Agency.

### Public administration reform

The Ministry of Public Administration was assisted in finalising preparations for the implementation of the new General Administrative Procedures Act through the alignment of administrative procedures with European Union standards and the simplification of administrative proceedings.

### Human resources development

A Civil Service Human Resource Development Strategy was established, and pilot ministries were assisted in implementing an action plan. Seminars and courses on change management, recruitment, strategic planning and organisational development were delivered to ministry staff.



## OUR TRACK RECORD

# MANAGING AT THE TOP II

**COUNTRY:** Bangladesh

**CLIENT:** DFID

**VALUE:** £8.2 million

**LIFECYCLE:** 2007–13

As part of the Managing at the Top II programme, we supported the establishment of a competent and reform-minded civil service in Bangladesh, capable of developing and delivering pro-poor and inclusive services. Working with the Ministry of Public Administration and the Bangladesh Public Administration Training Centre, we focused on strengthening the knowledge and capacity of civil servants through the creation and implementation of a sustainable training programme.

### Experiential Learning

A new training curriculum was developed for civil servants, based on an Experiential Learning approach and focusing on performance improvement. Over 1,750 senior civil servants, 15 per cent of whom were women, undertook an eight-week training programme, followed by a six-month team project focusing on poverty reduction. Key elements of the new approach were also integrated into existing specialised management courses.

### Influencing pro-poor reform

Over 150 team projects, focusing on pro-poor reform, were implemented by training participants in the areas of health, education, the environment and human resources. Many of these projects have

**‘I have seen a change in the way in which officers engage. They think in a different way... valuing the demand side and mixing with people and understanding citizen needs.’**

Abdul Azis, Cabinet Secretary,  
Government of Bangladesh

been replicated and are now informing national strategies, leading to overall innovation in the civil service.

***‘The programme has created a strong and firm impact... creating a pool of secretaries and other senior civil servants that no other staff development programme has achieved.’***

Iqbal Mahmood, Secretary,  
Ministry of Public Administration



### The development of trainers

Over 50 staff at the Bangladesh Public Administration Training Centre – the main civil service college in Bangladesh – were introduced to Experiential Learning techniques, leading to the establishment of a pool of skilled trainers capable of delivering the training programme in the future. An institutional strategy was also developed and implemented at the college.

### Appraisal and career tracking

An open appraisal system was developed and piloted at the Ministry of Public Administration and is now being rolled out across the whole civil service. A modern management information system was introduced to track the career development of civil servants, focusing on skills, qualifications and performance.

## CHINA

Through the **European Union China Social Security Reform Co-operation Project** we provided access to international expertise on social security policy development, particularly in relation to old age pensions and health and employment insurance. The project prepared a framework for the replication of best practices and delivered training for future trainers. (European Union, €10.1 million, 2006–11)

## KOSOVO

Through the **European Union Scholarships Scheme** we are supporting the government of Kosovo to build a professional Civil Service as the country moves towards European Union integration. This includes a scholarship scheme for graduate students and existing civil servants and finding employment for successful scholars within Kosovo's public administration. (European Union, €2.5 million, 2011–15)

## PAKISTAN

Through the **Improving Parliamentary Performance in Pakistan** programme we are fostering democratisation and building the capacity of elected representatives and institutions throughout the country. We are working with a wide variety of individuals and organisations as both key partners and beneficiaries to improve three strands of Pakistan's parliamentary functions: law-making, supervision and representation. (European Union, €4.75 million, 2012–14)

The British Council creates opportunities for people worldwide by helping societies achieve change in education, skills, the public sector, civil society and justice. Working closely with governments, donors and businesses, we deliver value for money solutions that are both effective and sustainable.

**Find out more:**

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**[www.britishcouncil.org/international-development](http://www.britishcouncil.org/international-development)**

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