

Internal audit and risk management

Achieving organisational objectives



One-week study programme
27 February to 3 March 2012



PAI is accredited by the
British Accreditation Council
for Independent Further and Higher Education

About the study programme

We are now in a period of unprecedented economic pressure which is affecting most countries around the world. This increases the need for public sector organisations to sustain efficient and effective services - perhaps with reduced resources. Organisations must be in a position to respond appropriately. Many are finding that they must adapt the way they operate; they need to adopt new approaches to governance and management to help them focus on key priorities.

This leads to public sector organisations being increasingly driven by the achievement of performance objectives. These objectives come in many forms and may relate to operational performance (such as the quantity or quality of services delivered), financial performance (such as achieving the budget or delivering savings) or governance issues (perhaps related to aid donor requirements). As a result, public sector bodies across the globe are reshaping their systems and processes to ensure that their objectives can be met.

Politicians and senior managers need assurance that these systems and processes will deliver the performance objectives the organisation must achieve. Two key processes contributing to that assurance are risk management and internal audit. All too often risk management is a "bolt on" process rather than being truly part of the way the organisation is run. Risk management should be part of line management thinking and concentrate on identifying and managing the key risks to the achievement of objectives. Similarly, internal audit is often focussed narrowly on financial processes rather than providing assurance on all the systems and processes, financial or otherwise, for achieving objectives.

This programme sets out current best practice in both these areas and gives an opportunity for participants to visit a selection of public sector bodies and talk to practitioners. Case studies add a further practical element to the programme.

Who is it for?

The programme has been designed specifically for public sector organisations - central, state and local government bodies - as well as parastatals and NGOs.

The programme will be especially

beneficial for:

- Senior managers responsible for governance issues such as internal audit or risk management as well as those responsible for corporate performance and reform projects where the achievement of performance objectives is vital. The programme provides guidance on the best practice developments their staff should be introducing
- Heads of internal audit and their senior managers for whom the programme will provide guidance on current best practice developments, and more detail and insight concerning the risk management processes on which they will provide assurance to senior management
- Senior managers responsible for introducing risk management for whom the programme offers guidance in latest best practice developments as well as key success factors.

The programme will also be of interest to individuals working for organisations involved in governance, audit, evaluation and civil service reform policy. Aid donors and consultants will also find the programme of assistance in understanding current responses to the challenges that organisations face.

How participants will benefit

The programme is designed to:

- Explain internal audit and risk management in their organisational context
- Share experience of best practice developments and practical lessons learned from their implementation in both UK and other countries
- Share participants' own experiences of managing and implementing risk management and internal audit
- Enable participants to explore how these developments may be introduced and/or implemented in their own jurisdictions.

"What a wonderful experience and exposure. The presenters had passion for each subject they presented both in conference room and in visits The discussions help one to visualise the situation back home and think how best one will engage with stakeholders and share with them the best international practices."

Mr Dumisani Noble Maphumulo
Chief Financial Officer, Civil Aviation
Authority, South Africa

What the programme will cover

The programme will involve discussion sessions and practical case study material, with a range of visits to key practitioners to examine the elements of good practice in these important and developing areas. They aim to be highly interactive and participants are encouraged to: share their own experiences; debate the potential added value to their own situation from applying

some of the features of models used in the UK; and consider skills and resources required to develop a framework for internal audit and risk management.

Programme notes, presentations, and a range of different materials will be provided on a CD for future reference and follow up.

Programme outline

	AM	PM
Day 1	<p>Welcome and introductions</p> <p>Participants' informal presentations</p> <p>Main elements of successful risk management</p> <p>Key success factors and problem areas for risk management</p>	<p><i>Visit to a risk management unit to discuss practical experience of using risk management at a public sector body</i></p>
Day 2	<p>Developing a risk register (case study)</p> <ul style="list-style-type: none"> – Identifying risks – Identifying risk owners – Assessing the risks – Ranking risks – Planned actions – Reporting <p>Main elements of successful internal audit</p>	<p>Internal audit structures and independence</p> <p><i>Late afternoon travel to Cardiff, Wales</i></p>
Day 3	<p><i>Visit to the Welsh Assembly for a meeting with their Internal Audit Unit</i></p>	<p><i>Visit to Wales Audit Office to discuss various aspects of their work that are relevant to the programme. Late afternoon travel back to London</i></p>
Day 4	<p>Risk-based internal audit planning (case study)</p> <ul style="list-style-type: none"> – Identifying risks – Management's view of risk by comparison with internal audit – Assessing the risks – Internal audit's response to the risks <p>New and emerging internal audit issues</p> <ul style="list-style-type: none"> – Discussion on the range of new issues in the UK 	<p>Audit approaches, including systems-based and substantive work</p> <p><i>Visit to a public sector body to discuss governance, internal audit and fraud issues</i></p>
Day 5	<p>Performance audit (case study)</p> <ul style="list-style-type: none"> – Identification of topics – Identifying the risks to value for money – Information requirements – Information gathering – Reporting 	<p>Putting developments into practice</p> <ul style="list-style-type: none"> – Comparison between UK practice and participants' own experience of internal audit <p>Programme conclusion</p> <ul style="list-style-type: none"> – Action planning – Review and evaluation

We reserve the right to change the programme as necessary.

Application form

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27 February to 3 March 2012

Please complete this application form and post, fax or email it to:

Clare Walters
Programme Manager
Public Administration International
10 Bayley Street
London WC1B 3HB UK
T +44 (0)20 7580 3590 F +44 (0)20 7580 4746 pai@public-admin.co.uk

Applications can also be completed online. Please see our website for details.
www.public-admin.co.uk

Please print clearly in black ink and in capital letters

Personal details

First name _____
Family name _____
Title (Prof. Dr. Mr. Mrs. Ms. etc.) _____
Nationality _____
Dietary requirements _____
Disabilities _____
Have you participated in a PAI study programme before? _____
If yes, which programme(s)? _____
Dates of programme(s)? _____

Current position

Title of post _____
Employer _____
Address _____

Telephone _____
Fax _____
Email _____

Brief description of your main role and responsibilities

Education and professional training

Please provide brief details of your education and professional qualifications and training

Language

The programme will be conducted in English. Participants will be expected to have a good working knowledge of the language.

Location and arrival arrangements

The study programme will be based in central London. On request, PAI can assist in finding suitable hotel accommodation and can arrange travel to and from the airport.

Fees and other costs

The fee for the programme will be £1,800. The fee includes tuition, travel to and from the airport in London, travel on scheduled visits which form part of the programme, travel and one night's accommodation while on the visit outside London and all documentation¹. UK Valued Added Tax (VAT) will not be charged if applicants can provide written confirmation from their government or its accredited representative that they are employed by their government in furtherance of its sovereign activities. In all other cases, VAT (currently 20%) will be charged in addition to the fee. Payment in full must be received by PAI no later than 27 February 2012. Cheques should be made payable to Public Administration International. Alternatively, PAI is able to invoice individuals or government agencies. Payment by bank transfer is also acceptable.

Airfares, accommodation costs, daily travel (other than on visits scheduled in the programme), meals and living expenses are not included. We suggest that approximately £120 per person per day should be allowed for a modest standard of accommodation, local travel in the UK, meals and other incidental expenses. Participants requiring a higher standard of accommodation (for example a 4 star hotel) will need to allow approximately £175 per person per day.

Discount

We offer a 10% discount on the tuition fee if a funding organisation sponsors more than three participants in any one calendar year. Please ensure that when you book your fourth participant (in any one calendar year) you let us know so that we can apply the discount.

Insurance

Participants are advised to arrange travel and health insurance cover before leaving their home country.

Public Administration International (PAI)

PAI specialises in management consultancy and development services for organisations in and associated with the public sector worldwide. We provide advice and support for governments undergoing political, economic, structural and legislative change. Our extensive network of associates includes practitioners, academics and independent consultants. The promotion of good governance and best practice are our key objectives. This programme is one of a number of specialist UK-based study programmes designed to meet the needs of public services worldwide.

Programme Director

The Programme Director will be Graham Marsden who is qualified public finance accountant with over 30 years' audit and consulting experience. Much of his time is currently spent on key audit and accountability issues, strengthening arrangements within UK institutions as well as developing them in other parts of the world. He has most recently worked on a series of projects to review financial management arrangements, including governance, performance management, audit and risk, in many public sector bodies in the UK. He has also recently worked on high level governance issues for a major regional body in Africa. His experience covers assignments in the UK, Europe, Africa, South Asia and the Pacific.

¹Travel to and from the airport in London, travel on scheduled visits in the programme, return travel and one night's accommodation on the visit outside London are provided at cost.

How to apply

Please complete the attached Public Administration International application form and post, fax or email it to:

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Programme Manager
Public Administration International
10 Bayley Street
London WC1B 3HB
UK
T +44 (0)20 7580 3590
F +44 (0)20 7580 4746
pai@public-admin.co.uk

Applications can also be completed online. Please see our website for details: www.public-admin.co.uk

If you would like to discuss this programme, any of our other international study programmes or our consultancy services, please contact:

Claire Cameron
Director
Public Administration International
T +44 (0)20 7580 3590
pai@public-admin.co.uk

We also have extensive experience of designing tailor-made programmes (from one day to two or three weeks) which can be run in your own country or in the UK to meet the specific needs of groups or individuals at all levels within your organisation. Please contact us if you would like further information.

Public Administration
International

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