

PROFESSIONAL DEVELOPMENT WORKSHOPS 2019



Public Administration International

56 Russell Square London WC1B 4HP
T +44 (0)20 7580 3590 F +44 (0)20 7580 4746
E pai@public-admin.co.uk
www.public-admin.co.uk



Contents

PAI Professional Development Workshops Schedule 2019

4-5

Policy and strategy

Making Policy More Effective: Analysis, evidence, impact and evaluation	6
Policy Analysis and The Use of Evidence	6
Impact Assessment and Evaluation	7
Better Policies, Better Lives: Using behavioural insights to evaluate and improve policy making	8
Gender Matters: Integrating gender into development policy and programming	8
Trade Policy and Trade Negotiating Skills	9
Keeping Cities Moving: London's transport system in the 21st century	9
Policy-Making: Engaging citizens in policy making	10

Leadership and organisational change

Leading and Managing for Results	10
Strategic Leadership: Creating real value in public services	11
Developing Your People Management Skills	11
Leading Change: Strategy, implementation and people	12
Planning and Implementing Your Change Strategy	12
Changing Behaviour and Attitudes to Improve Performance	13
Putting People First: Citizens as customers	13
The Changing Face of the Workplace: Supporting people through professional and personal change	14

Good governance

When Citizens Complain: For ombudsmen, commissioners and complaint handling organisations	15
Combating Fraud and Corruption	16
Fraud and Corruption: Prevention and detection	16
Fraud and Corruption: Investigation, prosecution and sanctions	17
Managing Elections: Techniques and perspectives	17
Corporate Governance and Board Effectiveness	18
Better Regulation: Economic regulation of utilities	19
Effective Records and Information Management	20
Achieving International Standards in Information and Records Management	20
Protecting Your Organisation From Cybercrime and Enhancing Your Information Security	21

Communication

Government: Image and communications	22
The Changing Media Landscape: Key issues for dealing with social media and fake news	22

Human resource management

Pension Schemes: Planning for the future	23
Public Service Commissions: Professionalism, performance – excellence	24
Next Generation Human Resources: Transforming people management in the public sector	24
Choosing the Right People: Recruiting the best talent	25
Emotional Intelligence: A critical element of organisational success	26

Programmes and project management, monitoring and evaluating projects

Managing and Monitoring Successful Projects	26
The Complete Project Cycle	27
Practical Risk Management Techniques	27
Procurement and Contract Management: An A to Z	28
Effective Tendering, Award of Contract and Managing your Provider	28
Current Approaches to Procurement and Procurement Audit	29
Monitoring, Evaluation and Learning	29

Performance measurement and public finance

How to Assess an Organisation's Effectiveness	30
Internal Audit and Risk Management: Adding value	30
Managing the Performance of Your Organisation	31
Consultancy for the Public Sector: A foundation in essential consultancy skills	31
Public Financial Management: Planning and control	32
International Accounting Standards: IPSAS, IFRS and implementation	32

Legal and judicial reform

Changing the Law: Successful reform	34
From Policy to Legislation	35
Legislative Drafting: A workshop on the essentials	35
Transforming Criminal Justice: Partnership working and multi-agency approaches	36
Parliamentary Administration: Structures and procedures in Westminster	36
Justice, Fairness and the Rule of Law: Better legal systems, better governance	37
Judicial Administration	38

Booking information and terms and conditions	40
Useful information and accreditation	41
Tailor-made workshops and recent examples	42
Consultancy services and recent case studies	43

I am delighted to introduce PAI's range of professional development workshops for 2019.

As you may know, at PAI (Public Administration International) we specialise in management consultancy and development services and support individuals and organisations by providing expert advice and training to develop their capacity and improve their performance.

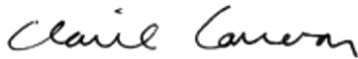
During the last 20 years, we have worked with over 165 countries and have become a leading provider in public service management development with a portfolio of over 40 professional development workshops (run both in London and overseas). We have a rich diversity of expert Workshop Directors and facilitators, including practitioners, trainers and academics with in-depth knowledge of their subject areas and wide international experience.

Because we are located in the heart of central London, we are able to have access to Central Government Ministries and provide a unique opportunity for you to enjoy the London experience. Our blend of generic and specialist workshops provide an excellent opportunity for networking as typically you will find people from a range of continents attending each workshop. All our workshops enable you to gain practical skills in developing change strategies for improved public services. Our emphasis on preparing action plans provides measurable learning outcomes and sustainability.

Our friendly, flexible and collaborative approach with clients allows us to work closely with organisations to provide tailored training solutions, both in the UK and in-country. We pride ourselves on our ability to provide high quality services and value for money.

From this year, we are also offering a new personal professional coaching service which individuals can access face-to-face here at PAI or remotely, via skype/phone. Let us know at the time of booking a workshop if you are interested in our coaching service.

Please get in touch to make your booking or to discuss your development needs. We look forward to working with you.



Claire Cameron
Director



PAI PROFESSIONAL DEVELOPMENT WORKSHOPS 2019	Location	Duration	Start	End	Fees (exc VAT)
FEBRUARY					
Public Financial Management	Dubai	1 week	25 Feb	1 Mar	£2,300
Corporate Governance and Board Effectiveness	Dubai	1 week	25 Feb	1 Mar	£2,300
MARCH					
How to Assess an Organisation's Effectiveness Week one: Internal audit and risk management: adding value Week two: Managing the performance of your organisation	London	2 weeks 1 week 1 week	11 Mar 11 Mar 18 Mar	22 Mar 15 Mar 22 Mar	£3,945 £2,190 £2,220
Better Regulation: Economic regulation of utilities	London	1 week	18 Mar	22 Mar	£2,165
Putting People First: Citizens as customers	London	1 week	25 Mar	29 Mar	£2,225
Procurement and Contract Management: An A to Z Week one: Effective tendering, award of contract and managing the provider: practical approaches Week two: A modern approach to procurement and procurement audit	London	2 weeks 1 week 1 week	25 Mar 25 Mar 1 Apr	5 Apr 29 Mar 5 Apr	£3,910 £2,140 £2,145
APRIL					
Leading and Managing for Results Week one: Strategic Leadership: creating real value in public services Week two: Developing your people management skills	London	2 weeks 1 week 1 week	1 Apr 1 Apr 8 Apr	12 Apr 5 Apr 12 Apr	£3,925 £2,160 £2,215
Policy-making: Engaging citizens in policy making	London	1 week	8 Apr	12 Apr	£2,270
The Complete Project Cycle	Dubai	1 week	29 Apr	3 May	£2,300
MAY					
Pension Schemes: Planning for the future	London	1 week	13 May	17 May	£2,175
Corporate Governance and Board Effectiveness	London	1 week	20 May	24 May	£2,245
JUNE					
The Changing Media Landscape: Key issues for dealing with social media and fake news	London	1 week	3 Jun	7 Jun	£2,170
Public Financial Management: Planning and control	London	2 weeks	3 Jun	14 Jun	£3,970
Leading Change: Strategy, implementation and people Week one: Planning and implementing your change strategy Week two: Changing behaviour and attitudes to improve performance	London	2 weeks 1 week 1 week	10 Jun 10 Jun 17 Jun	21 Jun 14 Jun 21 Jun	£3,900 £2,125 £2,135
Next Generation Human Resources: Transforming people management in the public sector	London	1 week	17 Jun	21 Jun	£2,155
When Citizens Complain: For ombudsmen, commissioners and complaint handling organisations	London	1 week	24 Jun	28 Jun	£2,180
Managing and Monitoring Successful Projects Week one: The complete project cycle Week two: Practical risk management techniques	London	2 weeks 1 week 1 week	24 Jun 24 Jun 1 Jul	5 Jul 28 Jun 5 Jul	£3,920 £2,115 £2,120
JULY					
Effective Records and Information Management Week one: Achieving international standards in information and records management Week two: Protecting your organisation from cybercrime and enhancing your information security	London	2 weeks 1 week 1 week	1 Jul 1 Jul 8 Jul	12 Jul 5 Jul 12 Jul	£3,950 £2,100 £2,095
Making Policy More Effective: Analysis, impact and evaluation Week one: Policy analysis and the use of evidence Week two: Impact assessment and evaluation	London	2 weeks 1 week 1 week	8 Jul 8 Jul 15 Jul	19 Jul 12 Jul 19 Jul	£3,995 £2,265 £2,260
How to Assess an Organisation's Effectiveness Week one: Managing the performance of your organisation Week two: Consultancy for the public sector: a foundation in essential consultancy skills	London	2 weeks 1 week 1 week	15 Jul 15 Jul 22 Jul	26 Jul 19 Jul 26 Jul	£3,935 £2,220 £2,000
Monitoring, Evaluation and Learning	London	1 week	22 Jul	26 Jul	£2,105
The Changing Face of the Workplace: Supporting people through professional and personal change	London	1 week	29 Jul	2 Aug	£2,295
International Accounting Standards: IPSAS, IFRS and implementation	London	2 weeks	29 Jul	9 Aug	£3,960

PAI PROFESSIONAL DEVELOPMENT WORKSHOPS 2019	Location	Duration	Start	End	Fees (exc VAT)
AUGUST					
Emotional Intelligence: A critical element of organisational success	London	1 week	5 Aug	9 Aug	£2,290
Changing Behaviour and Attitudes to Improve Performance	Washington DC	1 week	12 Aug	16 Aug	£2,300
The Complete Project Cycle	Washington DC	1 week	12 Aug	16 Aug	£2,300
SEPTEMBER					
Better Policies, Better Lives: Using behavioural insights to evaluate and improve policy making	London	1 week	2 Sep	6 Sep	£2,235
Public Service Commissions: Professionalism, performance – excellence	London	1 week	2 Sep	6 Sep	£2,230
Managing Elections: Techniques and perspectives	London	1 week	9 Sep	13 Sep	£2,195
Corporate Governance and Board Effectiveness	London	1 week	9 Sep	13 Sep	£2,245
Keeping Cities Moving: London's transport system in the 21st century	London	1 week	16 Sep	20 Sep	£2,240
From Policy to Legislation	London	1 week	16 Sep	20 Sep	£2,255
Legislative Drafting: A workshop on the essentials	London	2 weeks	23 Sep	4 Oct	£3,980
Leading and Managing for Results	London	2 weeks	23 Sep	4 Oct	£3,925
Week one: Strategic leadership: creating real value in public services		1 week	23 Sep	27 Sep	£2,160
Week two: Developing your people management skills		1 week	30 Sep	4 Oct	£2,215
OCTOBER					
Corporate Governance and Board Effectiveness	Kuala Lumpur	1 week	7 Oct	11 Oct	£2,300
Internal Audit	Kuala Lumpur	1 week	7 Oct	11 Oct	£2,300
Government: Image and communication	London	1 week	7 Oct	11 Oct	£2,185
Leading Change: Strategy, implementation and people	London	2 weeks	7 Oct	18 Oct	£3,900
Week one: Planning and implementing your change strategy		1 week	7 Oct	11 Oct	£2,125
Week two: Changing behaviour and attitudes to improve performance		1 week	14 Oct	18 Oct	£2,135
Parliamentary Administration: Structures and procedures in Westminster	London	1 week	14 Oct	18 Oct	£2,275
Combating Fraud and Corruption	London	2 weeks	21 Oct	1 Nov	£3,955
Week one: Prevention and detection		1 week	21 Oct	25 Oct	£2,110
Week two: Investigation, prosecution and sanctions		1 week	28 Oct	1 Nov	£2,205
Procurement and Contract Management: An A to Z	London	2 weeks	21 Oct	1 Nov	£3,910
Week one: Effective tendering, award of contract and managing the provider: practical approaches		1 week	21 Oct	25 Oct	£2,140
Week two: Current approaches to procurement and procurement audit		1 week	28 Oct	1 Nov	£2,145
NOVEMBER					
Justice, Fairness and the Rule of Law: Better legal systems, better governance	London	1 week	4 Nov	8 Nov	£2,130
Changing the Law: Successful reform	London	1 week	4 Nov	8 Nov	£2,280
Transforming Criminal Justice: Partnership working and multi-agency approaches	London	1 week	11 Nov	15 Nov	£2,210
Gender Matters: Integrating gender into development policy and programming	London	1 week	11 Nov	15 Nov	£2,200
Trade Policy and Trade Negotiating Skills	London	1 week	18 Nov	22 Nov	£2,250
Choosing the Right People: Recruiting the best talent	London	1 week	18 Nov	22 Nov	£2,150
Public Financial Management: Planning and control	London	2 weeks	18 Nov	29 Nov	£3,970
Monitoring, Evaluation and Learning	London	1 week	25 Nov	29 Nov	£2,105
DECEMBER					
Managing and Monitoring Successful Projects	London	2 weeks	2 Dec	13 Dec	£3,920
Week one: The complete project cycle		1 week	2 Dec	6 Dec	£2,115
Week two: Practical risk management techniques		1 week	9 Dec	13 Dec	£2,120

Making Policy More Effective:

Analysis, impact and evaluation

Fees	Dates	Location
£3,995	8 to 19 July	London

About the workshop

This two-week workshop provides a comprehensive overview of policy analysis and development, taking an in-depth look at how to use research and other types of evidence to evaluate the effect and impact of policy decisions.

What the workshop will cover

- Understanding of the meaning, potential and development of evidence-based policy-making
- Understanding different meanings of impact
- How to use research evidence, including from other countries, to develop policy strategically and operationally
- Critical appraisal techniques to identify higher and lower quality evidence
- How to compile high-quality evidence in performance-managed government and resource allocation
- The role of *ex ante* and *post hoc* impact assessments in the decision making process of an organisation
- Commissioning appropriate economic, social and environmental impacts of a policy, programme or project
- The importance of cost-benefit and cost-effectiveness analysis in determining the feasibility of a policy, programme or project.

How participants will benefit

The workshop will enable you to:

- Make better policies and decisions about policies and services by using the best available evidence to form your judgments
- Make critical judgments about evidence from research, evaluation and other sources, and understand the factors that influence and inform policy-making
- Procure and manage research and evaluation, and professional analytical services, effectively and efficiently
- Improve the planning, procurement and management of impact evaluations and assessments
- Use methods of impact evaluation to identify the most effective, efficient and value for money policy initiatives.

This is a two-week workshop and participants who are unable to attend the full programme may wish to consider attending either week one or week two. Week one will focus on different types of evidence and how they can help to make better policy. Week two will focus on what is meant by impact assessments and the different stages of their development.



Policy Analysis and the Use of Evidence

Fees	Dates	Location
£2,265	8 to 12 July	London

About the workshop

This workshop is intended to support better decision-making by the use of policy analysis throughout the different stages of the policy process (preparation and planning, decision-making, implementation, and monitoring and evaluation). It will focus on how to find and use the best available evidence from research and evaluation to develop and implement policy successfully. The workshop considers what constitutes evidence for policy-making purposes and how robust research evidence can be used to improve policy-making.

What the workshop will cover

During the week you will be able to:

- Gain a better understanding of the meaning, potential and development of evidence-based policy-making
- Understand how to use research evidence to develop policy strategically and operationally
- How to use evidence to implement and monitor policy effectively and efficiently
- Review critical appraisal techniques to identify higher and lower quality evidence
- Know how to compile high-quality evidence in performance-managed government and resource allocation
- Develop your understanding of cost-benefit and cost-effectiveness analysis (economic appraisal)
- Learn how to draw upon examples of evidence-based policy-making from different countries.

How participants will benefit

The workshop will enable you to:

- Make better policies and decisions about policies and services by using the best available evidence to form your judgments
- Make critical judgments about evidence from research and evaluation, and understand how this fits with other factors that influence and inform policy-making
- Mentor colleagues in evidence-based policy-making and in how to use research evidence
- Procure and manage research and evaluation, and professional analytical services, effectively and efficiently.



Impact Assessment and Evaluation

Fees	Dates	Location
£2,260	15 to 19 July	London

About the workshop

Given the demands that are made on policy-makers and public service providers from a multitude of sources and constituencies, and the finite resources that are available to meet these demands, it is important to know ahead of time which policy or practice initiatives can make the greatest difference and yield the maximum benefit for the greatest number of people.

The aim of this workshop is to help policy-makers and public service practitioners learn how to assess the impact of policy and practice initiatives before they are started, and how to think about evaluating policies and programmes in the future.

What the workshop will cover

- Different meanings of 'impact' in policy-making and evaluation and how to differentiate between impact evaluation and impact assessment
- What to assess in terms of the social, economic and environmental impacts of a policy, programme or project
- How to establish policy options and decide on the best course of action that will deliver the required outcomes
- How to use quantitative and qualitative methods to understand how impacts can be achieved
- How to find existing evidence
- How to prioritise different impacts
- How to apply impact assessment to performance-managed delivery
- The principles and methods of cost-effectiveness and cost-benefit analysis
- How to draw upon impact evaluations and assessments from developed and developing countries.

How participants will benefit

The workshop will enable you to:

- Improve the planning, procurement and management of impact evaluations and assessments
- Use methods of impact evaluation to identify the most effective, efficient and value for money policy initiatives
- Develop and use monitoring techniques effectively
- Undertake delivery reviews and develop action plans where impacts are not being achieved
- Improve the accountability of policy-making and public services in your locality, region or country.

Dr Philip Davies

Workshop Director

Making Policy More Effective workshop



Phil is Executive Director of Oxford Evidentia, a UK-based professional development and consulting company that undertakes capacity building in impact evaluation, evidence synthesis and the use of high quality evidence for policy making, good governance and public service delivery. From 2012 to 2015 Phil was Head of the London office of 3ie, the International Initiative for Impact Evaluation, and had responsibilities for 3ie's Systematic Reviews and Research Synthesis programme. Previously, Phil was a Director of the American Institute for Research in Washington DC, and before this he was a senior civil servant in the UK Cabinet Office and HM Treasury, responsible for policy evaluation and analysis. Before joining the Cabinet Office Phil was a University Lecturer in Social and Political Science at the University of Oxford, and he has held academic positions at the University of Aberdeen and the University of California, San Diego. He has substantive expertise in health and health care, education, social welfare, crime and justice, and international development. He has taught courses on policy evaluation, evidence-based policy making, and the analysis and use of evidence across the UK and in the USA, Canada, and various countries of Europe, Africa and Australasia. He is also a consultant on policy making for many governments and international organisations.

Better Policies, Better Lives:

Using behavioural insights to evaluate and improve policy making

Fees	Dates	Location
£2,235	2 to 6 September	London

About the workshop

Over the last decade the use of behavioural insights has led to significant improvements in the evaluation and formulation of public policies in a wide range of important areas including, for example:

- Strengthening public finances through better tax collection procedures
- Raising attendance levels and learning standards in schools
- Facilitating greater access to clean water in rural communities
- Increasing take up of mobile banking among the poorest.

What the workshop will cover

The workshop will include the following main components:

- Familiarisation with the concept of behavioural insights and how it has evolved from a combination of economic concepts, social psychology and intuition
- The use of real-life examples and case studies to demonstrate how they are contributing to better policy evaluation and policy formulation across the world
- An explanation of the techniques used
- Discussions individually and in groups to identify how these techniques might be applied and/or extended in your own country
- Visits to public and private organisations in the UK to discuss with practitioners how they are used to improve policy making in practice.

How participants will benefit

The workshop will give you:

- An understanding of how behavioural insights are becoming increasingly relevant in a fast-changing world
- An introduction to the latest techniques used by leading practitioners
- Exposure to how other countries are using behavioural insights
- Access to an international network of experts who are leading in this rapidly evolving area of work
- An opportunity to develop and refine your policy making skills with the aim of making significant improvements in the lives of people directly affected by the policies.

Gender Matters:

Integrating gender into development policy and programming

Fees	Dates	Location
£2,200	11 to 15 November	London

About the workshop

Governments have committed themselves to advancing gender equality through the adoption of the Sustainable Development Goals and other policy frameworks that explicitly link gender equality and women’s empowerment to sustainable and inclusive growth and development. There is growing evidence that promoting gender equality is “smart economics”, and that closing gender gaps in education, labour markets and access to resources and opportunities will contribute to socio-economic development that benefits all. This workshop will provide participants with the knowledge and tools needed to apply gender analysis and integrate gender at all stages of the programming cycle, with a focus on providing sector-specific examples. It is aimed at senior policy makers and managers from government Ministries and agencies and other relevant bodies who are actively involved in designing and delivering development programming across a range of sectors

What the workshop will cover

The workshop will concentrate on integrating gender into development programming, drawing on a range of practical tools and existing evidence base of “what works” as well as comparative experience from other countries. We will adapt the programme as far as possible to your particular needs while demonstrating generally applicable good practice and international standards. A key feature of the workshop will be visits to UK institutions where you can meet with counterparts and experience policy-making and programming in action.

How participants will benefit

The workshop is designed to enable you to:

- Broaden your knowledge of key concepts, tools, recent developments and innovations in gender and development, using practical country-based examples
- Identify aspects of UK and international experience that are relevant to the integration of gender equality across policy-making in your own country
- Provide an overview of useful gender analysis tools and techniques that can be applied
- Enable you to interact and communicate effectively with key stakeholders in your own country.

Trade Policy and Trade Negotiating Skills

Fees	Dates	Location
£2,250	18 to 22 November	London

About the workshop

This workshop is intended for policy advisers and senior decision-makers in governments dealing with trade policy and negotiations, including goods, services and investment. Global exports of goods account for approximately 19 trillion US dollars annually while services represent some 5 trillion US dollars. Trade policy is a complex area which sets the framework for these vast flows, bringing together aspects of economics, development policy, law and diplomacy. Trade policy officials need to handle a wide spectrum of issues in order to achieve effective results for their countries. Increasingly, international donors are developing policies to promote trade with and among developing countries as an important contribution to economic welfare.

What the workshop will cover

The workshop will cover both the theory and practice of the UK's experience of trade policy by:

- Providing an overview of the subject, with an emphasis on lessons learnt and best international practice
- Ensuring that you gain a good understanding of the strengths and weaknesses of trade policy, its key features and its terminology
- Considering how governments ensure that trade policy delivers both prosperity and fairness while protecting the environment and social conditions.

How participants will benefit

The workshop will highlight best practice and provide examples of how trade can be mutually beneficial for countries and their businesses by:

- Examining the nature of international trade flows including global supply chains, customs facilitation, import substitution and the interaction with domestic policies
- Exploring the role of trade policy in promoting exports of services, protecting intellectual property and attracting inward investment
- Focusing on the interaction between trade and other significant policy areas such as development, labour rights and environmental action
- Introducing you to key practitioners in government and private organisations
- Broadening your knowledge of the UK and European Union framework within which trade policy is negotiated and decided
- Giving you an opportunity to network with counterparts in the UK and internationally.

Keeping Cities Moving:

London's transport system in the 21st century

Fees	Dates	Location
£2,240	16 to 20 September	London

About the workshop

This workshop considers how the transport system of cities can be organised and co-ordinated to meet the complex and varied needs of large and diverse urban populations in the 21st century. It explores London's transport system, the challenges it faces, and what lessons might be learnt from London's experiences in meeting those challenges by those planning and managing transport arrangements in other big cities and communities.

What the workshop will cover

During the week you will:

- Learn about the organisation and working of London's transport system in the context of the demography and governance of a major city
- See for yourself, by personal observation, how the various components of the transport system relate to one another and how they are co-ordinated and funded
- Discuss with transport experts and with other participants the many practical problems encountered in running complex urban transport systems
- Examine recent and current initiatives designed to address the challenges and problems of managing and integrating the transport system of modern cities.

How participants will benefit

The workshop will enable you to:

- Apply lessons learned from the experiences of London transport managers and those of your fellow participants to improving transport policies in your own country
- Understand the ways in which different modes of transport can be managed and co-ordinated to take account of the diverse needs of different categories of transport user
- Appreciate the significance of customer feedback and complaints and how they should be handled
- Improve your understanding of how modern technology can be used to improve the coordination and management of transport systems
- Gain new insights into the environmental impact of transport systems and how environmental problems can be addressed.

Policy-Making:

Engaging citizens in policy making

Fees	Dates	Location
£2,270	8 to 12 April	London

About the workshop

This workshop focuses on the importance of public participation and consultation techniques in policy-making on an international, national and local level. It explores the drivers of public participation and will cover the different participation and consultation models that other countries, multilateral organisations and institutions around the globe are using. You will hear about the legal principles underpinning participation and how these can be interpreted in your own country. You will have the opportunity to develop practical skills which will give you a clear idea of how to incorporate lessons learnt and to improve public engagement in policy-making.

What the workshop will cover

The workshop will explore Government-citizen relationships and how rising citizens' expectations for greater involvement in policy-making can be met. Stakeholder management, engagement techniques and the use of social media as management tools and to disseminate public policy information will feature prominently.

How participants will benefit

During the week you will:

- Understand about participation drivers, the essentials of public participation in policy, participation models and much more
- Explore the opportunity to collaborate with a London local government organisation in order to experience for yourself what others are doing in the area of public participation and the challenges they face
- Share your current participation and consultation practices
- Work on group exercises to develop practical skills.

Leading and Managing for Results

Fees	Dates	Location
£3,925	1 to 12 April	London
£3,925	23 September to 4 October	London

About the workshop

This workshop is in two modular weeks which can be attended as separate modules or combined to gain a more comprehensive understanding of how to lead and manage to gain results. Organisations need leaders and managers, and the skills of managing are essential for providing services to the public and for building the human capital to deliver an efficient and effective organisation fit for today and the future.

What the workshop will cover

The workshop is designed to develop your self-awareness and your personal impact, enhancing your understanding of strategic leadership and management in public service policy and delivery. Both workshops are participative and will include briefings and discussions, practical management skills, models and tools to help you turn plans into action and enhance your personal effectiveness. Week one will focus on leadership capability and week two will focus on the latest developments and skills in management, their relevance to public services and what they mean for people managing others to deliver a transformed public sector.

How participants will benefit

Week one will enable you to develop the personal leadership capability, tackle existing and future strategic challenges, review and implement plans to increase leadership capability, enhance public service delivery and grow and develop your international leadership network and share good practice. Week two will enable you to develop the personal management skills to make an impact and contribute to the future of your public service, tackle existing and future people management issues, develop self-awareness and increase your personal impact, review and implement plans to increase management capability in your organisation, recognise the approaches you can use and changes you can implement to enhance public service delivery and grow and develop your international network and share good practice.



Strategic Leadership:

Creating real value in public services

Fees	Dates	Location
£2,160	1 to 5 April	London
£2,160	23 to 27 September	London

About the workshop

Leadership capability is crucial to the delivery of public services and to building an efficient and effective organisation fit for today and the future. This workshop will review developments in public services and what they mean for its leaders. Leadership is critical to organisational success and to ensure the workforce is aligned to contribute to a successful and responsive public service. This workshop will review the competences that leaders need to make an impact in the changing arena of public service organisations. You will learn about the UK approach and review other examples of good practice including practical exercises, and case studies from practitioners.

What the workshop will cover

Strategic leadership, good governance and policy formulation; practical leadership skills: turning plans into action; personal effectiveness and impact. The overall objectives for the workshop are to:

- Enhance your understanding of leadership in public service policy and delivery
- Develop a suite of leadership skills, including prioritising, communication, team work and change management
- Develop self-awareness and personal effectiveness.

How participants will benefit

The workshop will enable you to:

- Develop the personal leadership capability to make an impact and contribute to the future of your public service
- Contribute to existing and future strategic challenges and understand the links to operational delivery
- Review and implement plans to increase leadership capability in your organisation
- Recognise the approaches and changes you can implement to enhance public service delivery
- Grow and enhance your international network and share good practice.

Developing Your People Management Skills

Fees	Dates	Location
£2,215	8 to 12 April	London
£2,215	30 September 4 October	London

About the workshop

Organisations need leaders and managers and the skills of managing are essential for providing services to the public and for building the human capital to deliver an efficient and effective organisation fit for today and the future. This workshop will focus on the latest developments and skills in management and the relevance to public services and what they mean for people managing others to deliver a transformed public sector. It will equip you with a suite of advanced management skills to help you face the many challenges of day-to-day management.

What the workshop will cover

The workshop will focus on practical management skills. The overall objectives for the workshop are to:

- Develop a suite of advanced management skills, including people management, managing performance, conflict, engagement and resilience building relationships (internal and external), decision making and coaching
- Develop self-awareness and your personal impact
- Increase understanding of ways to develop improved management capability in your workforce.

How participants will benefit

The workshop will enable you to:

- Develop your personal management capability to perform at your best
- Increase self-awareness and your personal impact, drawing on a comprehensive, individual Myers Briggs Type Indicator Report
- Develop skills to tackle existing and future people management issues and understand the ways good management can enhance positive outcomes
- Draw up plans to increase management capability in your organisation
- Grow and develop your international network and share good practice.



Leading Change:

Strategy, implementation and people

Fees	Dates	Location
£3,900	10 to 21 June	London
£3,900	7 to 18 October	London

About the workshop

This comprehensive workshop will equip you with a wide range of skills you need to plan and successfully implement sustainable change within your organisation, including effectively supporting your people through this process. You will analyse theory and proven strategic approaches to implementing successful change and explore how they can be applied or adapted to your organisation. You will acquire skills for learning from experience, your own and other people's, that will enable you to identify what works for you in your situation. This workshop is in two modular weeks which can be attended as separate modules or combined to gain a more comprehensive understanding of change management.

What the workshop will cover

The workshop will include seminar sessions, discussions, case studies and visits as well as exercises to diagnose existing practices and attitudes and help you understand key change theories and their practical implementation.

How participants will benefit

The workshop will enable you to:

- Undertake a phased approach to managing and implementing change
- Identify the human, technical and financial resources required for change
- Apply leadership and change agent skills and strategies that influence behaviour
- Identify what needs to change, and why, and how to plan for it
- Engage internal and external stakeholders in the change process
- Manage barriers and risks to successful change
- Influence attitudes through listening, coaching and motivating to build trust, confidence and self-esteem
- Learn from your own and other people's experience of change
- Better manage your capacity to cope with unplanned, emergent change
- Identify and practise the values that will create a more effective organisation culture
- Understand strategy and how strategic thinking can be developed using analytical tools
- Manage barriers and risks to change including its sustainability
- Develop your team's capacity to communicate and relate effectively
- Recognise your approach to leadership and culture and how it can be developed to communicate and influence more effectively.



Planning and Implementing Your Change Strategy

Fees	Dates	Location
£2,125	10 to 14 June	London
£2,125	7 to 11 October	London

About the workshop

Developing the capacity of organisations to absorb and respond to new challenges is crucial in today's fluctuating political, social and economic climate. It is a major challenge for all senior managers, change agents and strategists.

Throughout the workshop we will focus on two core elements of change: change leadership and strategic planning. Techniques and tools covered will assist leaders and change teams to build realistic strategies and avoid costly mistakes. You will be introduced to new change concepts and approaches and learn practical tools for successful implementation. The workshop is designed to equip you with the skills and confidence to move forward in a structured, logical and sustainable way.

What the workshop will cover

- What, why and how things should be changed
- Effective change leadership styles
- Engaging senior sponsors in the change process
- Developing sound change strategies, setting strategic goals and standards, risks and barriers
- Defining implementation strategies, utilising implementation tools
- Communication plans and sponsor 'roadmaps'
- Key Performance Indicators
- Diagnosing performance gaps, managing resistance
- Analysing feedback, monitoring and evaluation techniques.

How participants will benefit

The workshop will help you to:

- Define your change management strategy, create achievable vision, a realistic view of the present and a methodical way to minimise risk for change implementation
- Align change management teams and senior supporters for the challenges ahead
- Adopt a range of appropriate leadership styles through change
- Develop robust implementation strategies and implementation plans
- Support sustainable change through effective communications
- Review and adapt organisation systems to support change success.



Changing Behaviour and Attitudes to Improve Performance

Fees	Dates	Location
£2,135	17 to 21 June	London
£2,300	12 to 16 August	Washington DC
£2,135	14 to 18 October	London

About the workshop

Is it possible to facilitate successful organisation change? Many organisations have changed direction, improved performance, transformed their relationships with customers and increased their capacity for change. However, 75% of organisation change processes fail to meet their intended aims. Organisations may be re-engineered, but organisational behaviour can often remain the same. This workshop aims to enable you to identify and harness the attitudes and behaviours embedded in successful change processes. The workshop will be practical, developing strategies for behaviour change and skills that can be used in the workplace to motivate others through key change processes in their organisation.

What the workshop will cover

- How to develop leadership skills and deliver strategies that influence organisational behaviour and improve performance
- Understanding how to influence attitudes using enhanced one-to-one skills of listening, coaching, contracting, giving and receiving feedback and motivating to build trust, confidence and self-esteem
- Creating more effective inter-personal relationships using enquiry skills and learning from emotional intelligence
- Developing teams to work more collaboratively and creatively and communicate more effectively
- Recognising resistance and practising behaviours that deal with resistance to change effectively
- Diagnosing and changing organisation culture using the competing values framework
- Understanding group dynamics, leading teams and team meetings more effectively in using systems thinking to recognise and tackle causes of failure and improve outcomes
- Understanding how to think creatively about change using mechanistic, systemic and political metaphors
- Manage your own and other people's transitions by recognising our responses on the change curve
- Exploring collaborative and flexible approaches to change using "agile" and "scrum" methods.

How participants will benefit

This is an essential workshop for organisations that are implementing change and want to incorporate up-to-date thinking from organisational psychology to make that change effective. You will be able to diagnose your organisation's attitudes to management and change and gain flexibility and choice over your own leadership behaviour.



Putting People First:

Citizens as customers

Fees	Dates	Location
£2,225	25 to 29 March	London

About the workshop

Governments must change as the world around them changes. In the UK there have been major changes in the way public services operate. Initiatives such as Customer Service Excellence and benchmarking techniques have all been aimed at improving the quality of service delivery to the public. In many countries there have been continuous and vigorous political debates about how to cut the cost of public services while protecting the most vulnerable members of society.

What the workshop will cover

It explores the key elements needed to develop a culture of customer focus; to lead and manage changes in the provision of public services; and to make effective use of information technology in public service management and delivery.

By drawing on UK and international experience, you will increase your knowledge and understanding of how your organisation can achieve sustainable institutional and cultural change to the benefit of the public, along with a more cost-effective use of resources.

How participants will benefit

The workshop will:

- Help you develop your leadership skills and capacity to manage public service improvement initiatives at strategic and operational level
- Familiarise you with the process of culture change needed to treat citizens as valued customers
- Compare techniques for organisational assessment
- Consider lessons learned by the public sector from the private/non-government sectors and vice versa
- Look at the roles of central and local government in improving public services
- Explore the ways in which a focus on the citizen as customer can improve public services
- Consider the advantages and disadvantages of using information technology in managing service delivery.

The Changing Face of the Workplace:

Supporting people through professional and personal change

Fees	Dates	Location
£2,295	12 to 16 August	London

About the workshop

Organisations are continually required to adapt to new circumstances, agendas and the pressures of increased demands from customers and citizens. Consequently, “change” in its broadest sense has become an expected part of organisational life. Some employees thrive on change while others are fearful and suspicious. Managers need to understand the change process so that they can lead and support staff through uncertain and often confusing times. The changing workplace can have an impact on employees’ professional and personal life and this workshop offers advice and practical help about how best to deal with change.

What the workshop will cover

It will include the following main components:

- The importance of change for organisational survival
- Types of change within your organisation
- Choices people make during the change process e.g. the variety of positive and negative responses and strategies for dealing with them
- The leader’s role during change
- How personality type and values affect the transition
- Building empathy and active listening
- Exploration of your individual reactions to professional and personal life changes
- Safe practice, seeking help and referral to professionals.

How participants will benefit

The workshop will give you:

- An understanding of the people issues involved in implementing and managing the changing workplace
- Clarity on the managers’ and HR’s role in leading staff through the transition phase of change
- Strategies and practical tools to support employees through uncertainty
- The skills to hold relevant, appropriate and helpful conversations to support staff through personal and professional change
- Insight into your own reactions to professional and personal life changes and how to manage yourself successfully while implementing change and maintaining motivation and productivity
- Personal and professional action plans to improve your approach to supporting staff.



Case study: Employee support for officials from the Ministry of Land Management, Water and Sanitation Services of Botswana

When a government announces major organisational change such as a merger and/or restructuring, the anxiety felt by employees can have a detrimental effect on productivity and on the change process. The Ministry was planning a merger with the implantation of a new structure and asked us to develop a tailor-made 2-week workshop for three officers to look at supporting staff who were going to be affected by this change, whether it be redeployment, transfer or retirement, changing locations or taking on a new role with appropriate training.

The programme was designed specifically to help the officers address staff concerns and also included the wider agenda of external psychological and social support. Main points of learning related to the actual change process and that organisational change doesn’t consist of a series of isolated events and does not happen overnight. It’s a process that takes time and has three distinct phases: Ending – Transition – Beginning, and employees may be at different phases of the process. The skill is to recognise where in the process an individual may be and to be able to provide relevant and appropriate support to help them cope through the transition, which can be difficult and turbulent at times, towards acceptance. At the end of the workshop, participants had created a detailed action plan to take back to the Ministry and were planning to transfer learning to colleagues in Botswana.

When Citizens Complain:

For ombudsmen, commissioners and complaint handling organisations

Fees	Dates	Location
£2,180	24 to 28 June	London

About the workshop

“When Citizens Complain” is a high-level workshop for ombudsmen and commissioners and their senior staff which aims to:

- Improve public services and promote good governance
- Raise awareness of the importance of the ombudsman, human rights and complaints commissioners in dealing with corruption and human rights violations
- Explore a variety of systems and approaches to complaint handling and dispute resolution.

What the workshop will cover

The workshop will cover issues of principle and practice relating to the role of ombudsman and complaint handling organisations and will provide a balance between tutorial sessions, discussions and visits. A key element for sharing experience and best practice will be sessions during which you will be invited to give an informal presentation on your own office and complaints system. You will also be asked to describe your approach to handling a range of cases and will be involved in problem-solving exercises and discussion groups.

How participants will benefit

The workshop will:

- Broaden your knowledge of the concept and institution of the ombudsman and variations of the ombudsman model
- Learn from the experience and expertise of UK ombudsman offices, parliamentarians, lawyers, civil servants and leading scholars and practitioners
- Improve your capacity to manage investigations, produce effective reports, communicate with the public and other key stakeholders and deal with the media
- Make international comparisons and identify areas for developing and improving your own ombudsman and complaint handling system
- Develop practical skills in managing the business of your office
- Familiarise you with how ombudsman and complaint-handling organisations deal with complaints and redress grievances.

Sir Anthony

Redmond

Workshop Director



When Citizens Complain workshop

Sir Anthony Redmond (Tony) has had a long and successful career in public service, in particular in local government. He was Chairman and Chief Executive of the Commission for Local Administration and Local Government Ombudsman in England for nine years. During this time he also served as Chair of the British and Irish Ombudsman Association for two years.

Prior to being an Ombudsman he was Chief Executive of the London Borough of Harrow, Deputy Chief Executive and Finance Director of Knowsley (Merseyside) and Treasurer of the Merseyside Police Authority. In his earlier years he was Deputy Finance Director of Wigan (Greater Manchester) and Chief Accountant of Liverpool City Council.

Tony is currently Treasurer of UNICEF UK, as well as being involved in other non-executive roles. He is also Chair of the Consumer Council for Water for London and the South East.

Combating Fraud and Corruption

Fees	Dates	Location
£3,955	21 October to 1 November	London

About the workshop

Public services may be delivered within widely differing contexts but everywhere we face a similar challenge in maintaining integrity and ethical conduct among all those in public life, whether elected representatives or appointed officials. From ‘quiet corruption’ which damages public trust and service delivery, through to ‘grand corruption’ which distorts a country’s economy, there is a need to develop effective tools to tackle these problems. Increasingly it is recognised that anti-corruption efforts need to cut across institutions and address the full chain of activities including:

- Prevention through enhanced legislation, increased accountability and effective deterrence mechanisms
- Detection through regular monitoring and oversight activities
- Investigation of corrupt acts and unethical behaviour
- Sanction through judicial and/or administrative means.

What the workshop will cover

The main aims of this comprehensive workshop are:

- To assist you in developing and introducing practical mechanisms for establishing, promoting and sustaining an ethical infrastructure in the public life of your own country
- To explore options for detecting and investigating unethical behaviour and corrupt acts, including an opportunity to practise investigative techniques
- To examine how best to carry out successful prosecutions and apply administrative and civil sanctions as effective responses to corruption and unethical behaviour, including options for asset recovery.

How participants will benefit

The workshop will enable you to:

- Reflect on the standards in public life in your country
- Enhance your understanding of ways of establishing, embedding, communicating and upholding core values
- Identify areas of risk
- Consider how to create the environment within which transparency and accountability can more readily be improved
- Understand mechanisms for detecting corruption and unethical behaviour
- Review how different investigations are managed
- Consider the role of prosecutions and how to improve their effectiveness
- Explore options for cross-institution working.



Prevention and Detection

Fees	Dates	Location
£2,110	21 to 25 October	London

About the workshop

It is much easier and much more effective to focus efforts on the prevention of fraud and corruption before it occurs. As all too many organisations discover to their cost, the resources, effort and reputational damage of responding to wrongdoing after the event is disproportionately high. If economic crime or other forms of ethical abuses do occur, then the earlier they are detected the better. This one-week workshop is designed to support the successful prevention and early detection of fraud and corruption in its many forms. It will explore:

- How the risks of and opportunities for unethical behaviour can be reduced through enhanced legislation, increased accountability and effective deterrence mechanisms
- The importance of core values and codes of conduct
- Ways of supporting individuals to recognise and avoid conflicts of interest
- How early detection can be made more possible and likely through regular monitoring and oversight activities.

What the workshop will cover

The main aims of this comprehensive workshop are:

- To assist you in developing and introducing practical mechanisms for establishing, promoting and sustaining an ethical infrastructure in the public life of your own country
- To explore options for detecting unethical behaviour and corrupt acts.

How participants will benefit

The workshop will enable you to:

- Reflect on the standards in public life in your country
- Enhance your understanding of ways of establishing, embedding, communicating and upholding core values
- Discuss the importance of codes of conduct and registers of interests
- Identify areas of risk
- Consider how to create the environment within which transparency and accountability can more readily be improved
- Understand mechanisms for detecting corruption and unethical behaviour
- Identify aspects of UK experience which can be applied internationally and aspects of overseas experience from which the UK system can benefit.



Investigation, Prosecution and Sanctions

Fees	Dates	Location
£2,205	28 October to 1 November	London

About the workshop

When fraud or corruption has been detected much depends on what happens next. How should the suspicions be dealt with? By whom? Where is the evidence? How should it be gathered? How should the investigation be managed? Decisions made at the start of an investigation will prove critically important later on and errors at this stage can frustrate any later prosecution. When the matter has been resolved and suspicions proven, what should happen to the perpetrators? This one-week workshop focuses on helping you to:

- Devise successful investigative strategies including deciding when and how to involve expert witnesses
- Understand the use of digital forensics
- Deploy the best seize and search methodologies and other investigative techniques
- Investigate corrupt acts and unethical behaviour effectively
- Decide on the most appropriate sanctions through judicial and/or administrative means.

What the workshop will cover

The main aims of this comprehensive workshop are:

- To explore options for investigating unethical behaviour and corrupt acts, including an opportunity to practise investigative techniques
- To examine how best to carry out successful prosecutions and apply administrative and civil sanctions as effective responses to corruption and unethical behaviour, including options for asset recovery.

How participants will benefit

The workshop will enable you to:

- Review how different investigations are managed
- Consider the role of prosecutions and how to improve their effectiveness
- Explore options for cross-institution working
- Better understand money laundering, restraint, forfeiture and confiscation
- Discuss the role of Specialist Investigative Agencies
- Understand the range of possible sanctions including administrative and civil actions and Deferred Prosecution Agreements
- Identify aspects of UK experience which can be applied internationally and aspects of overseas experience from which the UK system can benefit.

Managing Elections:

Techniques and perspectives

Fees	Dates	Location
£2,195	9 to 13 September	London

About the workshop

Recent years have seen a considerable increase in elections being held around the world. Electoral administrators are faced with immense operational tasks in often challenging political environments. It is increasingly recognised that solid professional knowledge and skills are required to manage electoral processes effectively. The international community is introducing global standards, and examples of best practice for effective and accountable elections management are accumulating.

This workshop provides vital information on how best to manage elections. It will provide electoral administrators – and other election stakeholders – training in the most effective electoral management techniques and hands-on, practical skills.

What the workshop will cover

It will concentrate on the UK electoral system and draw on comparative experience from other countries. Recognising the variety of electoral systems and methods of managing elections, it will be adapted as far as possible to your particular needs while demonstrating generally applicable good practice and international standards. A key feature will be visits where you can meet with counterparts, experience election administration or policy-making in action and establish useful contacts.

How participants will benefit

The workshop will:

- Broaden your knowledge of practices and recent innovations in electoral processes, using a comparative analysis of the UK and other countries
- Identify aspects of UK and international experience that can be applied in your own country
- Improve your day-to-day management and planning skills with useful tools and techniques
- Enable you to interact and communicate effectively with election stakeholders in your own country (for example, civil society, observers, political parties and the media)
- Introduce you to key experts and practitioners, so that you can develop lasting networks for exchange and knowledge transfer.

Corporate Governance and Board Effectiveness

Fees	Dates	Location
£2,300	25 February to 1 March	Dubai
£2,245	20 to 24 May	London
£2,245	9 to 13 September	London
£2,300	7 to 11 October	Kuala Lumpur

About the workshop

Corporate governance is rapidly gaining the profile and prominence it deserves. Corporate governance is about *how* an organisation acts, agrees its strategic framework (vision, mission and values) and ensures that it meets its objectives. Effective decision making and performance management are key elements of corporate governance and form a substantial part of this workshop. Boards give powerful examples of the way organisations respond to outside influences and internal challenges and the structures, processes and behaviours underpinning this are critical. The role of independent board members is crucial in this. High standards of corporate governance and effective Board leadership and high standards of probity are vital to good corporate governance. The workshop is aimed at people operating at or around Board level. It is highly interactive and will feature an appropriate visit and case studies looking at good and bad examples of Boards in practice.

What the workshop will cover

You will be able to explore:

- The critical elements of corporate governance
- The decision-making structures supporting corporate governance
- The processes and support mechanisms underpinning corporate governance
- The necessary behaviours and organisational culture
- The role of the Board and Board effectiveness
- Non-executive Board members - advice and challenge
- Overview and scrutiny
- Risk and performance
- Examples of corporate governance failures where the Board should have acted and what should have happened.

How participants will benefit

During the week you will:

- Appreciate the contribution of good corporate governance
- Understand the role and function of a Board
- Contribute to Board effectiveness through teamwork
- Recognise the importance of vision, mission and values
- Appreciate the need for leadership
- Understand the role of Non-Executive Directors
- Appreciate how decisions should be made
- Recognise the importance of improved risk and performance management
- Contribute to improved and overall accountability and openness.



Case study:

Corporate Governance and Board Effectiveness for the Nigerian Maritime Administration and Safety Agency (NIMASA) of Nigeria

We designed and ran a high-level retreat for the Chairman, Director-General and senior Board Members from the Nigerian Maritime Administration and Safety Agency (NIMASA). NIMASA's senior team explored all the critical elements of good corporate governance, how effective boards work best, decision-making structures, organisational culture, risk and scrutiny of operations, financial oversight and how to avoid corporate failure.

The feedback was excellent and NIMASA representatives were very appreciative of the high quality of the presenters and the value of the discussions, which they said will enable them to take NIMASA to the next stage in its development. We were also honoured to be invited to the Nigerian High Commission, hosted by His Excellency, Ambassador George Adesola Oguntade, CFR, CON.

Better Regulation:

Economic regulation of utilities

Fees	Dates	Location
£2,165	18 to 22 March	London

About the workshop

This workshop concentrates on the regulation of network industries in the energy, communications, transport, water supply and sewerage sectors. The key objectives are to:

- Provide an overview of the key aspects of economic regulation, with an emphasis on lessons learnt, good practice and developing a better regulation agenda
- Ensure that you gain a good understanding of the strengths and weaknesses of utility regulation, its key features and its terminology
- Visit representative key regulators and engage with practitioners and UK experts
- Consider how governments ensure that regulatory regimes deliver both enhanced competition and better regulation while protecting people and their environment
- Explore with tutors and practitioners current UK views and experience in regulating liberalised industries and services, while meeting international standards of governance and accountability.

What the workshop will cover

- You will be briefed about regulatory regimes in the UK and elsewhere. We will explore the changes which the UK has made in order to free competitive markets from unnecessary or inefficient regulation
- You will meet practitioners in government, regulatory bodies and industry.

How participants will benefit

The workshop will:

- Provide you with a broad overview of regulatory options and best practice. Examine the better regulation agenda, risk-based approaches and policy and regulatory options
- Introduce you to key practitioners in regulatory offices, regulated industries, government departments and consumer protection organisations
- Familiarise you with the UK and international framework within which the regulated industries and services operate.



Case study:

Good Practice in Better Regulation for The State Chancellery, Government of Latvia

The State Chancellery, Government of Latvia, invited us to develop a tailor-made exchange visit for senior public servants to look at good practice in regulation and how to establish more collaborative working models across government. The main focus of the visit was on enabling the participants to talk to UK regulators and policy makers about current regulatory practice, consulting with clients and stakeholders, the application of law in supervising markets, detection of fraud cases, audit and IT systems for effective regulation.

The group benefitted a great deal from the briefings and discussions with PAI's experts and particularly valued the selected case studies and site visits to the Better Regulation Executive, Department for Business, Energy and Industrial Strategy, the Food Standards Agency and the London Borough of Enfield.

Effective Records and Information Management

Fees	Dates	Location
£3,950	1 to 12 July	London

About the workshop

Every organisation needs accurate information to develop, deliver and assess the effectiveness of its policies, programmes and services and to make informed decisions. Poorly managed content can result in severe consequences for an organisation. This workshop is in two modular weeks which can be attended as separate modules or as a two-week programme to gain a more comprehensive understanding of effective approaches to managing information resources in all formats and media. It provides practical tools and methods to design and implement sustainable knowledge and content management systems.

What the workshop will cover

By the end of the workshop you will be able to:

- Assess the information and knowledge management strengths and weaknesses of your organisation
- Design intellectual control systems including classification, indexing and retention/disposal and better understand the features, functions and challenges of electronic records management, knowledge and content management systems
- Develop tools and processes to determine business requirements for information management
- Identify key information security risks
- Advocate enhanced information security initiatives in your organisation.

How participants will benefit

The workshop will:

- Introduce you to best practice for information and records management as expressed in ISO 15489
- Explain the key components of corporate intellectual control
- Show you how to analyse and develop information management procedures
- Explore how to build capacity among information creators, users and managers
- Help you to apply systematic processes for information retention and disposal
- Demonstrate the key principles of informational security
- Identify and analyse the key risks to your information resources
- Introduce you to the types of cybercrime and cyber enabled crime.



Achieving International Standards in Information and Records Management

Fees	Dates	Location
£2,100	1 to 5 July	London

About the workshop

The creation and management of records has always been important and the reasons for keeping records do not change over time. Ways of working, however, are constantly changing in this increasingly digital and online world. Data-driven service delivery, greater openness in government, shared and collaborative working all mean that the role of records managers and the need for standards are more important than ever. Responsibilities for records now extend far beyond organisational and even jurisdictional boundaries. There are also increasing expectations of transparency and accountability and the growing range of ways in which information is created, stored and shared. This workshop will use the latest edition of the international standard ISO 15489-1 to guide the creation, capture and management of records in these new environments through time, whether wholly digital, paper-based or “hybrid” environments, and is relevant whatever technology is used.

What the workshop will cover

By the end of the workshop you will be able to:

- Assess the information and knowledge management strengths and weaknesses of your organisation
- Design intellectual control systems including classification, indexing and retention/disposal and better understand the features, functions and challenges of electronic records management, knowledge and content management systems
- Develop tools and processes to determine business requirements for information management.

How participants will benefit

The workshop will:

- Introduce you to best practice for information and records management as expressed in ISO 15489
- Explain the key components of corporate intellectual control
- Show you how to analyse and develop information management procedures
- Explore how to build capacity among information creators, users and managers
- Consider the best ways to monitor and evaluate knowledge management systems.



Protecting your Organisation from Cybercrime and Enhancing your Information Security

Fees	Dates	Location
£2,095	8 to 12 July	London

About the workshop

In this interconnected world the risk of an attack on information resources must be a matter of real concern for all of us and can only grow as the dangers increase and attacks become ever more sophisticated. Good information security has always been an important aspect of an organisation's effective functioning, credibility and resilience and for modern organisations it is vital as they face threats that they evolve and change. This one-week workshop explores the nature of cybercrime, the key risks to organisations and the ways in which organisational capacity to resist cyber attacks can be enhanced. It also demonstrates what should be done if an attack is suspected and what processes can be put in place to enable an organisation to get back up and functioning rapidly if the worst does happen and its defences are breached.

What the workshop will cover

By the end of the workshop you will be able to:

- Identify key information security risks to your organisation
- Explain the importance of protecting vital records
- Understand what a disaster recovery plan is and how it can be developed
- Develop an information security training plan
- Advise on possible responses to a suspected attack
- Advocate enhanced information security initiatives in your organisation.

How participants will benefit

The workshop will:

- Identify and analyse the key risks to your information resources
- Introduce you to the types of cybercrime and cyber enabled crime, for example external cyber-attacks against organisations, internal fraud and money laundering
- Explain how these risks can be mitigated
- Show you how to respond to a possible attack
- Discuss the use of specialists and experts
- Demonstrate the key principles of informational security.

“The workshop was indeed extremely valuable and interesting to me. All issues have been comprehensively covered by a person with extraordinary experience and great expertise.”

Lilit Yeremyan

Adviser to the Minister
Ministry of Justice, Armenia

“There was a good blend of practical and theoretical teaching, although the practical was more exciting and gained my interest. The workshop highlighted the impact human behaviour can have on policy and how it must be considered in policy development.”

Mary-Ann Brathwaite-Leonce

Director
Tobago House of Assembly
Trinidad and Tobago

“The visits to some regulatory bodies are excellent! It definitely provides more insight on how the regulatory bodies apply the principles of better regulation into their monitoring system.”

Heng Kher Cheng

Lawyer
Malaysian Aviation Commission



Government Image and Communication

Fees	Dates	Location
£2,185	7 to 11 October	London

About the workshop

Governments cannot make or implement policies effectively without communicating them, both through the news media and the increasing range of other channels now available. The rapid changes in the media marketplace make communication ever more challenging, for Ministers, their advisers and officials as well as for professional communicators. This workshop will help you tackle these challenges by discussing the strategic basis of good communication and how the UK government in particular seeks to apply it both to digital and more traditional media. It includes visits to major international news organisations (e.g. the BBC World Service and Reuters) and discussions with senior journalists, government communicators and experts in social media and stakeholder analysis.

What the workshop will cover

The workshop will review:

- TV, print, digital broadcasting and social media
- Government priorities in managing public communication and the political dimension
- News media priorities, public interest, freedom of information
- The role of public relations and marketing professionals in media management and image promotion.

How participants will benefit

The workshop will:

- Develop your knowledge of how government and other public organisations use communications to help devise and deliver effective policies
- Help you to learn from the experience of UK government communicators and of leading journalists and editors, including how to raise awareness of the importance of communications in your own organisation
- Encourage you to consider ways of using a range of media to widen access to public information
- Raise your awareness of how to handle public communication and apply strategic communication techniques
- Establish good practice across the world as you share experience from your country with others in comparable situations.

The Changing Media Landscape:

Key issues for dealing with social media and fake news

Fees	Dates	Location
£2,170	3 to 7 June	London

About the workshop

It is essential that you understand how to develop a robust media and communications strategy and how to counter fake news, alternative facts and post-truth politics. Preparation is everything and you can only do this if you understand the factors that influence effective communications – trust, control, benefit, language and empathy – as well as phenomena such as social amplification of risk and normalisation of deviance. On this workshop, we show you how to use free internet tools such as aggregators to monitor social media and spot developing trends which could damage your government’s reputation at home and abroad. We also show you how to select the right messengers for different audiences and will show you how to make broadcast quality video using your mobile phone so that you can create Vlogs – video messages for social media.

What the workshop will cover

The workshop will concentrate on:

- Analysing risk and hazards to develop an understanding of the fear factors which affect public perception and effective communication before and during a crisis
- Developing risk communication strategies to deal with situations as they arise
- Reviewing all media outlets, including digital broadcasting, the internet and social media
- Understanding the needs of the media and working with them to achieve accurate, speedy and consistent flow of information to key stakeholders
- Gathering intelligence from research, websites and the media, to provide as full a picture as possible when dealing with a crisis.

How participants will benefit

The workshop will:

- Broaden your knowledge of the nature of risk and crises, and how the public perceive them
- Raise awareness of the importance of risk communication planning in developing policy and operational strategies and provide practical experience of designing strategies both to pre-empt crises and deal with them when they happen
- Create an understanding of how the media reacts to risk, the influence this has on the public, and the importance of building good relationships with the media
- Develop your skills to enable you to make the most important decisions while managing crises.

Ian Cameron

Workshop Director

The Changing Media Landscape workshop



Ian Cameron is an international Media and Communications Consultant, Trainer and Video Producer with 30 years’ experience as a reporter, producer and News Editor for BBC TV, radio and online. This broadcast experience is combined with the academic rigour required for master’s degree in Civil Protection. He has an extensive range of international business - from being asked by the Attorney General’s team in Australia to address the Emergency Management and Public Affairs group (EMPA) conference in Canberra, to filming undercover with the New Jersey drugs intelligence unit in the USA to being chief global judge for Panasonic’s Kids Witness News (KWN) in Tokyo, London and Hollywood.

Ian is a NATO Civil Expert in Media and Risk Communications and a member of the Core Planning Team for NATO’s annual 30-nation exercises run by the Euro-Atlantic Disaster Recovery Coordination Centre (EADRCC) in Ukraine, Serbia, Montenegro, Bosnia and Herzegovina. As well as providing media training and consultancy, Ian has chaired top level discussions for NATO about the future direction of the Alliance and given keynote presentations such as countering the Daesh narrative at the Swedish University of Defence in Stockholm, as well as Armenia, Hungary, Brussels and the new Centre of Excellence in Bulgaria. His Security Clearance is NATO Secret. He has also worked extensively for the European Union as a media trainer, consultant and film maker on a variety of projects and has also provided media and crisis communication training for a number of airports, national and local government in the UK and major industries such as BAE Systems and the Sellafield Nuclear Reprocessing Centre.

Pension Schemes:

Planning for the future

Fees	Dates	Location
£2,175	13 to 17 May	London

About the workshop

The length and diversity of the UK’s experience in running pension schemes is without rival in the world. This workshop will explore the rich mix of public and private pension schemes provided in UK; how they are structured, how they are integrated into an overall system of social protection; how they are financed, managed and regulated.

What the workshop will cover

The workshop will focus on:

- Developing government policy on the mix and delivery of public and private pension provision in the UK
- Organising and delivering public pension schemes
- Financing, organising, delivering, regulating and supervising employer-based occupational pension schemes and employer-facilitated personal pension arrangements
- Consumer experience of the UK pension system.
- The importance of designing pension systems that benefit women as well as men.

It will include lectures and discussions, briefings by senior practitioners, representatives of independent public bodies, managers of occupational and personal pension schemes and pensioners’ representatives, along with group visits to various pension providers from different countries.

How participants will benefit

The workshop will:

- Broaden your knowledge of public and private pension schemes and their management and regulation
- Enable you to learn from the experience of policy makers, administrators and managers
- Encourage you to consider the UK experience in relation to the models developed by the World Bank and others
- Assist you in applying the UK experience to the situation in your own country
- Provide you with an opportunity to exchange experience with counterparts from other countries.

Public Service Commissions:

Professionalism, performance - excellence

Fees	Dates	Location
£2,230	2 to 6 September	London

About the workshop

Effectiveness in a changing and challenging world underpinned by the core values of impartiality, integrity, honesty and objectivity are generally regarded as the hallmarks of a modern public service. It is often the responsibility of the Public Service Commission to be the guardian of these principles and, in particular, to ensure that appointments are made solely on merit following fair and open competition.

What the workshop will cover

The workshop will focus on:

- The differing roles and responsibilities to be found in Civil or Public Service Commissions
- Different models of regulation
- Effective selection of staff
- Measures to provide public confidence in the work of Civil or Public Service Commissions
- On-going UK Civil Service reform and the implications for Commissions
- The role of Parliament and other Government institutions in upholding high standards
- The scope of legislation covering the civil and public service.

How participants will benefit

The workshop will:

- Enable you to consider in depth the role of Public Service Commissioners and discuss topical issues facing Commissioners today
- Give you an opportunity to explore the respective responsibilities of Commissions, Ministries and Agencies in the civil and public service appointments process
- Provide a forum for you to review approaches to drafting and implementing a Civil Service Law
- Enable you to study the UK approach to modernising the civil and public services
- Encourage you to share your experiences, review your challenges, and prepare an action plan to meet those challenges.

Next Generation Human Resources:

Transforming people management in the public sector

Fees	Dates	Location
£2,155	17 to 21 June	London

About the workshop

This workshop will focus on:

- The modernising agenda to develop public sector people so that they can deliver enhanced public services
- The best people management processes for delivering “best in class” talent and learning and development
- Public sector human resources (HR) reform and improving the capability of civil servants to work collaboratively and deliver services effectively and efficiently.

What the workshop will cover

This workshop will cover the practical issues surrounding the management of public servants, as well as the main themes being addressed in the UK Government’s programme of reforming and modernising HR. It will include visits to/speakers from key relevant institutions who will share practical case studies of their experiences transforming HR. There will be ample opportunity for you to share your own experiences and speak directly to those responsible for policies and decisions. Practical skills and development sessions are also included.

How participants will benefit

The workshop is designed to:

- Explore the UK approach to improving the effectiveness of the civil and public service and how this relates to your own environment
- Enable you to consider the people framework and understand the stages and the requirements of HR managers and other staff who manage/lead staff
- Give you an opportunity to explore the work of the UK Government’s approach to HR through Civil Service Resourcing and Learning, Ministries and Agencies responsible for civil and public service and understand the types of work undertaken by public servants and the new approaches to developing capability
- Provide a forum for you to review and improve your approach to HR and managing people and creating and maintaining teams
- Encourage you to share your own experiences, review your own challenges and prepare an action plan to meet those challenges.

Janet Waters

Workshop Director

Next Generation Human Resources and Choosing the Right People workshops



Organisational development, HR and learning and development were the specialisms of Janet's career in the UK Civil Service which she continued in the private sector. Her experience included leading large teams of trainers in various UK Ministries and working as a senior HR professional and Executive Board member. She regularly recruited staff into her teams and trained others to manage the selection and recruitment process in most Ministries. She worked for the Land Registry, Civil Service College, Cabinet Office, the Ministry of Justice and the Home Office and led the Centre for Strategic Leadership and the International Consulting Team at the National School of Government.

Janet works as a consultant in the public and private sector and speaks regularly about the UK Civil Service to international delegations. She is an Executive Coach and has clients from a number of countries including Poland, Syria, Russia, Kenya, Tanzania, India, Lebanon, Greece, Italy and China. She has led leadership development programmes for EU accession countries and works with delegates from Africa, Asia, EU and other regions.

Choosing the Right People:

Recruiting the best talent

Fees	Dates	Location
£2,150	18 to 22 November	London

About the workshop

This workshop concentrates on effective public service recruitment and selection. It uses the experiences in the UK and internationally to focus on:

- The process of managing a fair and open recruitment and selection system
- The variety of recruitment processes into the civil and public services and approaches to identifying talent
- The process for selection, including the skills for interviewers to make fair and best decisions
- The use of assessment centres in recruitment
- Civil service and HR reform and improving capability.

The practical issues surrounding the recruitment, selection and development of civil and public servants will be covered, as will the main themes being addressed in developments in Human Resources (HR) Transformation.

What the workshop will cover

There will be presentations and discussion sessions with HR practitioners providing centralised recruitment and selection support and others managing selection and recruitment in central Government Ministries and public service organisations. It will include a visit to a key relevant institution and provide you with ample opportunity to share your own experience and to speak directly to those responsible for recruitment policies and decisions.

How participants will benefit

The workshop will:

- Enable you to consider the selection cycle and understand in depth the stages and the requirements of HR managers and other staff
- Give you an opportunity to explore the work of the UK Government's Civil Service Resourcing, Ministries and Agencies responsible for civil and public service recruitment and selection
- Provide a forum for you to review and improve your approach to selection and recruitment and attracting and retaining talent
- Explore the UK approach to modernising HR and improving the effectiveness of the civil and public service.

Emotional Intelligence:

A critical element of organisational success

Fees	Dates	Location
£2,290	5 to 9 August	London

About the workshop

This workshop focuses on the importance of people - the critical element in successful organisations. The starting point is for you to understand yourself. Once you have done this, you need to begin getting insights into others and how successful relationships are developed so that performance is optimised. The ability to use both Intelligence Quotient (IQ) and Emotional Quotient (EQ) together is at the heart of successful leadership, management and people in a continually volatile, uncertain, complex and ambiguous (VUCA) world. You will be able to identify clearly what EQ is, why it is important and how it can be developed. You will develop EQ skills so as to understand how your own emotions (intrapersonal) impact on relationships (interpersonal), decisions and stress management. The workshop will also enable you to prioritise areas for development and generate practical improvement 'tools' to lead, manage and operate in a VUCA environment successfully.

What the workshop will cover

The workshop will explore how EQ can be used to improve well-being, emotional and social functioning and performance. The structure of the workshop is around the five 'realms' of EQ – (1) self-perception (2) self-expression (3) interpersonal (4) decision-making and (5) stress management.

How participants will benefit

During the week you will:

- Gain an insight into EQ, what it is and how you can use it to benefit yourself, your colleagues and your organisation
- Develop self-awareness and self-management of personal emotions
- Explore ways to advance personal EQ
- Understand the consequences of behaviour and weigh decisions before action
- Recognise emotions in others, responding to those emotions in order to inspire high performance and achieve better results.

Managing and Monitoring Successful Projects

Fees	Dates	Location
£3,920	24 June to 5 July	London
£3,920	2 to 13 December	London

About the workshop

Successful projects rely on two major disciplines: effective planning and control and systematic risk management. This workshop is designed to equip you with the knowledge and skills to undertake these vital management tasks.

Both weeks of the workshop have distinctive sub-themes:

Week one: The complete project cycle

Week two: Practical risk management techniques

Although this is a two-week programme, it will be possible for you to attend just one of the two weeks – please see below the detailed descriptions for each week.

What the workshop will cover

Week one of the workshop will boost your skills by equipping you with the effective strategies, practical tools and techniques to identify, develop, plan, control and implement programmes and projects which are aligned to the objectives of your organisation. You will also benefit from extensive practical hands-on experience.

Week two of the workshop covers risk management, an essential part of the overall management toolkit. Integrated risk management, planning for counter-measures, and contingency plans are vital to the control and success of major undertakings and this week will provide a sound grounding to assist in successful project delivery.

How participants will benefit

You will gain new skills and knowledge to successfully plan, monitor, control and manage the risks of your organisation's projects and programmes.



The Complete Project Cycle

Fees	Dates	Location
£2,300	29 April to 3 May	Dubai
£2,115	24 to 28 June	London
£2,300	12 to 16 August	Washington DC
£2,115	2 to 6 December	London

About the workshop

Trained project and programme management practitioners are essential for the successful delivery of strategic outcomes. Effective organisations are able to manage change by integrating sound project and programme methodologies, tools and techniques with their business operations.

This workshop will equip you with effective strategies, practical tools and techniques to identify, develop, plan, control and implement programmes and projects which are aligned to the objectives of your organisation. You will also benefit from extensive practical hands-on experience through group work on a series of realistic case study exercises. The tools and techniques studied are designed to be adaptable to meet an organisation's specific needs and circumstances.

What the workshop will cover

- During the workshop you will explore:
- How to identify the scope and objectives of projects and programmes and ensure that there is a clearly defined link to strategic and organisational goals
 - The concepts of project appraisal, finance and costing and other factors that need to be evaluated when deciding whether a project should receive priority
 - How to apply effective methods of project planning, scheduling and control
 - How to identify and track project and programme benefits and risks
 - Effective team management in a project environment.

How participants will benefit

- The workshop will enable you to:
- Increase your capabilities to define, appraise, plan, implement and control programmes and projects to deliver strategic benefits to your organisation
 - Effectively supervise, monitor and evaluate a range of programmes and projects
 - Avoid the common causes of project failure by applying best practice in project and programme management
 - Develop an excellent basis of knowledge and skills to advance to professional project and programme qualifications such as PRINCE2®, APM or PMI.



Practical Risk Management Techniques

Fees	Dates	Location
£2,120	1 to 5 July	London
£2,120	9 to 13 December	London

About the workshop

Project and programme management are undoubtedly key tools for delivering organisational changes, and risk management is an essential part of the overall management toolkit. Integrated risk management, planning for counter-measures, and contingency plans are vital to the control and success of major undertakings and this workshop will provide a sound grounding to assist in successful project delivery.

Case studies and practical exercises are an integral part of this workshop. The core of the workshop is based on the UK Government's approach *Management of Risk* (M_o_R® - the registered trade mark of AXELOS Limited), giving you a firm foundation on which to implement risk management within your organisation.

What the workshop will cover

- During the workshop you will learn:
- The end-to-end process of project and programme risk management within a practical risk management framework
 - Risk management best practice based on well-established and proven procedures and practical hints and tips
 - Approaches to disaster recovery and business continuity
 - How to identify good counter-measures and contingencies
 - The essentials of advanced risk management tools and techniques
 - How to control risk and confidently present risk management information
 - Aspects of social and reputational risk.

How participants will benefit

- The workshop will enable you to:
- Establish the basis for cascading risk management through your organisation
 - Improve the effectiveness of risk management processes to help assess programmes and minimise risk
 - Contribute to the achievement of desired development goals and ensure 'early warning' and other strategies for preventing failure.



Procurement and Contract Management:

An A to Z

Fees	Dates	Location
£3,910	25 March to 5 April	London
£3,910	21 October to 1 November	London

About the workshop

The procurement cycle is a series of steps that must take place to ensure that due process is followed in conducting properly competitive sourcing and to support value for money. This workshop will help you to identify and comply with the key stages and processes, as well as understand vital procurement issues.

It covers the full procurement cycle from the start of the process through effective tendering documentation, evaluation and the legal aspect of award of tender, to the management of providers. It takes the learning forward into the audit and review activities needed to ensure compliance and regulatory conformity. It explains the World Bank's procurement guidance and gives practical assistance in planning procurement and contracting.

What the workshop will cover

The workshop will help you to:

- Develop your practical skills in the audit process from planning to execution, including reporting and monitoring recommendations
- Apply procurement strategies effectively
- Understand procurement processes, including key documentation, tendering, evaluation and awarding of contracts
- Ensure quality and contract control and compliance
- Conduct post-procurement reviews.

How participants will benefit

The workshop will enable you to:

- Gain knowledge in all the key areas required for anyone working in procurement, whether as a procurement specialist or as a public service manager
- Gain maximum value for money and commercial advantage
- Ensure robust procurement processes are aligned to changing national and international statutory and regulatory requirements
- Understand how to develop a robust contractor regime.

This workshop is a two-week workshop and participants who are unable to attend the full programme may wish to consider attending either week one or week two.



Effective Tendering, Award of Contract and Managing your Provider:

Practical approaches

Fees	Dates	Location
£2,140	25 to 29 March	London
£2,140	21 to 25 October	London

About the workshop

This one-week workshop is the first in our modular programme on procurement but is also a useful stand-alone for those interested primarily in gaining an understanding of the practical aspects of the procurement process.

What the workshop will cover

Good procurement practice requires an appreciation of the key elements of procurement. This practical workshop covers the whole sourcing process and will help you to understand the key steps, including:

- An examination of the procurement cycle
- Understanding the regulations
- The key documentation
- The selection and award process
- Facilitating quality, compliance and good practice in contractor management
- Planning procurement and contracts
- Key considerations in specifying client requirements
- Defining performance standards and measures
- Methodology for consistent evaluation processes
- Consistency and even-handedness in approaching the process
- Managing contracts and ensuring contractor performance is maintained.

How participants will benefit

The workshop will benefit procurement practitioners, those who are new to this discipline and staff who sometimes have to draw up specifications for services, goods and works or staff who need to manage contracts.



Current Approaches to Procurement and Procurement Audit

Fees	Dates	Location
£2,145	1 to 5 April	London
£2,145	28 October to 1 November	London

About the workshop

This one-week workshop is the second in our modular programme on procurement but is also a useful stand-alone for those interested primarily on the current approach to procurement and procurement audit.

What the workshop will cover

The workshop looks at changes in procurement and contracting and helps to develop skills for effective understanding and management of the process. It also provides an insight into how procurement audit can support and enhance the overall service in terms of internal controls and ensure that the correct balance is found with the functions and performance of contracting organisations.

The programme covers:

- Understanding the strategic role for procurement within an organisation
- Corporate management of contracting
- The use of technology
- The role of audit within procurement
- Ensuring effective controls
- Current procurement methodology
- Governance considerations
- The use of negotiation
- Control and management of malpractice in the procurement and contracting process.

How participants will benefit

The workshop will give people with a procurement background a wider understanding of current procurement practices and will help auditors to understand procurement and contracting.

Monitoring, Evaluation and Learning

Fees	Dates	Location
£2,300	29 April to 3 May	Dubai
£2,105	22 to 26 July	London
£2,105	25 to 29 November	London

About the workshop

Monitoring and evaluation (M&E) skills have been in demand for a long time, but in recent years there is an increasing emphasis on learning the lessons from M&E reviews to improve planning of future programmes and projects. In the world of international development, policy makers, politicians, programme designers and project managers need to be able to produce evidence-based results so as to demonstrate to the public that money is being well spent.

This one-week intensive workshop will give you a thorough understanding of the skills needed and the tools available for developing sustainable and cost-effective monitoring, evaluation and learning (MEL) processes and practices, from the policy development stage through to final outcomes.

What the workshop will cover

- How to use logical frameworks, Theories of Change and other key MEL techniques
- Building in learning opportunities from the start
- Results-based MEL
- Using impact assessments
- Results-based management for development
- Identification of Key Performance Indicators and how to use them
- Data collection techniques, data analysis and management
- Large and smaller scale practical approaches to MEL
- Planning and tracking the benefits of projects
- Value for Money
- How to use lessons learned for future programmes.

How participants will benefit

The workshop will enable you to:

- View the MEL process from end to end
- Establish the basics for setting up an MEL facility
- Obtain “ready-to-use” templates
- Through a series of practical exercises, get practice in the use of processes and procedures
- Gain an insight into the use of current data collection and management tools
- Improve the effectiveness of the MEL process to help assess programme impacts and give assurance to existing and potential stakeholders
- Contribute to the achievement of desired development goals and ensure ‘early warning’ and other strategies for preventing failures.



How to Assess an Organisation’s Effectiveness

Fees	Dates	Location
£3,945	11 to 22 March	London
£3,935	15 to 26 July	London

About the workshop

Combining our Managing the Performance of your Organisation and Internal Audit and Risk Management: Adding value in March will give you the opportunity to explore how performance frameworks can be developed to enable senior managers to evaluate progress towards overall strategic objectives. At the same time, you will understand how risk management and internal audit can add real value in ensuring that systems and processes support the achievement of objectives.

The second option of combining Managing the Performance of your Organisation and Consultancy for the Public Sector: A foundation in essential consultancy skills in July will give you the knowledge and skills needed to act as an internal consultant whilst reviewing the performance of your organisation. It will give you the tools to deliver the project effectively, providing you with a personal action plan to develop your organisation’s consulting capacity and organisation review.

What the workshop will cover

The workshop will include briefings, discussion sessions and practical case study material with visits to key practitioners to examine good practice. It aims to be highly interactive and you are encouraged to share your experiences with other participants.

Internal Audit and Risk Management:

Adding value

Fees	Dates	Location
£2,190	11 to 15 March	London

About the workshop

Around the world pressure on public sector organisations to deliver more at less cost continues. In order to demonstrate progress, organisations need to define their performance objectives and measure performance against them. Inevitably this means that politicians and senior managers need assurance that systems and processes are in place to deliver economically, efficiently and effectively the performance objectives the organisation must achieve.

This workshop shows how risk management and internal audit can add real value in ensuring that these systems and processes support the achievement of objectives. It sets out current good practice and gives an excellent opportunity for you to visit a selection of public bodies and talk to practitioners.

What the workshop will cover

The workshop will involve discussion sessions and practical case study material, with a range of visits to key practitioners to examine elements of good practice. It aims to be highly interactive and you are encouraged to share your experiences; debate the potential added value to your 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 risk management and internal audit.

How participants will benefit

The workshop is designed to allow you to:

- Explain internal audit and risk management in the context of your organisation
- Share experience of good practice developments and practical lessons learned from their implementation in both UK and other countries
- Share your own experiences of managing and implementing risk management and internal audit
- Enable you to explore how these developments may be introduced and/or implemented in your own jurisdiction.

Managing the Performance of Your Organisation

Fees	Dates	Location
£2,220	18 to 22 March	London
£2,220	15 to 19 July	London

About the workshop

The pressure to get value for money from public services has never been greater. The last decade has seen a series of world economic crises and shocks that have undermined financial confidence and constrained public spending. The Organisation for Economic Cooperation and Development expects world economic growth to continue to decelerate and, with many countries facing severe economic constraints, there is less money available to the public and third sector. Yet citizens are looking to public sector and third sector organisations for effective services that will meet UN Sustainable Development Goals. How can public service managers deliver better results with such constrained resources?

This workshop focuses on performance management at an organisational level. In particular, we explore how performance frameworks can be developed to enable senior managers to evaluate progress towards overall strategic objectives, how to align performance and financial management to deliver value for money, and how to demonstrate value for money to external stakeholders.

What the workshop will cover

The workshop will include briefings, discussion sessions and practical case study material, with visits to key practitioners to examine good practice. It will be highly interactive.

How participants will benefit

You will be able to:

- Understand performance management in its organisational context
- Apply the concept of value for money to programmes and other activities
- Experience developments in good practice and lessons learned from the UK and other countries
- Share your own experiences of managing and implementing performance management systems with other participants
- Explore how these developments may be introduced and/or implemented in your organisation.

Consultancy for the Public Sector:

A foundation in essential consultancy skills

Fees	Dates	Location
£2,000	22 to 26 July	London

About the course

Demand from the international development agencies for consulting services has grown dramatically over the past 10 years, fuelled primarily by the improved quality of national consultants in many countries and stimulated by pressure from governments to reorganise, downsize and outsource more government activities.

This course provides an introduction to management consultancy for those who wish to have an understanding of the knowledge and skills needed. It is particularly targeted at the public sector and staff who may be acting as internal consultants within Ministries, local authorities and parastatal organisations. It leads to the Award in Professional Consulting (APC) and Certificate in Professional Consulting (CPC) – qualifications offered by the Institute of Consulting and awarded by the UK Chartered Management Institute (CMI).

What the course will cover

The course covers the basic CMI Professional Consultancy syllabus, including:

- Consultancy role, cycle and project management
- Client relationships and communication
- Effective project delivery
- Structured knowledge, research and analysis
- Risk and risk management of consultancy projects
- Marketing and bidding for contracts.

How participants will benefit

The course will:

- Prepare you for the APC/CPC qualification
- Be an excellent basis for further professional and career development
- Provide you with the opportunity to develop a personal action plan to develop your organisation's consulting capacity
- Offer a useful background in consultancy for senior managers of any specialisation who may also need to undertake consultancy work
- Provide a useful "refresher" for experienced consultants
- Provide an intelligent customer capability for those who employ consultants.



Public Financial Management:

Planning and control

Fees	Dates	Location
£3,970	3 to 14 June	London
£3,970	18 to 29 November	London

About the workshop

Throughout the world the public sector is under pressure to deliver better services, often with reduced resources. This creates a need for improved management of scarce resources, including people, assets, money and information. This workshop reviews the resource allocation mechanisms and budgetary and financial controls in public sector organisations to ensure that resources are optimally planned, monitored and controlled. It examines the latest developments and the use of technology to improve control and achieve efficiencies. It will focus on:

- The big picture, managing financial resources
- Using financial management as part of the achievement of the organisation's overall strategy
- Revenue and capital budget formation and control
- Treasury management and the linkages between finance, HR, information and asset management strategies
- Successfully applying technology.

What the workshop will cover

- Good practice in public financial management
- How to make use of Medium Term Expenditure Frameworks (MTEF)
- Implementing effective budget management
- Capital budgeting and the links to effective asset management
- Reporting requirements
- An introduction to International Public Sector Accounting Standards (IPSAS)
- Financial risk management
- Preparing for external scrutiny and audit
- Understanding treasury management and the critical importance of cash.

How participants will benefit

It will enable you to:

- Implement stable planning and budgeting frameworks to assist financial management, effectiveness and propriety
- Understand and fulfil the role of the manager and the accountant in financial management
- Support Management Boards and the political/managerial process more effectively
- Appreciate the corporate governance implications of better management of resources
- Assist in implementing improved medium-term financial planning and budgeting
- Link the role of budgeting to risk management, performance management and resource allocation
- Understand the principles, challenges and benefits of International Accounting Standards
- Understand the requirements of donor organisations.

International Accounting Standards:

IPSAS, IFRS and implementation

Fees	Dates	Location
£3,960	29 July to 9 August	London

About the workshop

International Accounting Standards are being applied across the world - International Public Sector Accounting Standards (IPSAS) geared to the public sector, or International Financial Reporting Standards (IFRS) for private sector and more commercially oriented public sector organisations. Both are concerned with the introduction of a common accrual-based approach to financial reporting. The application of the Standards should assist in improving governance, transparency and accountability. Latest developments in the Standards have brought major changes, amongst others, in relation to financial instruments and leasing. This in-depth two-week workshop helps participants to access the benefits the Standards bring while achieving the required compliance.

What the workshop will cover

- How to implement the principles and objectives as well as reaching the requirements of each of the Standards and their implications for your organisation
- Developing a strategy for introducing the Standards
- Planned and potential additional or changed standards and their effects
- Applying the wider organisational, governance and accountability implications of the Standards
- How to achieve successful implementation with respect to the people, systems, process and project management requirements
- Ensuring that your organisation secures the improved financial and resource management that the Standards are designed to facilitate.

How participants will benefit

The workshop will enable you to:

- Understand the accounting and reporting requirements of the Standards
- Plan for the changes to the reporting of your finances that the Standards will bring and formulate plans to implement and secure the benefits of the Standards
- Understand the implications of the Standards in terms of financial information, decision-making and resource allocation
- Undertake financial and resource management roles more effectively
- Understand how appropriate application of the Standards can contribute to good corporate governance
- Improve budgetary control, monitoring and reporting
- Secure continued external investment and external aid more easily.

Internal Audit

Fees	Dates	Location
£2,300	7 to 11 October	Kuala Lumpur

About the workshop

The role of internal audit is changing. It is now a key element of corporate governance. The auditor is now working with management to improve controls and assist in the development of effective corporate governance. The control environment and the management of risk now form a key part of the internal audit focus. Through that focus they provide assurance to management and the board as to whether the controls and the overall control environment are effective. This workshop examines the changing role and techniques and skills required of the modern internal auditor.

What the workshop will cover

The workshop will cover the role of the auditor and consider how that can best be applied in your own organisation. It will set out good practice in terms of the audit plan, planning and managing audits and reporting. It will discuss the development of the relationship with the client and will explore management arrangements, including with respect to Audit Committees. The workshop will examine different audit approaches and techniques, including risk-based internal audit, systems auditing and forensic auditing. It will consider how an effective control environment can be assessed and delivered.

How participants will benefit

The workshop is designed to allow you to:

- Develop internal audit practice in your organisation and consider what your role should be
- Understand how to contribute to effective corporate governance
- More effectively plan and manage the internal audit function
- Learn the techniques involved in modern internal audit
- Share your own experiences of internal audit with and learn from those of the other participants.

Public Financial Management

Fees	Dates	Location
£2,300	25 February to 1 March	Dubai

About the workshop

Throughout the world the public sector is under pressure to deliver better services, often with reduced resources. This creates a need for improved management of scarce resources, including people, assets, money and information. This workshop will review the resource allocation mechanisms and budgetary and financial controls in public sector organisations to ensure that resources are optimally planned, monitored and controlled. We will examine the latest developments in financial management practice and the use of technology to improve control and achieve efficiencies. It will focus on:

- The big picture, managing financial resources
- Budget formation and control
- Using financial management as part of the achievement of the organisation's overall strategy
- The linkages between finance, HR, information and asset management strategies
- Successfully applying technology.

What the workshop will cover

- The elements of good practice public financial management
- Medium Term Expenditure Frameworks (MTEF)
- Implementing effective budget management
- Reporting requirements
- A brief introduction to the requirements of International Public Sector Accounting Standards (IPSAS)
- Understanding treasury management and the critical importance of cash.

How participants will benefit

It will enable you to:

- Implement stable planning and budgeting frameworks
- Understand and fulfil the role of the manager and the accountant in financial management
- Support Management Boards and the political/managerial process more effectively
- Appreciate the corporate governance implications of improved resource management
- Link the role of budgeting to risk management, performance management and resource allocation
- Understand the principles, challenges and benefits of International Accounting Standards.

“As Deputy Speaker of Parliament, the tools I have learned were most valuable in assessing text of legislation – I am greatly satisfied.”

Jacob L’Okori Oulanyah
Deputy Speaker
Parliament of Uganda

“Loved the programme, far exceeded expectations. Liked the location of the seminars. Lunch was always fantastic and on time. Neil was fantastic, very knowledgeable and personable. Looking forward to attending future programmes.”

Knijah Knowles
Judicial Research Counsel
Court of Appeal
Bahamas

“Very fruitful workshop. Lots of very good and relevant material which will definitely help me in my career.”

Peggy Lucas,
Assistant Manager
HR and Administration
Seychelles Pension Fund

“The leadership and design was excellent. I wasn’t exactly sure what to expect but it exceeded my expectations.”

Alice A. Otswala
Secretary/Chief Executive
Public Service Commission
Kenya

Changing the Law:

Successful reform

Fees	Dates	Location
£2,280	4 to 8 November	London

About the workshop

Reform of the law is vital across the world and is becoming ever more important. As societies become more complex, it is crucial that the law is as fair, modern, simple and cost-effective as possible.

Law reform typically aims to improve protection for the vulnerable, sustain the rule of law and increase human rights. It has to be respected, reliable, rigorous and responsive. Law reform agencies have to capture the attention of governments, and law reformers therefore need to be dynamic, imaginative, creative and forward-thinking. They can be catalysts of change, responsive both to the public they serve and to the latest issues and challenges in the world.

This workshop is designed for all those involved in law reform including:

- Those working for law reform commissions, committees and institutes
- Law reformers working within governments
- Other major contributors such as parliamentarians, judges and academic lawyers.

What the workshop will cover

The workshop is very practical, covering the whole reform process, from the selection of projects to the implementation of recommendations. Topics range from law reform with limited resources to international obligations and the Sustainable Development Goals. It will include presentations, case studies and discussions. Visiting speakers or visit hosts are likely to include an experienced law reformer from outside the UK, the Chief Executive of the Law Commission for England and Wales and law reform staff from the UK Government’s Ministry of Justice.

How participants will benefit

It will help you to:

- Explore different organisational structures for law reform, and how to establish them
- Increase understanding of a variety of methods of achieving successful law reform
- Discover the full value to law reformers of wide consultation and outside expertise
- Consider legislative and other methods of reforming the law
- Enable you to share your experience with others from different legal and political systems
- Contribute to your professional development.

From Policy to Legislation

Fees	Dates	Location
£2,255	16 to 20 September	London

About the workshop

Good quality legislation is understandable and accessible. Poor quality legislation is often neither and can incur heavy political, economic, social and environmental costs. This workshop aims to give an overview of the analytical skills required to convert policy into legislation, and of the ways in which legislation should be effectively drafted and structured.

The workshop approaches the subject primarily from that of parliamentary counsel, but also from that of the policy-maker who needs to understand how counsel will set about their task. For parliamentary counsel this involves producing legislation that is not only readily understandable by those that are expected to comply with and administer it, but is also workable in practice and readily capable of being enforced.

What the workshop will cover

During the week you will be able to:

- Understand what it is that parliamentary counsel need to know in order to draft legislation effectively
- Have an overview of the processes involved in analysing policy from parliamentary counsel's viewpoint
- Work more efficiently with those whose tasks are either to formulate policy or to draft legislation.

How participants will benefit

The workshop will:

- Introduce you to the stages of the legislative process
- Explain how to analyse policy for the purposes of drafting legislation
- Help you to understand the principles of effective legislative expression
- Demonstrate the importance of avoiding jargon and using plain English in drafting legislation
- Enable you to apply skills in oral and written exercises in a practical way.

**Combine this and our Legislative Drafting workshop to get a fuller understanding of the policy/legislative process*

Legislative Drafting:

A workshop on the essentials

Fees	Dates	Location
£3,980	23 September to 4 October	London

About the workshop

The drafting of legislation is one of the most important functions in a modern state. It is crucial that the law is as fair, accessible, workable and cost-effective as possible.

This workshop aims to familiarise you with the necessary principles in a hands-on way by undergoing a concentrated series of classroom drafting workshop sessions that approach the subject in a new and entirely practical way which will enable you to practise drafting legislation in a supervised environment and set you on the right road.

What the workshop will cover

The workshop will explore practical ways in which to undertake and improve the drafting of legislation. You will have the opportunity both to improve pre-drafted texts to make them more readily comprehensible and to create new legislation from instructions given. The workshop will mainly involve classroom sessions in which you will undertake both individual and group work, and there will also be opportunities for discussion, evaluation, self-criticism and redrafting.

How participants will benefit

The workshop will:

- Introduce you to the essential characteristics of good legislative drafting
- Familiarise you with the way drafters need to use language to maintain consistency
- Explain the importance of using plain everyday language in drafting so far as is possible
- Enable you to understand some of the potential difficulties relating to the use of common words
- Help you to identify areas of drafting in your own jurisdiction which can be improved upon
- Make you more likely to be able to assist meaningfully in the process of amending and updating statute law that in modern times is vital to any jurisdiction.

**Combine this and our From Policy to Legislation workshop to get a fuller understanding of the policy/legislative process*

Transforming Criminal Justice:

Partnership working and multi-agency approaches

Fees	Dates	Location
£2,210	11 to 15 November	London

About the workshop

The current *Transforming our Justice System* agenda aims to create a just, proportionate and accessible system which delivers swift and certain justice. It builds on a huge amount of earlier work aimed at achieving better collaborative arrangements between the various agencies in the justice sector. Police, prosecutors, courts, probation and prisons in the UK now work together in ways unimaginable in the past in their ongoing efforts to reduce reoffending rates, utilise the opportunities digital systems offer and improve public confidence in the criminal justice system at a time of dramatic change.

What the workshop will cover

The workshop will explore practical strategies for improving collaborative working in the criminal justice system and the difficulties faced, overcome and still remaining. It aims to:

- Review progress to date in making the criminal justice sector work together more effectively
- Explore how achievements will be maintained and future priorities achieved at reduced cost
- Assist you in developing and introducing practical strategies for economic and sustainable criminal justice transformation in your own country.

How participants will benefit

The workshop will:

- Familiarise you with the responsibilities and challenges of the various agencies in the criminal justice system of England and Wales
- Enable you to understand the possible barriers to common working, information sharing and joint decision making and examine the strategies for overcoming such barriers at little or no cost
- Provide you with an opportunity to compare experiences of reforming criminal justice
- Help you to identify practical ways of initiating relevant and sustainable change to enhance multi-agency working in the criminal justice sector on return to your own country.

Parliamentary Administration:

Structures and procedures in Westminster

Fees	Dates	Location
£2,275	14 to 18 October	London

About the workshop

Parliaments are bedrocks of democratic government and the Westminster model of parliamentary democracy has been adopted by legislatures around the world. The responsibility for running a parliament requires the highest levels of expertise. This workshop offers you the opportunity to share your own professional experiences with senior parliamentary officials, MPs and members of the House of Lords who work in and manage the day-to-day business of the Westminster Parliament. Change is very much the order of the day in the 21st century, and parliaments are not immune from that pressure. The workshop looks in detail at how one of the busiest parliaments in the world is constantly adapting to change.

What the workshop will cover

You will hear, among other things, about the administrative structure of the House of Commons and the House of Lords, including:

- The Government's interface with Parliament
- Staff structures, recruitment, reporting, training and career development
- The work of Select Committees as an effective investigative tool available to MPs for examining the work of the Executive and the Civil Service
- The management of information services for MPs
- How Parliament uses e-services
- The workshop includes visits:
 - To the Palace of Westminster where you will be given a guided tour of the Palace, including the Chambers of both Houses
 - To see the House of Commons and the House of Lords in session.

How participants will benefit

During the workshop you will be able to:

- Gain an insight into the respective cultures and administrative structures of the House of Commons and the House of Lords
- Question administrators and service providers on the day-to-day functioning of the House of Commons and the House of Lords
- Hear first-hand from an elected Member about an MP's work and the experience of serving constituents
- Against the background of developments at Westminster, examine the role and workings of your own Parliament and consider how to contribute to its improved efficiency.

Professor Gavin Drewry

Workshop Director



Parliamentary Administration and Justice, Fairness and the Rule of Law workshops

Gavin is Emeritus Professor of Public Administration at Royal Holloway, University of London, an Honorary Professor in the Faculty of Laws at University College London and a Visiting Research Fellow at the University of Westminster. He has published numerous books and academic articles, mainly on aspects of public sector management and reform, administrative history, parliament and the legislative process, legal institutions and administrative and constitutional law.

He served for ten years as Research Adviser to the former Royal Institute of Public Administration and is a former Chair of the UK Study of Parliament Group. Gavin is a Fellow of the Academy of Social Sciences, an Honorary Fellow of Royal Holloway and a Life Fellow of the Royal Society of Arts. In 2017 he was awarded a Higher Doctorate (DSc) by the University of Southampton for his extensive record of academic research and publication, spanning some 50 years.

He has directed and contributed to many PAI workshops and is a member of our Advisory Panel.

Justice, Fairness and the Rule of Law:

Better legal systems, better governance

Fees	Dates	Location
£2,130	4 to 8 November	London

About the workshop

The rule of law is internationally recognised as a prerequisite of good governance. Its principles are embedded in the Charter of the United Nations and in the Universal Declaration of Human Rights and are recognised in the constitutions of nation states around the world. Observance of the rule of law has major economic implications: confidence in the fairness and the accessibility of a country's legal system and in the independence of its judiciary affects the willingness of other countries to enter into commercial transactions. This workshop will explore practical strategies for reinforcing respect for the rule of law, with particular reference to the delivery of justice and access to the justice system.

What the workshop will cover

During the workshop you will be able to examine how the key mechanisms and agencies, such as courts and tribunals, the Ministry of Justice and its executive agencies, the legal aid system and the legal professions relate to one another and deliver their services so that you can consider, in the light of shared experience, options for reform in your own country, action plans and strategies for change.

How participants will benefit

The workshop will:

- Examine the meaning and significance of the rule of law
- Familiarise you with recent and current initiatives to modernise the management and delivery of justice
- Enable you to understand the financial and other obstacles to access to the justice system
- Identify aspects of UK experience and the experience of other participants which can be applied in your own country
- Help you to identify practical ways of initiating relevant and sustainable change to enhance respect for the rule of law and access to justice on return to your own country.

Judicial Administration

Fees	Dates	Location
£3,940	13 to 24 May	London

About the workshop

Ongoing legal and judicial reforms focus on transforming the performance of court systems, in particular by dramatically enhancing court administration. These measures aim to clear backlogs and improve the quality, consistency and speed of delivery in judicial decision-making processes.

This workshop is designed to look in depth at the management of court systems, enabling you to learn about new strategies for judicial administration. You will have the opportunity to look at courts at each level, emphasising pragmatic, applicable approaches for implementing change, based on 'what works'. You will be introduced to the process of benchmarking, encouraging you to look critically at a range of methods and processes and to select those most suited for adapting to your own judicial system.

What the workshop will cover

During the workshop you will be able to:

- Learn about the latest changes to civil and criminal procedure from key figures involved in reform
- Develop a wide range of techniques for improving the administration of justice and the running of courts
- Use what you have learnt to analyse the effectiveness of your own courts system.

How participants will benefit

By the end of the workshop you will learn about:

- Benchmarking approaches and techniques
- Initiatives to achieve speedy justice
- Alternative dispute resolution techniques
- Approaches to achieving consistency in sentencing
- How to enhance ethical working and reduce the risks of corruption
- The benefits of judicial case management
- Measuring and inspecting court performance
- The role of e-systems in the justice sector
- New approaches to dealing with those involved in court proceedings, especially vulnerable witnesses and defendants
- Ways of improving paper-based and electronic court information and records management
- The role of professional bodies in achieving and maintaining professional standards.

"It has been an all-encompassing exposure. The administration is so friendly and sympathetic. I will recommend to my colleagues to come and attend the workshops/ courses provided by PAI."

Matovu David Livingstone
Senior Accountant
Uganda Heart Institute

"Overall a very good workshop. It particularly works because of the wide variety of different nationals. Rob is an excellent instructor and made the workshop enjoyable"

Dylan Butcher
Rule of Law Advisor
British High Commission Islamabad



“It has further exposed us to know much about corporate governance and the role of individual Board members and how the Board can succeed in their policy making. It has exposed me to know much about my duties as a non-executive Board member and my role to improve the organisation.”

Engineer Kenneth Otoakhia Asekomhe

Board Member
Nigerian Maritime Administration and
Safety Agency

“The workshop is relevant and practical and this makes it interesting. The workshop was valuable and applicable to the day-to-day management of my work in the Directorate of Legal Services. I learnt good management skills.”

Vane Akama

Legal Counsel
Parliament of Kenya

Booking information and terms and conditions

Fees

You must pay your workshop fees no later than 21 days before the first day of the workshop. Fees include all tuition costs, travel to and from the airport in London (for workshops based overseas, you will be responsible for your own airport transfers), a sim-enabled Android tablet loaded with all the workshop documentation, for you to use during the workshop and take home with you for future reference and follow up, refreshments and a light lunch during each working day.

Value Added Tax

UK Value Added Tax (VAT) regulations, effective from 1 October 1993, state that training services are zero-rated for Government officials and public servants. When you apply for one of our workshops you must provide a written statement confirming that you are employed by the Government "in furtherance of its sovereign activities" and this must be endorsed with an official stamp in order to be exempt from VAT. Otherwise you are liable to pay the standard rate of VAT, which is currently 20%. Our VAT registration number is.

VAT Reg No: 668 071 711

How to apply

Please complete our online booking form on our website: www.public-admin.co.uk. Please contact us if you would like us to send you a booking form.

Discounts

We offer a 10% reduction on the full tuition fee if we receive payment no later than 21 days before the first day of the workshop. If we receive payment after that, we will charge the full tuition fee.

Cancellation

If you have to cancel your booking, you must let us know in writing and we will acknowledge in writing your cancellation. For cancellations received up to 22 days before the start of the workshop we will refund the tuition fee, minus a charge of £200 to cover our administration costs. For cancellations received within 21 days of the start of the workshop, we will charge the full tuition fee. If you have paid the tuition fee and have subsequently been refused a visa to enter the UK, we will refund the tuition fee, minus a charge of £200 to cover our administration costs, providing you send us the original letter from the British High Commission/Embassy confirming refusal of a visa and providing you have not entered the UK.

Refunds

Please note that refunds can only be made to the bank account from which the original payment was made.

Substitutions and transfers

If you have booked a place on a workshop and are not able to attend, we will accept an appropriate substitute at any time without penalty but our normal terms and conditions will apply. Also, it is possible to transfer to a future workshop but only one transfer is permitted. Please get in touch with us and we will advise you about transfers.

How to pay

You can pay in one of the following ways in pounds sterling (GBP):

1. By BACS (money transfer) direct to our pounds sterling bank account:

Bank: Barclays Bank plc, 9 Portman Square,
London, W1A 3AL, United Kingdom

Account Name: Public Administration International

Account Number: 90 71 95 44

Sort Code: 20-06-09

SWIFTBIC: BARCGB10

IBAN: GB10 BARC 2006 0990 7195 44

2. By banker's draft or a cheque in pounds sterling, addressed to Public Administration International and posted to:

Public Administration International Limited
56 Russell Square
London, WC1B 4HP
United Kingdom

3. Payment may also be made by debit/credit card. Please note that a surcharge for this payment method will apply.

Please note:

1. **All bank fees and currency exchange charges should be paid by you and not deducted from the amount shown on your invoice.**
2. **Please quote your name and/or invoice number and tell us which workshop you are attending.**

Alterations and cancellations by PAI

We review and update our workshops regularly. We reserve the right to make alterations to the programme or cancel a workshop. If we have to cancel a workshop, we will offer you a place on another workshop if possible or we will give you a full refund or credit. All information is correct at the time of printing.

Useful information

Other costs

Airfares and daily travel to and from the workshop venue are not included. Our workshops are non-residential and you are responsible for your accommodation costs. We can help you with booking hotel accommodation so please let us know if you would like us to advise you or make a reservation. We suggest that you should allow approximately £160 per day for a modest standard of hotel (for example, three-star), local travel in the UK, meals (apart from a light lunch on working days) and other incidental expenses. If we have booked hotel accommodation for you and you do not check in to the hotel or cancel the booking, any hotel cancellation charges will be passed on to you.

Language

Workshops are conducted in English. You will need to have a good working knowledge of the language.

Visas

Arrangements for visas (if required) are your responsibility. Please contact the British Embassy/High Commission in your country/region to find out whether you will need a visa to enter the UK. Obtaining a visa can take up to four weeks and we strongly advise you to start the process as soon as possible. We can provide you with a letter confirming you have been accepted on the workshop.

Please note that you may need other visas if you are going to visit other countries in the European Union before or after your workshop in London.

Insurance

We advise you to arrange travel and health insurance cover before you leave your home country.

Workshop documents

We will provide a sim-enabled Android table loaded with all the workshop documentation, for you to use during the workshop and take home with you for future reference and follow up. All workshop materials are copyrighted and may not be reproduced without prior permission in writing from PAI.

Accreditation



BRITISH ACCREDITATION COUNCIL
ACCREDITED SHORT COURSE PROVIDER

PAI is accredited as a short course provider by the British Accreditation Council for Independent Further and Higher Education.

Our workshops are practical, interactive and include visits to key Government Departments and related agencies in the UK.

Tailor-made workshops

Our services

As well as our scheduled open workshops in London, we can provide tailor-made workshops in the UK or in your country. This option enables organisations to train a large group of staff, providing a significant value for money alternative approach. We work closely with you to provide workshops and training adapted to meet your particular needs.

We have many years' experience of designing, delivering and evaluating tailor-made programmes, from one day to two or three weeks. We have run over 200 workshops, seminars and training programmes for more than 40 different countries.

Our resources

Our Directors, staff, facilitators and trainers have extensive experience of programmes in public sector training and development internationally, including in Africa, Asia, the Balkans, the Caribbean, Central and Eastern Europe, Latin America, the Middle East and the Pacific.

Our main areas of expertise

In addition to our main areas of expertise (listed on page 2), we can design and deliver training in a wide range of topics, from broad public sector management programmes to specialised areas such as legislative drafting, regulatory impact assessment, e-government, tax reform, gender awareness and culture and heritage.

To find out more, discuss options or ask for a quotation, please contact us on +44 20 7580 3590; or email us at: pai@public-admin.co.uk

Tailor-made workshops: recent examples

Apart from the tailor-made workshops mentioned throughout this booklet, the following are selected examples showing the diversity we are able to offer:



Local Government Exchange Visit for northern Cyprus

We arranged a focussed exchange visit to London for the Mayor of Gönyeli Municipality, Nicosia, and the Municipality's team of Directors and Heads of Units. The participants were able to exchange views and experiences with local government practitioners in

the London Boroughs of Redbridge, Enfield, Newham and Westminster. The main topics for discussion were local government powers and competencies, service delivery and alternative models of delivering services to the public, involving stakeholders and getting customer feedback, investing in infrastructure, economic and physical planning, regeneration projects, human resources and public procurement strategies. The exchange visit was a very positive development in our long-standing support for the Turkish Cypriot administration.



Job Evaluation Training for The Gambia

Following a World Bank funded consultancy assignment that we undertook for the Government of The Gambia to develop their job description, job evaluation and pay and grading system, the Personnel Management Department of the Office of the President wanted us to continue to build the capacity of their job evaluation and pay team. Two groups of Gambian civil servants joined two separate four-week skills development programmes held at PAI. The training programmes were successful in bringing participants to a skill level which will enable them to operate effectively as a competent job evaluation team.



Procurement, Contract Management and Programme Management for Ghana

Following a visit to Accra from one of our Directors, we were asked to design and run two special programmes in Ghana for public officials involved in a World Bank funded project of support to the Ministry of Sanitation and Water Resources. The Greater Accra Metropolitan Area Water and Sanitation Project nominated two groups of thirty people to join two separate programmes. The first was on Procurement and Contract Management and the second on Project and Programme Management. The PAI trainers were impressed with the level of interest and enthusiasm from both groups. The feedback at the end of each week was very positive and participants confirmed that they had gained a lot of knowledge and practical ideas for improvements in these critical areas of development project implementation.

Consultancy services

Our services

We offer a comprehensive range of consultancy services, particularly for governments and related organisations implementing programmes of reform, democratisation and poverty reduction. We advise central, regional and local government, as well as parliaments, civil society organisations, the media and public-private partnerships.

Our consultants and associates are highly professional practitioners and academics who have expertise in a wide range of areas and international experience in designing and implementing consultancy projects and programmes.

We are familiar with all stages of the consultancy process – preparation, design, implementation, monitoring and evaluation – and with techniques for bringing best practice to our clients. We are very flexible and can manage large scale and long-term projects as well as short-term assignments. Our consultants have a wealth of experience of working with international agencies and development partners. A few of our recent consultancy projects are described below.

Consultancy case studies: recent examples

Leadership and Management Development Programme for



The European Border and Coast Guard Agency

Frontex, which has its headquarters in Warsaw, has invited us to design and manage a Leadership and Management Development Programme for its Directors and Heads of Units. The aim of the programme is to develop a corporate approach to leadership and management, particularly in view of the rapid expansion of staff at Frontex. Our leadership specialists are working with Frontex to design and run leadership and change management workshops, provide team coaching based on an approved team development plan and conduct one-to-one coaching and development, including 360 degree assessment, to meet individual needs and the expectations of the managers participating in the programme.



South Sudan, Mid-Term Review of the Local Government and Service Delivery Project

The main purpose of this project was to help the Ministry of Finance and Economic Planning and the Local Government Board to carry out a Mid-Term Review of the Local Governance and Service Delivery Project (funded by the World Bank) and its implementation, policies and results. Our review team of six African consultants conducted an initial literature review/desk study, undertook stakeholder interviews and field visits to Juba and selected states and produced a report making recommendations on improving the efficiency, effectiveness, relevance, sustainability and overall impact of the project. The outcome was that the project was being carried out in an effective way and was producing good results for citizens in South Sudan.



Lesotho, To Develop a National Human Resources Manpower Development Policy

We are advising the Ministry of Development Planning, through the Department of Policy and Strategic Planning, to formulate a National Human Resources/ Manpower Development Policy (NHRDP). The policy supports the development of a skilled, productive and professional workforce that will drive Lesotho's socio-economic development, ensuring that the produced expertise is relevant and applicable to national labour market needs and priorities. Our consultants produced a skills inventory, a final National Human Resources/ Manpower Development Policy and a communications strategy and road map for the Government of Lesotho.



Georgia, Implementation of the Law on the Civil Service

Our consultants provided methodological and training support to the Government of Georgia in the implementation of the Law on the Civil Service. Their work included development of a change readiness assessment, drafting a change management plan, training civil servants in change management and providing on-demand coaching. We implemented this UNDP-funded project in partnership with GEC Development Corporation, Georgia.

PAi specialises in management consultancy, training and development services for organisations in, and associated with, the public sector worldwide. We provide advice and support for governments going through political, economic, structural and legislative change. Our extensive network of associates includes practitioners, academics and independent consultants. Our key objectives are promoting good governance and good practice in delivering public services.

We pride ourselves on our:

- High quality, practical advice and support for our clients
- Professionalism and integrity
- Ability to offer excellent value for money
- Sound experience and track record internationally
- Networks and partnerships across the world
- Flexible, collaborative approach
- Friendliness and focus on putting people first.

In addition to our annual professional development workshops, we also have sound experience of running workshops on request. We can arrange tailor-made training either in-country or in the UK to meet the specific needs of groups at all levels within your organisation. Please contact us if you would like further information.

Where we are

Public Administration International

56 Russell Square
London WC1B 4HP

T +44 (0)20 7580 3590
F +44 (0)20 7580 4746
pai@public-admin.co.uk
www.public-admin.co.uk

