

# Combating Fraud and Corruption In a Global Pandemic



Two-week professional development workshop  
24 October to 4 November 2022 in London

Public Administration International  
*in association with*

**eunoia**

LISTENING - ENGAGING - TRANSFORMING



BRITISH ACCREDITATION COUNCIL  
ACCREDITED SHORT COURSE PROVIDER

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

### About the workshops

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, which have only grown worse as a result of the COVID-19 pandemic. 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
- Prosecution of abuses of office, economic crime and money laundering
- Sanction through judicial and/or administrative means.

These two one-week workshops are designed as a logical progression from prevention through investigation to sanction but you may choose to attend either or both weeks, depending on your specific areas of interest.

The main aims of the workshops are:

- **Week one: Prevention and detection**  
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 processes for detecting unethical behaviour and corrupt acts including audit, risk management and oversight arrangements.
- **Week two: Investigation, prosecution and sanctions**  
To help you devise successful investigative strategies including the role of expert witnesses, digital forensics, seize and search methodologies and investigative techniques. To examine how best to carry out successful prosecutions and apply criminal, administrative and civil sanctions including options for asset recovery.

### Who are the workshops for?

The workshops are designed for:

- Parliamentarians
- Senior policy makers and managers in the public sector
- Presidential or special advisers
- Local government officials
- Vigilance officers
- Investigators
- Risk managers
- People responsible for detecting and prosecuting financial crimes
- Representatives from civil society organisations
- All those with responsibility for or a special interest in ethics, anti-corruption and good governance.

It will be relevant for people working at national, regional, local or organisational level.

### How participants will benefit

The workshops 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 and how these have evolved during the pandemic
- Develop the legal infrastructure necessary to reduce opportunities for misconduct
- Analyse systems for dealing with conflicts of interest
- Consider how to create the environment within which transparency and accountability can more readily be improved
- Understand mechanisms for detecting corruption and unethical behaviour
- Examine how the pandemic has created opportunities which raise new challenges
- Review how different investigations are managed
- Consider the role of prosecutions and how to improve their effectiveness
- Explore options for cross-institution working
- Identify aspects of the UK experience which can be applied internationally and aspects of overseas experience from which the UK system can benefit.

### What the workshops will cover

The workshops will cover the following main components:

- Identifying core values and the methods by which they can inform behaviour
- Developing structures, systems, legal and administrative procedures to prevent wrongdoing
- Putting in place systems to detect and report wrong-doing
- Handling sensitive and complex investigations
- Delivering successful prosecutions
- Applying effective civil and administrative sanctions.

The workshops will include seminar sessions, discussions, case studies and a range of visits. The workshops have been designed to be flexible so that they can be adjusted wherever practicable to meet your requirements and those of your organisation.

You will be invited to give an informal presentation on issues relating to ethics and anti-corruption initiatives from your own country.

Whilst none of us can predict what the situation will be when this workshop runs, our Workshop Director and workshop contributors are following the impact of the pandemic on ethics, fraud and corruption. As part of this workshop they will be drawing on the latest case studies and strategies being adopted around the world not only to reduce the opportunities for financial crime at this time but also to minimise its impact, identify and sanction those responsible and recover losses.

### Programme outline: Prevention and detection

| Week 1 | AM   | PM  |
|--------|--|---|
| Day 1  | Welcome and introductions<br>The anti-corruption chain<br>The changing nature of public life                                 | The concept of core values and conflicts of interest<br>The UK ethical infrastructure<br>Participants' informal presentations |
| Day 2  | Codes of conduct:<br>examples, experiences and models  | Visit: <i>Committee on Standards in Public Life</i>   |
| Day 3  | The role of audit<br>Parliamentary oversight   | Visit: <i>Public Accounts Committee</i>   |
| Day 4  | Managing risk:<br>national and institutional approaches<br>Managing risk:<br>the people problem<br>Payroll fraud: case study | Reporting wrongdoing:<br>citizens' complaints<br>Financial intelligence and money-laundering                                  |
| Day 5  | The enabling environment:<br>freedom of information and<br>whistleblowing  | Review and evaluation<br>Presentation of certificates of attendance   |

### Programme outline: Investigation, prosecution and sanctions

| Week 2 | AM  | PM  |
|--------|---|---|
| Day 1  | Welcome and introductions<br>Investigating and prosecuting fraud and corruption:<br>national and institutional approaches   | The global context:<br>the UN Convention Against Corruption<br>Participants' informal presentations |
| Day 2  | Managing investigations   | Evidence and investigations<br>Mutual legal assistance and international arrest warrants            |
| Day 3  | Visit: <i>Crown Court</i>   | Investigative interviewing  |
| Day 4  | The role of specialist investigative agencies<br>Prosecutions: key decisions<br>Money laundering, restraint, forfeiture and confiscation<br>Latest approaches:<br>deferred prosecution agreements and unexplained wealth orders | Cybercrime<br>Setting the strategy<br>Applying risk management to cyber risks and threats           |
| Day 5  | Cybersecurity<br>Tackling cybersecurity incidents<br>Handling cyber attacks   | Review and evaluation<br>Presentation of certificates of attendance                                 |

At the time of preparing this brochure, we are planning to include site visits in the programme as indicated above. However, if Government guidelines relating to COVID-19 advise visit hosts against accepting visiting groups we will arrange to connect with them virtually. We reserve the right to change the programmes as necessary.

### Workshop Directors

The Workshop Directors will be Neil McCallum and Tim Salt.

Neil is a founding partner of Eunoia and has more than thirty years' experience of public sector performance and review work. He currently manages a portfolio of international projects, working with a range of public sector institutions, international donors, other consultancy firms, academic institutions and non-government organisations on issues of accountability, transparency and good governance. He has worked on these issues in Botswana, Ethiopia, The Gambia, Ghana, Kazakhstan, Kuwait, Lebanon, Montserrat, Nigeria, Sierra Leone, Tanzania and the UK. Neil is a Member of the UK Government's Stabilisation Unit, created to support fragile states and countries emerging from conflict.

Tim was a serving police officer heading the West Midlands Police Fraud Squad. He was a founder member and chair of the Association of Chief Police Officers Working Group on Fraud and Chair of the National Fraud Forum, a member of the British Bankers Association Fraud Prevention Editorial Panel and represented the police in discussions with the Law Commission on offences of fraud and corruption. He was jointly responsible, with Liverpool John Moores University, for developing the first UK Masters Degree qualification in fraud management. Since leaving the police service he has provided fraud and corruption prevention and investigative programmes for a wide range of organisations in both the public and private sector across Europe, Africa and Asia.

### How to apply

Please complete the PAI application form online via our website: [www.public-admin.co.uk/booking-form/](http://www.public-admin.co.uk/booking-form/)

You can also complete our hard copy application form. Please contact us at [pai@public-admin.co.uk](mailto:pai@public-admin.co.uk) to obtain a copy. Once completed return to Amanda Anderson, Programme Manager, at the same email address.

If you would like to discuss this workshop, any of our other international workshops or our consultancy services, please contact Claire Cameron, Director.

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

### Language

The workshop is conducted in English. You will need to have a good working knowledge of the language.

### Location and arrival arrangements

The workshop is based mainly in central London. We can arrange travel to and from one of the London airports if you let us have your flight arrival details in good time. The cost of airport transfers is included in the fee.

### Fees

The tuition fee is £3,965. The fee for attending just one week is £2,160. These fees include tuition, travel to and from the airport in London, travel on scheduled visits which form part of the programme<sup>1</sup>, presentation material and other documentation. It also includes an Android tablet for you to use during the workshop and take home with you for future reference and follow up. We provide a light lunch and refreshments during each working day as part of the fee.

### 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.

### Value Added Tax

We do not have to charge UK Value Added Tax (VAT) if you can provide written confirmation from your government or its accredited representative that you are "employed by the government in furtherance of its sovereign activities." In all other cases, we will have to charge VAT (currently 20%) in addition to the fee.

### Ways to pay

You, or your government agency, can pay by bank transfer or by cheque, made payable to Public Administration International. We also accept payment by credit or debit card but there is a surcharge for this way of paying. Please contact us if you would like to pay by credit or debit card.

### Discounts

We offer a 10% reduction on the full tuition fee if we receive payment no later than 28 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 29 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 28 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.

### 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.

*Please see our website for our full terms and conditions. If you would prefer a hard copy of our full terms and conditions, please let us know.*

<http://www.public-admin.co.uk/terms-and-conditions-for-booking/>

### Insurance

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

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<sup>1</sup>Travel to and from the airport in London and on scheduled visits in the programme are provided at cost.

## Who we are

PAI (Public Administration International) 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. These workshops are part of our range of specialist UK-based professional development workshops designed to meet the needs of public services worldwide.

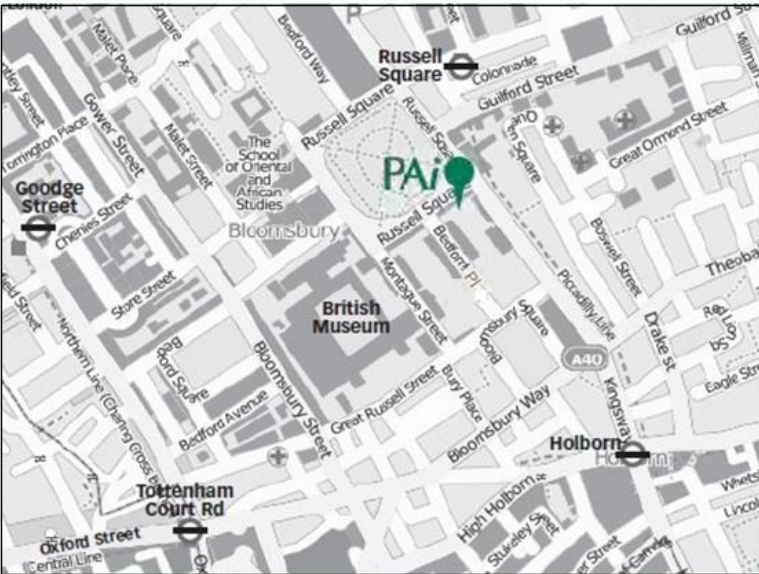
We pride ourselves on our:

- 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.

## Eunoia

Eunoia is a partnership of practitioners with a wide range of experience in ethics and professional standards, governance and public sector change. Eunoia's partners have delivered highly successful organisational development projects across Africa, Asia, the Caribbean and in the UK. They are involved in current and recent anti-corruption and governance initiatives in Bangladesh, Bosnia-Herzegovina, Ghana, Kazakhstan, Uganda and the UK.

## Where we are



## Public Administration International

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