

Working with us in 2022 and beyond

Professional Development Workshops

Policy to strategy | Leadership and organisational change | Good governance | Communication | Human resource management | Programme and project management | Monitoring and evaluating projects | Performance measurement and public finance | Legal and justice reform

Workshop Directors and facilitators who are leading experts in reform and best practice
Expert speakers – high quality, with an international reputation
Benchmarking – against international good practice
Interactive sessions and case studies
A supportive learning climate
Face-to-face learning and virtual workshops

Consultancy

Range of consultancy services, particularly for governments and related organisations implementing programmes of modernisation, democratisation and poverty reduction
Flexible with expertise in managing large-scale and long-term projects as well as short-term assignments
Collaborative approach to develop a shared view of outcomes
Consultants with expertise in focusing on local needs and priorities and awareness of different political, social and cultural environments



Effective liaison with other projects and donor organisations to understand the context

Face-to-Face Learning

Visits – to practitioners in government, parliament, civil society and the media
Practical – interactive sessions, case studies, problem-solving
Participants can practise and collaborate with guidance from an experienced facilitator
Network and spend time with peers as well as facilitators

Virtual Workshops

Live webinars with Workshop Directors, key experts and practitioners
Delivered using a web conference software which enables session leaders and participants to interact in real time
Guided study on exercises set by the Workshop Director
Participants connect in online discussions and social media for group activities
Personal coaching

Tailored Workshops

Face-to-face learning or virtual workshops

Designed to meet your organisational and individual needs
Delivered at a time convenient for you
Value for money for large groups
Managers implementing a change programme work together and learn together
Workshop Directors, experts and key practitioners – all selected with the background and expertise relevant to your organisation

Public Administration International

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



ACCREDITED
BRITISH ACCREDITATION COUNCIL
ACCREDITED SHORT COURSE PROVIDER

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

PAI PROFESSIONAL DEVELOPMENT WORKSHOPS 2022	Location	Duration	Start	End	Fees (exc VAT)
FEBRUARY					
Public Financial Management	Dubai	1 week	21 Feb	25 Feb	£2,425
Corporate Governance and Board Effectiveness	Dubai	1 week	21 Feb	25 Feb	£2,425
Better Regulation: Regulating essential services	London	1 week	28 Feb	4 Mar	£2,205
MARCH					
How to Assess an Organisation's Effectiveness	London	2 weeks	7 Mar	18 Mar	£3,955
Week one: Internal audit and risk management: Effective, accountable and inclusive organisations, navigating change in a tumultuous time	London	1 week	7 Mar	11 Mar	£2,295
Week two: Managing the performance of your organisation	London	1 week	14 Mar	18 Mar	£2,300
Leading and Managing for Results in the 'New Normal'	London	2 weeks	14 Mar	25 Mar	£3,940
Week one: High impact leadership: Creating real value in public services	London	1 week	14 Mar	18 Mar	£2,245
Week two: Advanced people engagement skills: Getting the best out of your people	London	1 week	21 Mar	25 Mar	£2,270
Better Policies; Better Lives: Using behavioural insights to evaluate and improve policy making	London	1 week	21 Mar	25 Mar	£2,310
Monitoring and Evaluation: Learning the lessons	Dubai	1 week	21 Mar	25 Mar	£2,425
Practical Project Planning and Control	Dubai	1 week	21 Mar	25 Mar	£2,425
Justice, Fairness and the Rule of Law: Improving legal systems and achieving better governance	London	1 week	28 Mar	1 Apr	£2,180
The Shape of Procurement in a Changing World	London	2 weeks	28 Mar	8 Apr	£3,930
Week one: Understanding procurement principles and good practice	London	1 week	28 Mar	1 Apr	£2,185
Week two: Contracting strategy and supply chain management	London	1 week	4 Apr	8 Apr	£2,185
APRIL					
Training of Trainers: Developing talent and transferring skills	London	4 days	11 Apr	14 Apr	£2,100
Public Financial Management: Aiming for excellence	London	2 weeks	19 Apr	29 Apr	£3,775
Week one: Strategic public financial management	London	1 week	19 Apr	22 Apr	£2,130
Week two: Developing best practice financial management	London	1 week	25 Apr	29 Apr	£2,195
Re-Energising the Public Sector: Motivation, productivity and getting results from leaders, managers and frontline staff	London	1 week	25 Apr	29 Apr	£2,345
MAY					
Corporate Governance and Board Effectiveness	London	4 days	3 May	6 May	£2,125
Making Policy More Effective	London	2 weeks	9 May	20 May	£3,995
Week one: Policy analysis and the use of evidence	London	1 week	9 May	13 May	£2,340
Week two: Impact assessment and evaluation	London	1 week	16 May	20 May	£2,340
The Changing Media Landscape: Key issues for dealing with social media and fake news	London	1 week	23 May	27 May	£2,210
Fraud and Corruption: Prevention and detection	Dubai	1 week	23 May	27 May	£2,425
JUNE					
Providing Public and Private Pensions in a Rapidly Changing World	London	1 week	6 Jun	10 Jun	£2,215
Successful Project Delivery	London	2 weeks	6 Jun	17 Jun	£3,935
Week one: Practical project planning and control	London	1 week	6 Jun	10 Jun	£2,175
Week two: Risk management techniques in action	London	1 week	13 Jun	17 Jun	£2,175
Next Generation Human Resources: Transforming people management in the public sector	London	1 week	13 Jun	17 Jun	£2,200
When Citizens Complain: For Ombudsmen, Commissioners and complaint handling organisations	London	1 week	20 Jun	24 Jun	£2,220
Leaders as Change Agents	London	2 weeks	20 Jun	1 Jul	£3,990
Week one: Planning and implementing your change strategy	London	1 week	20 Jun	24 Jun	£2,225
Week two: Leading agile and responsive change	London	1 week	27 Jun	1 Jul	£2,225
Re-Energising the Public Sector: Motivation, productivity and getting results from leaders, managers and frontline staff	Dubai	1 week	20 Jun	24 Jun	£2,425
Strategic Procurement: Including managing the supply chain and procurement audit	Dubai	1 week	20 Jun	24 Jun	£2,425
Understanding Legal Issues In Decision Making: The judge over your shoulder	London	1 week	27 Jun	1 Jul	£2,290
JULY					
Putting People First: Improving and prioritising customer care	London	1 week	4 Jul	8 Jul	£2,280
International Accounting Standards: IPSAS, IFRS and implementation	London	2 weeks	4 Jul	15 Jul	£3,970
Week one: Understanding the requirements	London	1 week	4 Jul	8 Jul	£2,190
Week two: Towards excellence in practice	London	1 week	11 Jul	15 Jul	£2,190

PAI PROFESSIONAL DEVELOPMENT WORKSHOPS 2022	Location	Duration	Start	End	Fees (exc VAT)
AUGUST					
Inspiring Leaders and Managers: Unlocking high performance from individuals and teams	Dubai	2 weeks	1 Aug	12 Aug	£4,275
Week one: Inspiring Leadership: Engaging and motivating individuals and teams	Dubai	1 week	1 Aug	5 Aug	£2,425
Week two: Results-oriented management: All about people	Dubai	1 week	8 Aug	12 Aug	£2,425
Monitoring and Evaluation: Learning the lessons	London	1 week	15 Aug	19 Aug	£2,170
Negotiation and Mediation Skills	London	1 week	22 Aug	26 Aug	£2,230
SEPTEMBER					
From Policy to Legislation	London	1 week	5 Sep	9 Sep	£2,330
Advanced Legislative Drafting: Sharpening your drafting skills	London	2 weeks	12 Sep	23 Sep	£3,985
Corporate Governance and Board Effectiveness	London	1 week	26 Sep	30 Sep	£2,285
Leading and Managing for Results in the 'New Normal'	London	2 weeks	26 Sep	7 Oct	£3,940
Week one: High impact leadership: Creating real value in public services	London	1 week	26 Sep	30 Sep	£2,245
Week two: Advanced people engagement skills: Getting the best out of your people	London	1 week	3 Oct	7 Oct	£2,270
OCTOBER					
Managing the Performance of Your Organisation	Dubai	1 week	3 Oct	7 Oct	£2,425
Successful Law Reform: Practical issues today	London	1 week	3 Oct	7 Oct	£2,335
Putting People First: Practical ways to improve customer service	Dubai	1 week	10 Oct	14 Oct	£2,425
Leaders as Change Agents	London	2 weeks	10 Oct	21 Oct	£3,990
Week one: Planning and implementing your change strategy	London	1 week	10 Oct	14 Oct	£2,225
Week two: Leading agile and responsive change	London	1 week	17 Oct	21 Oct	£2,225
Communicating in Unprecedented Times: Lessons for governments	London	1 week	10 Oct	14 Oct	£2,240
Parliamentary Administration: Structures and procedures in Westminster	London	1 week	17 Oct	21 Oct	£2,325
Judicial Leadership and Judicial Management: Generic or sector specific skills?	London	1 week	24 Oct	28 Oct	£2,320
The Shape of Procurement in a Changing World	London	2 weeks	24 Oct	4 Nov	£3,930
Week one: Understanding the procurement requirement	London	1 week	24 Oct	28 Oct	£2,185
Week two: Contracting strategy and management	London	1 week	31 Oct	4 Nov	£2,185
Combating Fraud and Corruption in a Global Pandemic	London	2 weeks	24 Oct	4 Nov	£3,965
Week one: Prevention and detection	London	1 week	24 Oct	28 Oct	£2,160
Week two: Investigation, sanctions and prosecutions	London	1 week	31 Oct	4 Nov	£2,160
Making Policy More Effective	Dubai	2 weeks	31 Oct	11 Nov	£4,275
Week one: Policy analysis and the use of evidence	Dubai	1 week	31 Oct	4 Nov	£2,425
Week two: Impact assessment and evaluation	Dubai	1 week	7 Nov	11 Nov	£2,425
NOVEMBER					
Gender Matters: Integrating gender into development policy and programming	London	1 week	7 Nov	11 Nov	£2,275
Effective Records and Information Management: Practical approaches for sustainable document, records and knowledge systems	London	2 weeks	7 Nov	18 Nov	£3,960
Week one: Tools and techniques to transform your organisation's information assets	London	1 week	7 Nov	11 Nov	£2,155
Week two: Protecting your organisation from cybercrime and enhancing your information security	London	1 week	14 Nov	18 Nov	£2,155
Translating Strategy Into Policies That Work	London	1 week	21 Nov	25 Nov	£2,355
Negotiation and Mediation Skills	Dubai	1 week	21 Nov	25 Nov	£2,425
Public Financial Management: Aiming for excellence	London	2 weeks	21 Nov	2 Dec	£3,975
Week one: Strategic public financial management	London	1 week	21 Nov	25 Nov	£2,195
Week two: Developing best practice financial management	London	1 week	28 Nov	2 Dec	£2,195
Transforming Criminal Justice: Partnership working and multi-agency approaches	London	2 weeks	21 Nov	2 Dec	£3,980
Week one: Preventing, investigating and prosecuting crime	London	1 week	21 Nov	25 Nov	£2,250
Week two: Resolving cases, redressing miscarriages of justice and reducing reoffending	London	1 week	28 Nov	2 Dec	£2,250
How to Improve an Organisation's Effectiveness	London	2 weeks	28 Nov	9 Dec	£3,955
Week one: Managing the performance of your organisation	London	1 week	28 Nov	2 Dec	£2,300
Week two: Re-Energising the Public Sector: Motivation, productivity and getting results from leaders, managers and frontline staff	London	1 week	5 Dec	9 Dec	£2,345
DECEMBER					
Successful Project Delivery	London	2 weeks	5 Dec	16 Dec	£3,935
Week one: Practical project planning and control	London	1 week	5 Dec	9 Dec	£2,175
Week two: Risk management techniques in action	London	1 week	12 Dec	16 Dec	£2,175
Judicial Administration	London	2 weeks	5 Dec	16 Dec	£3,950
Week one: Improving people's experience of the delivery of justice	London	1 week	5 Dec	9 Dec	£2,305
Week two: Effective case management: Reducing delays and clearing backlogs	London	1 week	12 Dec	16 Dec	£2,305
Monitoring and Evaluation: Learning the lessons	London	1 week	12 Dec	16 Dec	£2,170
Emotional Intelligence: A critical element of organisational success	London	1 week	12 Dec	16 Dec	£2,315

Which option is right for you?

We have a dedicated resource at PAI to discuss and help with capacity building requirements within your organisation. The next step will be to browse the workshops in our schedule and [on our website](#) and to contact Denise Smart. Denise has over twenty years' experience in international development and capacity building. She has given advice on building tailored programmes and on transformation and developmental needs and can give you further information about our scheduled workshops as well as designing a programme specifically for your organisational needs.

PAI will work with you to meet your developmental objectives and help you achieve successful outcomes.



Contact: Denise Smart

Tel: + 44 (0)20 7580 3590

Mobile: +44 (0)7518 934368

Email: denise.smart@public-admin.co.uk

Professional Development Workshops 2022: Policy and strategy

The COVID-19 pandemic has alerted policy makers and providers of public services worldwide to the need to make decisions based on the best available evidence of what works and what doesn't. It also requires careful monitoring and evaluation of progress (or lack of progress) towards achieving desired outcomes. This is sometimes referred to as 'following the science.'

In other contexts, it is called 'evidence-based policy making'. For many years PAI has been at the forefront of professional development in making better policy by using evidence effectively and efficiently.

Better Policies, Better Lives: Using behavioural insights to evaluate and improve policy making	London	1 week	21 Mar	£2,310
Making Policy More Effective	London	2 weeks	9 May	£3,995
Week one: Policy analysis and the use of evidence		1 week	9 May	£2,340
Week two: Impact assessment and evaluation		1 week	16 May	£2,340
Making Policy More Effective	Dubai	2 weeks	31 Oct	£4,275
Week one: Policy analysis and the use of evidence		1 week	31 Oct	£2,425
Week two: Impact assessment and evaluation		1 week	7 Nov	£2,425
Gender Matters: Integrated gender into development policy and programming	London	1 week	7 Nov	£2,275
Translating Strategy into Policies That Work	London	1 week	21 Nov	£2,355

Professional Development Workshops 2022: Good governance

In times of crisis such as the global pandemic, public governance matters more than ever. The pandemic has brought about new ways of working for many organisations, and governance arrangements play a critical role in countries' immediate responses. The changes can be beneficial to building a "new normal" once the crisis passes. It has been demonstrated that organisations and countries with good governance procedures perform substantially better than those that do not.

Corporate Governance and Board Effectiveness	Dubai	1 week	21 Feb	£2,425
Better Regulation: Regulating essential services	London	1 week	28 Feb	£2,205
Corporate Governance and Board Effectiveness	London	4 days	3 May	£2,125
Fraud and Corruption: Prevention and detection	Dubai	1 week	23 May	£2,425
When Citizens Complain: For Ombudsman, Commissioners and complaint handling organisations	London	1 week	20 Jun	£2,220
Corporate Governance and Board Effectiveness	London	1 week	26 Sept	£2,285
Parliamentary Administration: Structures and procedures in Westminster	London	1 week	17 Oct	£2,325
Combating Fraud and Corruption in the Wake of a Global pandemic	London	2 weeks	24 Oct	£3,965
Week one: Prevention and detection		1 week	24 Oct	£2,160
Week two: Investigation, prosecution and sanctions		1 week	31 Oct	£2,160
Effective Records and Information Management: Practical approaches for sustainable document, records and knowledge systems	London	2 weeks	7 Nov	£3,960
Week one: Tool and techniques to transform your organisation's information assets		1 week	7 Nov	£2,155
Week two: Protecting your organisation from cybercrime and enhancing your information security		1 week	14 Nov	£2,155

conduct workshops on various subjects in a most professional, comprehensive and meaningful manner."

Sajjad Akram
Chairman Public Service Commission
Lahore, Pakistan

"This is definitely one of the most organised and educative workshops I have attended."

Hon Moses Kipkemboi
Deputy Speaker, National Assembly
Kenya

Professional Development Workshops 2022: Communication

The COVID-19 pandemic has taught us many lessons, not least how a government's image affects its ability to implement policies and strategies effectively; a positive image can take a long time to build up but can be destroyed very quickly. Rapid changes in the media landscape and marketplace make communication ever more challenging, for Ministers, their advisers and their officials as well as for professional communicators.

The Changing Media Landscape: Key issues for dealing with social media and fake news	London	1 week	23 May	£2,210
Communicating in Unprecedented Times: Lessons for governments	London	1 week	10 Oct	£2,240

Professional Development Workshops 2022: Human resource management

Planning and developing workforce capability, especially in the context of a modern public service, has never been more of a critical issue than in the current times of a global pandemic. The ability to recruit, lead, empower and develop human capital is perhaps the overarching success for both public and private sector organisations. HR professionals as well as operational line managers are rethinking human resource management during and after COVID-19 to enable capability, capacity and agility.

Training of Trainers: Developing talent and transferring skills	London	4 days	11 Apr	£2,100
Providing Public and Private Pensions in a Rapidly Changing World	London	1 week	6 Jun	£2,215
Next Generation Human Resources: Transforming people management in the public sector	London	1 week	13 Jun	£2,200
Emotional Intelligence: A critical element of organisational success	London	1 week	12 Dec	£2,315
Negotiation and Mediation Skills	London	1 week	22 Aug	£2,230

Professional Development Workshops 2022: Legal and judicial reform

Ongoing legal and judicial reforms aimed at transforming the performance of court systems and enhancing court administration have been severely impacted in many jurisdictions by the lockdowns and other restrictions caused by the COVID-19 pandemic. A new urgency is called for to reduce delays, clear backlogs and improve the quality, consistency and speed of delivery in judicial decision-making processes. All this needs to be achieved whilst safeguarding against the risks of corruption. What does all this mean for the experience of attending court for victims and witnesses – either in person, or increasingly, attending virtual hearings?

Justice, Fairness and the Rule of Law: Improving legal systems and achieving better governance	London	1 week	28 Mar	£2,180
Understanding Legal Issues in Decision Making: The judge over your shoulder	London	1 week	27 Jun	£2,290
Judicial Leadership and Judicial Management: Generic or public Sector specific skills?	London	1 week	24 Oct	£2,320
Judicial Administration	London	2 weeks	5 Dec	£3,950
Week one: Improving people's experience of the delivery of justice		1 week	5 Dec	£2,305
Week two: Effective case management: Reducing delays and clearing backlogs		1 week	12 Dec	£2,305
From Policy to Legislation	London	1 week	5 Sept	£2,330
Advanced Legislative Drafting: Sharpening your drafting skills	London	2 weeks	12 Sept	£3,985
Transforming Criminal Justice: Partnership working and multi-agency approaches	London	2 weeks	21 Nov	£3,980
Week one: Preventing, investigating and prosecuting crime		1 week	21 Nov	£2,250
Week two: Resolving cases, redressing miscarriages of justice and reducing reoffending		1 week	28 Nov	£2,250
Successful Law Reform: Practical issues today	London	1 week	3 Oct	£2,335

Professional Development Workshops 2022: Leadership, organisational change and performance management

Governments around the world have been forced to work differently since the beginning of 2020 due to the global pandemic. To overcome a crisis such as the COVID-19 pandemic successfully, effective leadership is vital. Decision making and the ability to lead effectively come under scrutiny from all angles. Our leaders have had to adapt, no government or community had been untouched, and the pandemic may change permanently the way we all work and live. Leadership capability is crucial to the delivery of public services and to building an efficient and effective organisation fit for today and for the future.

How to Assess an Organisation's Effectiveness:	London	2 weeks	7 Mar	£3,955
Week one: International audit and risk management: Effective, accountable and inclusive organisations, navigating change in a tumultuous time		1 week	7 Mar	£2,295
Week two: Managing the performance of your organisation		1 week	14 Mar	£2,300
Leading and Managing for Results in the "New Normal"	London	2 weeks	14 Mar	£3,940
Week one: High Impact Leadership: Creating real value in public services		1 week	14 Mar	£2,245
Week two: Advanced people engagement skills: Getting the best out of your people		1 week	21 Mar	£2,270
Re-Energising the Public Sector: Motivation, productivity and getting results from leaders, managers and frontline staff	London	1 week	25 Apr	£2,345
Leaders as Change Agents	London	2 weeks	20 Jun	£3,990
Week one: Planning and implementing your change strategy		1 week	20 Jun	£2,225
Week two: Leading agile and responsive change		1 week	27 Jun	£2,225
Re-Energising the Public Sector: Motivation, productivity and getting results from leaders, managers and frontline staff	Dubai	1 week	20 Jun	£2,425
Putting People First: Improving and prioritising customer care	London	1 week	4 Jul	£2,280
Inspiring Leaders and Managers: Unlocking high performance from individuals and teams	Dubai	2 weeks	1 Aug	£4,275
Week one: Inspiring leadership: Engaging and motivating individuals and teams		1 week	1 Aug	£2,425
Week two: Results-orientated management: All about people		1 week	8 Aug	£2,425
Leading and Managing for Results in the "New Normal"	London	2 weeks	26 Sept	£3,940
Week one: High Impact Leadership: Creating real value in public services		1 week	26 Sept	£2,245
Week two: Advanced people engagement skills: Getting the best out of your people		1 week	3 Oct	£2,270
Managing the Performance of Your Organisation	Dubai	1 week	3 Oct	£2,425
Putting People First: Practical ways of improving customer service	Dubai	1 week	3 Oct	£2,425
Leaders as Change Agents	London	1 week	10 Oct	£3,990
Week one: Planning and implementing your change strategy		1 week	10 Oct	£2,225
Week two: Leading agile and responsive change		1 week	17 Oct	£2,225
How to Assess an Organisation's Effectiveness:	London	2 weeks	28 Nov	£3,945
Week one: Managing the performance of your organisation		1 week	28 Nov	£2,300
Week two: Re-Energising the Public Sector: Motivation, productivity and getting results from leaders, managers and frontline staff		1 week	5 Dec	£2,345

Executive Coaching for International Leaders

PAI is proud to offer an individualised coaching service for international public and private sector policy makers and managers who would like to achieve higher performance and improvements at work. For many years we have been working with organisations which have implemented changes which have been planned, sometimes for months or even years, ranging from organisational culture changes to personal changes for individuals. Now, we have been experiencing sudden, unexpected global changes caused by the COVID-19 pandemic and leaders face new challenges forced upon them by this crisis. Individual coaching can be enormously beneficial in supporting leaders through times of change and challenge.

Professional Development Workshops 2022: Managing, monitoring and evaluating programmes and projects

Successful projects, or the discipline of moving from ideas to results, rely on effective planning and control, systematic risk managing and thorough monitoring and evaluation. They are the management approaches for delivering and responding to organisational change and are inherently risky undertakings as they involve complexity and uncertainty sometimes in times of unprecedented change such as the COVID-19 crisis. Good M&E plays a vital part in this process.

Monitoring and Evaluation: Learning the lessons	Dubai	1 week	21 Mar	£2,425
Practical Project Planning and Control	Dubai	1 week	21 Mar	£2,425
Successful Project Delivery	London	2 weeks	6 Jun	£3,935
Week one: Practical project planning and control		1 week	6 Jun	£2,175
Week two: Risk management techniques in action		1 week	13 Jun	£2,175
Monitoring and Evaluation: Learning the lessons	London	1 week	15 Aug	£2,170
Successful Project Delivery	London	2 weeks	5 Dec	£3,935
Week one: Practical project planning and control		1 week	5 Dec	£2,175
Week two: Risk management techniques in action		1 week	12 Dec	£2,175
Monitoring and Evaluation: Learning the lessons	London	1 week	12 Dec	£2,170

Professional Development Workshops 2022: Public finance and procurement

Throughout the world the public sector is often under pressure to deliver better services, often with reduced resources. This creates a need for improved public financial management and accountability along with the role of procurement services this should sit at the heart of any organisation's strategic planning process especially in times of unprecedented change such as the COVID-19 pandemic. Good financial and procurement practices are essential.

Public Financial Management	Dubai	1 week	21 Feb	£2,425
The Shape of Procurement in a Changing World	London	2 weeks	28 Mar	£3,930
Week one: Understanding procurement requirements		1 week	28 Mar	£2,185
Week two: Contracting strategy and management		1 week	4 Apr	£2,185
Public Financial Management: Aiming for excellence	London	2 weeks	19 Apr	£3,775
Week one: Strategic public financial management		1 week	19 Apr	£2,130
Week two: Developing best practice financial management		1 week	25 Apr	£2,195
Strategic Procurement Managing the Supply Chain and Procurement Audit	Dubai	1 week	20 Jun	£2,425
International Accounting Standards: IPSAS, IFRS and Implementation	London	2 weeks	4 Jul	£3,970
Week one: Understanding the requirements		1 week	4 Jul	£2,190
Week two: Towards excellence in practice		1 week	11 Jul	£2,190
The Shape of Procurement in a Changing World	London	2 weeks	24 Oct	£3,930
Week one: Understanding procurement requirements		1 week	24 Oct	£2,185
Week two: Contracting strategy and management		1 week	31 Oct	£2,185
Public Financial Management: Aiming for excellence	London	2 weeks	19 Apr	£3,775
Week one: Strategic public financial management		1 week	19 Apr	£2,130
Week two: Developing best practice financial management		1 week	25 Apr	£2,195

Case Studies

Nigeria Corporate Governance

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 governance, how effective board 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. During the programme we were also honoured to be invited to the Nigerian High Commission, hosted by His Excellency, Ambassador George Adesola Oguntade, CFR, CON.

North Macedonia Strategic Accountability and Performance Management

We designed and ran a workshop for high-level officials from the Ministry of Labour and Social Policy, the Ministry of Information Society and Administration, the Ministry of Education and the Secretariat for European Affairs. Participants included a Minister, a Deputy Minister and a State Secretary. The workshop was run in collaboration with the Center for Change Management, North Macedonia, as part of an ongoing public administration improvement project funded by the UK Government. Topics included:

- A strategic approach to performance management
- The journey from performance to capability
- Strategies for planning improvements in delivery of public services
- Financial accountability
- Monitoring and reporting on public expenditure
- Top management accountability
- Visits to the Department of Work and Pensions, the Office of the Civil Service Commissioner and the All-Party Parliamentary Group on North Macedonia.