



# Professional Development Workshops 2025

## Public Administration International

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I am delighted to introduce PAI's range of professional development workshops for 2025.

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

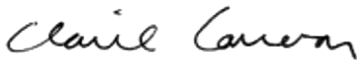
Since our launch in 1995, we have had the pleasure of working with over 170 countries and have become a leading provider of public service development services. We have a rich and diverse range of experienced Workshop Directors and facilitators, including senior practitioners, academics and trainers with in-depth knowledge of their subject areas and wide international experience.

All our workshops have a varied and flexible approach to enable you to gain practical skills and develop leadership and transformation strategies for improving public service delivery and increasing the motivation of your staff. Our emphasis on helping you to prepare individual action plans provides measurable learning outcomes and sustainability.

Located in the heart of central London, we are able to provide a unique opportunity for policy makers, public and private sector managers, permanent secretaries, judges, ombudsmen, regulators and senior leaders to share ideas about good practice and join a valuable international networking forum. Some of our key visit hosts include Parliament, the Cabinet Office, the Supreme Court and a range of Government Ministries and local government authorities. If you are not able to travel for a workshop, we can make arrangements for you to join virtually.

As you will see, we offer programmes in a number of other locations and we are always pleased to respond to requests for designing and delivering tailor-made training in London, in your country or elsewhere.

We look forward to hearing from you and to working with you during 2025 and welcoming you and your colleagues to PAI.



**Claire Cameron**  
**Director**



# Workshop schedule

PAI PROFESSIONAL DEVELOPMENT WORKSHOPS 2025	Location	Duration	Start	End	Fees (exc VAT)
<b>MARCH</b>					
International Accounting Standards: Implementing IPSAS and IFRS	Dubai	1 week	10 Mar	14 Mar	£2,550.00
Leading and Managing for Results	London	2 weeks	17 Mar	28 Mar	£4,520.00
Week one: High Impact Leadership	London	1 week	17 Mar	21 Mar	£2,550.00
Week two: Advanced people engagement skills: Getting the best out of your people	London	1 week	24 Mar	28 Mar	£2,550.00
Public Financial Management: Aiming for excellence	London	2 weeks	31 Mar	11 Apr	£4,520.00
Week one: Strategic public financial management	London	1 week	31 Mar	04 Apr	£2,550.00
Week two: Developing best practice in financial management	London	1 week	07 Apr	11 Apr	£2,550.00
<b>APRIL</b>					
Monitoring, Evaluation, Accountability and Learning	Dubai	1 week	07 Apr	11 Apr	£2,550.00
Successful Project Delivery	Dubai	1 week	07 Apr	11 Apr	£2,550.00
Better Regulation of Essential Services	London	1 week	28 Apr	02 May	£2,550.00
<b>MAY</b>					
Innovating in the Public Sector	Dubai	1 week	5 May	9 May	£2,550.00
Changing Times: Leading agile and adaptable organisations	London	2 weeks	12 May	23 May	£4,520.00
Week one: Re-Energising the Public Sector: Motivation, productivity and getting results	London	1 week	12 May	16 May	£2,550.00
Week two: Implementing change successfully	London	1 week	19 May	23 May	£2,550.00
Justice, Fairness and the Rule of Law: Improving legal systems and access to justice	London	1 week	12 May	16 May	£2,550.00
Corporate Governance and Board Effectiveness	Dubai	1 week	19 May	23 May	£2,550.00
Fraud and Corruption: Prevention and detection	Dubai	1 week	19 May	23 May	£2,550.00
<b>JUNE</b>					
Communications for Public Leaders: Storytelling, speeches, social media and successful media interviews	London	1 week	09 Jun	13 Jun	£2,550.00
Organisational Performance: Managing delivery within budget	Dubai	1 week	16 Jun	20 Jun	£2,550.00
Smart Cities: Digital and technological solutions	Dubai	1 week	16 Jun	20 Jun	£2,550.00
Next Generation Human Resources: Transforming people management in the public sector	London	1 week	16 Jun	20 Jun	£2,550.00
When Citizens Complain: For Ombudsmen, Commissions and complaint handling organisations	London	1 week	16 Jun	20 Jun	£2,550.00
International Accounting Standards: Implementing IPSAS and IFRS	London	2 weeks	23 Jun	04 Jul	£4,520.00
Week one: Understanding the requirements	London	1 week	23 Jun	27 Jun	£2,550.00
Week two: Towards excellence in practice	London	1 week	30 Jun	04 Jul	£2,550.00
Judicial Administration	London	2 weeks	30 Jun	11 Jul	£4,520.00
Week one: Improving people's experience of the delivery of justice	London	1 week	30 Jun	04 Jul	£2,550.00
Week two: Effective Case Management: Reducing delays and clearing backlogs	London	1 week	07 Jul	11 Jul	£2,550.00
<b>JULY</b>					
Making Policy More Effective	London	2 weeks	14 Jul	25 Jul	£4,520.00
Week one: Analysing policy and using evidence	London	1 week	14 Jul	18 Jul	£2,550.00
Week two: Impact assessment and evaluation	London	1 week	21 Jul	25 Jul	£2,550.00
Inspiring Leaders and Managers: Unlocking high performance	Dubai	2 weeks	28 Jul	08 Aug	£4,520.00
Week one: Inspiring leadership: Engaging and motivating individuals and teams	Dubai	1 week	28 Jul	01 Aug	£2,550.00
Week two: Results-Oriented Management: All about people	Dubai	1 week	04 Aug	08 Aug	£2,550.00
Practical Project Planning, Delivery and Evaluation	London	2 weeks	28 Jul	08 Aug	£4,520.00
Week one: Successful project delivery	London	1 week	28 Jul	01 Aug	£2,550.00
Week two: Monitoring, evaluation, accountability and learning	London	1 week	04 Aug	08 Aug	£2,550.00
<b>SEPTEMBER</b>					
Innovating in the Public Sector	London	1 week	01 Sep	05 Sep	£2,550.00
From Policy to Legislation	London	1 week	01 Sep	05 Sep	£2,550.00
Advanced Legislative Drafting: Sharpening your drafting skills	London	2 weeks	08 Sep	19 Sep	£4,520.00
Corporate Governance and Board Effectiveness	London	1 week	08 Sep	12 Sep	£2,550.00
Better Policies; Better Lives: Using behavioural insights to evaluate and improve policy making	London	1 week	15 Sep	19 Sep	£2,550.00
Leading and Managing for Results	London	2 weeks	22 Sep	03 Oct	£4,520.00
Week one: High Impact Leadership	London	1 week	22 Sep	26 Sep	£2,550.00
Week two: Advanced people engagement skills: Getting the best out of your people	London	1 week	29 Sep	03 Oct	£2,550.00
Emotional Intelligence: A critical element of organisational success	Dubai	1 week	22 Sep	26 Sep	£2,550.00
Smart Cities: Digital and technological solutions	London	1 week	22 Sep	26 Sep	£2,550.00
Improving Your Organisation's Pay and Grading System	London	1 week	29 Sep	03 Oct	£2,550.00
Successful Law Reform: Practical issues today	London	1 week	29 Sep	03 Oct	£2,550.00

# Workshop schedule

<b>OCTOBER</b>					
Digital Transformation of Public Services and the Pros and Cons of Artificial Intelligence	Dubai	1 week	06 Oct	10 Oct	£2,550.00
Government, Media and Your Audiences: Strategies and tactics for success	London	1 week	06 Oct	10 Oct	£2,550.00
Putting People First: Practical ways to improve customer service	Dubai	1 week	13 Oct	17 Oct	£2,550.00
Parliamentary Administration: Making democracy work	London	1 week	13 Oct	17 Oct	£2,550.00
Changing Times: Leading agile and adaptable organisations	London	2 weeks	13 Oct	24 Oct	£4,520.00
Week one: How to Conduct Functional Reviews: A toolkit for practitioners	London	1 week	13 Oct	17 Oct	£2,550.00
Week two: Implementing change successfully	London	1 week	20 Oct	24 Oct	£2,550.00
Combating Fraud and Corruption	London	2 weeks	20 Oct	31 Oct	£4,520.00
Week one: Prevention and detection	London	1 week	20 Oct	24 Oct	£2,550.00
Week two: Investigations, sanctions and prosecutions	London	1 week	27 Oct	31 Oct	£2,550.00
<b>NOVEMBER</b>					
Translating Strategy into Policy that Works	London	1 week	03 Nov	07 Nov	£2,550.00
Environmental, Social and Governance: Three pillars for building strong organisations	London	1 week	10 Nov	14 Nov	£2,550.00
Gender Matters: Integrating gender into development policy and programming	London	1 week	10 Nov	14 Nov	£2,550.00
Public Financial Management: Aiming for Excellence	London	2 weeks	17 Nov	28 Nov	£4,520.00
Week one: Strategic public financial management	London	1 week	17 Nov	21 Nov	£2,550.00
Week two: Developing best practice in financial management	London	1 week	24 Nov	28 Nov	£2,550.00
Transforming Criminal Justice: Partnership working and multi-agency approaches	London	1 week	24 Nov	28 Nov	£2,550.00
<b>DECEMBER</b>					
Organisational Performance: Managing delivery within budget	London	1 week	01 Dec	05 Dec	£2,550.00
Making Policy More Effective	London	2 weeks	01 Dec	12 Dec	£4,520.00
Week one: Analysing policy and using evidence	London	1 week	01 Dec	05 Dec	£2,550.00
Week two: Impact assessment and evaluation	London	1 week	08 Dec	12 Dec	£2,550.00
Re-Energising the Public Sector: Motivation, productivity and getting results	London	1 week	08 Dec	12 Dec	£2,550.00

## Making Policy More Effective

Fees	Dates	Location
£4,520	14 to 25 July	London
£4,520	1 to 12 December	London

### About the workshop

This two-week workshop provides a comprehensive overview of policy analysis and development and takes 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 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 decisions about policies and services by using the best available evidence to form your judgements
- Make critical judgements 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 assessed by impact assessments and the different stages of their development.

## Analysing Policy and Using Evidence

Fees	Dates	Location
£2,550	14 to 18 July	London
£2,550	1 to 5 December	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.

This workshop examines what counts as evidence for policy making and how real-time data and analysis can and cannot inform good decisions.

### What the workshop will cover

During the week, you will develop your understanding of:

- The policy making process
- Different types of evidence and the risks associated with them
- Problem identification and specification
- Stakeholder engagement
- Developing policy options and innovative solutions
- Theory of change analysis
- Establishing 'what works' using counterfactual analysis
- Evidence synthesis - harnessing existing evidence
- Business case development
- Developing implementation and delivery plans
- Influencing the policy process using evidence and analysis.

### How participants will benefit

The workshop will enable you to:

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

## Impact Assessment and Evaluation

Fees	Date	Location
£2,550	21 to 25 July	London
£2,550	8 to 12 December	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 respond to emerging evidence after policy roll-out and in emergency situations.

### 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 and appraise 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.

## Gender Matters:

Integrating gender into development policy and programming

Fees	Date	Location
£2,550	10 to 14 November	London

### About the workshop

Governments have committed themselves to advancing gender equality through the adoption of the Sustainable Development Goals 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. Ensuring women’s voice and participation is political institutions and governance processes can also help to make them more transparent, accountable and responsive to the needs of poor and marginalised groups. However, despite policy commitments, there is a lack of knowledge and capacity to integrate gender into policy and programming. This workshop will provide you 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.

### 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. Recognising the range of policy areas and programming sectors relevant to integrating gender into development responses, 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, experience policy-making and programming in action and establish useful contacts for the future.

### 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
- Exchange experiences with fellow policy-makers and practitioners from a range of other countries
- 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 to different stages of programme development and management
- Enable you to interact and communicate effectively with key stakeholders in your own country (for example, programme beneficiaries, civil society, political parties and the media)
- Introduce you to key experts and practitioners, so that you can develop lasting networks for exchange and knowledge transfer.

*Our London workshops can be attended virtually*

## Better Policies, Better Lives:

How to use behavioural insights to improve policy making

Fees	Dates	Location
£2,550	15 to 19 September	London

### About the workshop

Over the last decade the use of behavioral insights/ behavioural sciences and randomised control trials (RCTs) have 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
- Increasing results at school through tutoring
- Reducing gender bias and child poverty by creating more active roles for women in government
- Facilitating greater access to clean water in rural communities
- Solving social problems and gender discrimination
- Using a fiscal policy to design RCTs: How governments are finding evidence to reduce social exclusion.

### What the workshop will cover

The workshop will include:

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

### How participants will benefit

The workshop is designed to 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 in this relatively new area of public administration. Real case: Minimum wages and social inclusion
- 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
- Tools to predict people's behaviour and to foresee potential unintended consequences of public policies aimed at improving the quality of citizens' lives
- Access to an international network of experts who are leaders in this rapidly evolving area of work
- Benefit from a potential network of contacts of people interested in the development of RCTs and behavioural insights to develop public policy.

## Digital Transformation of Public Services and the Pros and Cons of Artificial Intelligence

Fees	Dates	Location
£2,550	6 to 10 October	Dubai

### About the workshop

Over the past decades, digital technologies have been profoundly transforming all sectors of the economy and - even more broadly - whole societies. Despite the commonly held belief that the public sector may be somewhat slow to embrace innovation, many public authorities have digitised both their services and their internal processes. As new technologies keep emerging, nowadays the public sector has the opportunity to innovate further and improve its interaction with businesses and citizens, truly propelling itself into an era of digital transformation.

Digital transformation can radically improve the efficiency of governments, the quality of services for citizens and create the conditions for start-up growth. The opportunity is there - but is generally not yet fully used. The ultimate goal of this workshop is to support public administrations in the adoption of cost-effective and flexible digital solutions and strategies. The workshop will focus on the use and analysis of digital transformation solutions and strategies to transform decision-making and service delivery practices at all levels of government in order to achieve better value and outcomes for citizens and businesses.

The workshop is designed for policy-makers and decision-makers who plan, implement, manage or evaluate the implementation of digital technologies and strategies for transforming the work of public administrations.

### What the workshop will cover

During the week, you will develop your understanding of:

- The benefits of digitally disrupting the traditional public administration
- Drivers and enablers for digital transformation
- Existing solutions and best practices
- Challenges and risks of digital transformation
- Enablers and mitigation actions
- Stakeholder engagement and onboarding
- Business case development
- Developing implementation and delivery plans
- Advanced visualisation and visual analytical tools, as well as decision support systems
- Evaluating digital transformation plans and the implementation of digital transformation solutions.

### How participants will benefit

The workshop will enable you to:

- Understand the principle and management of transforming the decision-making process and the delivery of public services
- Make critical judgements about challenges, bottlenecks and enabling factors of adopting disruptive technologies and implementing digital transformation strategies
- Be knowledgeable about smart city best practices and champions
- Procure and manage digital transformation solutions and services efficiently and effectively
- Mentor colleagues on the benefits of digital transformation and how to implement digital transformation solutions effectively.

*Our London workshops can be attended virtually*



## Translating Strategy into Policy that Works

Fees	Dates	Location
£2,550	3 to 7 November	London

### About the workshop

Strategy is crucial to building an organisation that is focused on the future, while at the same time developing policies that work today. Short-term thinking, lack of engagement with stakeholders as part of the process and weak understanding of how to identify and manage risks have all contributed to numerous policy failures.

This workshop will provide you with a suite of tools and techniques for developing strategy, policy and scenario planning, through a series of practical exercises based on a case study. You will understand the essential elements and stages of policy-making. You will also hear from a UK strategy unit and other experienced practitioners and consider examples of best practice.

This workshop will enable you to establish a series of long-term visions and, from that, some medium and short-term objectives and policies, as well as to explore how best to implement them, with methods of monitoring and evaluating their success.

### What the workshop will cover

During this workshop we will explore:

- What is meant by strategic thinking, scenario planning and policy formulation
- How to write your long-term vision and objectives
- Effective use of evidence in policy
- Engaging with stakeholders
- Selecting and analysing policy options
- How to identify and mitigate policy risks
- Planning for implementation
- Monitoring and evaluation of policy and learning from the results.

### How participants will benefit

The workshop will enable you to:

- Understand how to set long-term goals and develop policies that will help meet them
- Establish a framework for strategic thinking and policy development
- Recognise the need to plan early for policy implementation and what is involved in that
- Think creatively about policy solutions (options)
- Draw up action plans for delivery, monitoring and evaluation of policy and sharing the lessons learnt
- Develop your skills in communicating your strategy to others
- Agree and understand a common language about policy and strategy and share good practice with your colleagues.

## Innovating in the Public Sector

Fees	Dates	Location
£2,550	5 to 9 May	Dubai
£2,550	1 to 5 September	London

### About the workshop

Ministers, Department Heads and individual public sector policy makers and managers are having to deal with the ever-growing challenge of dealing with new, complex and systemic societal and organisational problems that simply cannot be dealt with or solved using classic, existing government practices, processes, tools and ways of thinking.

The world of policy-makers, programme providers and managers is crying out for innovation - new ideas, policies, approaches, services, products and ways of doing things. Yet, being innovative in the public sector can carry significant risks.

How can you change the culture of your organisation and your colleagues - and even your managers and decision-makers - from one of "accepting the status quo" and "doing things right" to one of "challenging the status quo" and to doing "new right things in new ways"?

This workshop is designed as an integrated, experiential one-week "Policy/Innovation Laboratory" where the latest theories, models, innovation tools, processes and best practices are presented and immediately applied to "real-life" situations (brought by you, the participants) in order to develop new perspectives, insights and possibilities.

### What the workshop will cover

Within the overall structure and flow of the week's "Policy/Innovation Lab", we will cover, discuss, apply and explore in small groups and in plenary the following:

- Classic and customised innovation processes
- System-viewing and stakeholder analysis and inclusion
- Changing perspectives and creating innovation spaces
- Development of the traits of being an innovator
- Social Presencing Techniques; Art of Hosting techniques
- Innovation tools such as 3D & 4D Mapping and Sculptures
- Prototyping and piloting
- Overcoming the risks of and barriers to innovation
- Innovation "life-mapping" and action planning.

### How participants will benefit

The workshop will enable you to:

- Acquire a range of innovation processes, concepts and tools and apply them in real-life situations
- Better identify the barriers to innovation in your own work environment and develop ways to overcome them
- Identify your own innovation strengths and weaknesses and become a better, more natural and instinctive innovator
- Develop some concrete innovation solutions and approaches to innovation challenges in your own work environment.

*Our London workshops can be attended virtually*

## Smart Cities:

### Digital and technological solutions

Fees	Dates	Location
£2,550	16 to 20 June	Dubai
£2,550	22 to 26 September	London

#### About the workshop

A smart city is a place where traditional networks and services are made more efficient with the use of digital solutions for the benefit of its inhabitants and businesses. It is not only an ensemble of digital technologies, but it entails a deep organisational transformation. Today, some 56% of the world's population - 4.4 billion inhabitants - live in cities. By 2050, with the urban population more than doubling its current size, nearly 7 out of 10 people in the world will live in cities. Cities are often the first level of government and service providers and therefore they are instrumental in contributing to the well-being of communities. Making cities smarter will require profound and systemic changes. Government leadership will be critical and action by industry, education and research institutions and civic organisations must align in terms of policies, governance, and the capital investment needed.

This workshop is designed for policy makers and decision makers who plan, implement, manage or evaluate the smart city solutions. Whilst there is some technical content from various IT, engineering, economic and political science disciplines, you do not need to have expertise in these areas.

#### What the workshop will cover

The workshop will focus on smart city solutions and the process of their adoption, implementation and evaluation. It will also provide a set of guidelines and recommendations for decision makers on how to implement in their day-to-day work innovations and good practices discussed during the week.

The workshop will develop your understanding of:

- The benefits of adopting smart city solutions
- The philosophy behind the smart city paradigm
- Drivers and enablers
- Existing smart city solutions and best practices
- Stakeholder engagement and onboarding
- Business case development
- Developing implementation and delivery plans
- Advanced visualisation and visual analytics tools, as well as decision support systems
- Tools and technologies for data collection, management and analysis
- Evaluating smart city plans and implementation for smart city solutions.

#### How participants will benefit

The workshop will enable you to:

- Understand the principle and management of smart city infrastructure and systems
- Be knowledgeable about smart city best practices and champions
- Make critical judgements about challenges, bottlenecks and enabling factors of smart city implementation
- Mentor colleagues in the benefit of the smart city paradigm and in how to implement city solutions effectively
- Procure and manage smart city solutions and services effectively and efficiently.

## Communications for Public Leaders:

Storytelling, speeches, social media and successful media interviews

Fees	Dates	Location
£2,550	9 to 13 June	London

#### About the workshop

Every successful public leader is a master of the art of communication. Whether we like it or not, effective communication with key audiences, using a variety of tools, is one of the key tests for leaders. We judge our leaders on their ability to articulate their mission, educate and inspire, and build a rapport with audiences.

This intensive skills-based workshop is designed to give leaders in the public realm the key insights and skills they need to thrive in the modern media age. We will use immersive learning techniques to give you practical tools and skills to use at work. The workshop is a hands-on, lively, stimulating and tailored experience, with case studies, visits, role-plays and professional feedback and guidance. You will end the week with renewed confidence, solid determination and new abilities to succeed.

#### What the workshop will cover

- The art of storytelling, crafting a narrative and how to apply storytelling techniques in public institutions
- How to craft and deliver compelling, memorable and effective speeches in a variety of settings, from board rooms to stadiums
- How to deliver a message on radio and television, and to prepare spokespeople for tough interviews, including filming and playback
- How to write like a journalist, including scripts, news releases, social media and articles.

#### How participants will benefit

The workshop will:

- Develop your knowledge of how leaders in the public eye use a range of techniques to communicate, shape opinion and drive behaviour change
- Help you to learn transferable personal skills for use at work, in your current and future roles
- Develop your skills to speak, persuade, answers questions and stay on message in challenging situations
- Benchmark and stress-test your own skills set, identify areas for improvement and recognise where new skills should be developed.

*Our London workshops can be attended virtually*

[www.public-admin.co.uk](http://www.public-admin.co.uk)

# Government, Media and Your Audiences:

Strategies and tactics for success

Fees	Dates	Location
£2,550	6 to 10 October	London

## About the workshop

Governments' reputations are shaped by how people perceive them through a variety of media. Direct experience is part of the story, but so is a blend of imagery, storytelling, media handling, spokespeople, speeches, events and social media presence. The fate of Ministers and administrations can rise and fall based on fast-moving events and public opinion. A sound reputation can take months and years to accrue, but only minutes to throw away.

A rapidly changing media landscape offers new ways to reach audiences, shape narratives, communicate with stakeholders and build reputations. It can also be a place of misinformation, misunderstandings and fake news. One lesson every Government learns fast is that it cannot be left to chance. If you're not telling your story, someone else will.

This workshop will show you how to build reputation, how to deploy a variety of techniques and methodologies, how to prepare effective strategies, how to predict and prepare for crises, and how to deal with bad faith actors. We will investigate the basics of effective communication and build during the week to a greater understanding of different media platforms. We will benchmark your activities against others', including the UK Government, and hear from industry experts and practitioners. We will also meet senior journalists and broadcasters and hear perspectives from across the spectrum of media relations.

## What the workshop will cover

- The golden rules of communications in a government context
- How to create a communications strategy for your organisation
- How to fashion a narrative and use storytelling in your communications
- Assessing risks and threats, and preparing for crises
- The opportunities and downsides of social media platforms
- How to deal with journalists, including media and print interviews and preparing media scripts
- Effective writing and persuasive language
- Dealing with 'fake news'.

## 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
- Encourage you to consider ways of using a range of media to widen access to public information and reach fragmented audiences
- Raise your awareness of how to handle public communication and apply strategic communication techniques to improve the image of your government.

# Leading and Managing for Results

Fees	Dates	Location
£4,520	17 to 28 March	London
£4,520	22 September to 3 October	London

## About the workshop

Organisations need leaders and managers, and the skills of managing are essential for providing services to the public in challenging times and for building the human capital to deliver an efficient and effective organisation fit for today and the future. 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.

## 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 developing the leadership capability needed for making a positive impact on the performance of your team. Week two will equip you with a suite of advanced skills in management skills and what those skills mean for people managing others to deliver a transformed public sector.

## How participants will benefit

Week one will enable you to: develop 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 organization; 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.

## Leading and Managing for Results Workshop

"The contents of the workshops are very relevant to my organisation that requires exposure and the latest models of organisational development."

**Kamarudin Dahuli**  
General Manager  
Muda Agriculture Development Authority (MADA)  
Malaysia

*Our London workshops can be attended virtually*

## High Impact Leadership

Fees	Dates	Location
£2,550	17 to 21 March	London
£2,550	22 to 26 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 ensuring that the workforce is aligned to contribute to a successful and responsive public service. The workshop will review the capabilities that leaders need to make an impact in the changing arena of the public service. You will learn about the UK approaches that have been successful in extremely challenging times 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
- Enriching your understanding of leadership in public service policy and delivery
- Building leadership capacity through developing a range of leadership skills
- Engaging with techniques that enable desired organisational change through effective leadership
- Enhancing communication, influencing and persuading skills
- Developing self-awareness and the opportunity to team build and improve competency.

### 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 with 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.

## Advanced People Engagement Skills:

Getting the best out of your people

Fees	Dates	Location
£2,550	24 to 28 March	London
£2,550	29 September to 3 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, their 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 and manage the stresses of organisational life during challenging times.

### What the workshop will cover

The workshop will focus on practical management skills.

The overall objectives for the workshop are to:

- Enhance your understanding of advanced management capability requirements in public service and delivery
- Develop a suite of advanced management skills including: people management; managing performance; handling poor performance; developing staff engagement and resilience; building relationships (internal and external); decision making and coaching; teamwork and implementing improvements
- Give an insight into techniques for improving motivation and productivity
- Develop self-awareness and enhance your personal impact.

### 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 good practice.

*Our London workshops can be attended virtually*

[www.public-admin.co.uk](http://www.public-admin.co.uk)

## Executive Coaching for International Leaders

PAI is proud to offer an individual on-line coaching service for international 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.

### How can coaching help you?

Developing the leadership skills to effectively engage employees, achieve goals and promote your organisation's mission makes good sense for organisations, and executive coaching can be an outstanding way for leaders to do this.

### Who are the coaches?

Sheena Matthews is a leadership and executive coach. As an organisational development consultant and former senior civil servant, she has contributed to major international public service reform initiatives. Sheena has helped top teams and Boards work more effectively together to meet the standards for good governance and corporate leadership and she coaches individuals to increase their confidence and to realise their career aspirations. Sheena is a Chartered Fellow of the Chartered Institute of Personnel and Development and is accredited to use a number of psychometric and occupational tests.

Janet Waters is an experienced executive coach, learning consultant and facilitator of leadership, change, management development and action learning. She has extensive experience in management, leadership and organisational development both in the UK and internationally. She has worked in the public sector at a senior executive team level and for the past ten years as a coach, consultant and trainer in the UK and international public sector, as well as the private sector. Janet has a qualification in coaching from the Henley Business School, a Master's Degree in Human Resource Development and is a Member of the Chartered Institute of Personnel and Development.

## Changing Times:

Leading agile and adaptable organisations

Fees	Dates	Location
£4,520	12 to 23 May	London
£4,520	13 to 24 October	London

### About the workshop

This workshop will run twice in 2025. In May, week one will be our workshop on Re-Energising the Public Sector: Motivation, productivity and getting results and week two will be Implementing Change Successfully. In October week one will be our workshop How to Conduct Functional Reviews: A toolkit for practitioners followed by week two - Implementing Change Successfully.

### 12 to 23 May 2025

One of the biggest issues challenging the public sector is measuring effectiveness of public service delivery. All organisations depend on their leaders, managers and frontline staff to fulfil their organisation's mandate and achieve successful outcomes and results.

The workshop will equip you with all the skills you need to respond to what is changing in your environment and to plan and implement strategies that improve systems, adapt behaviour and achieve organisational objectives. You will identify how your organisation tends to manage change and learn to choose from a variety of alternative approaches that work. You will learn to develop strategies that incorporate the most important factors, attract resources and gain support from stakeholders. You will gain insights into your approach to leadership, power and authority and change, and how your behaviour impacts on others and contributes to organisational culture, recognising the need to increase productivity, motivate teams and develop a committed workforce.

### 13 to 24 October 2025

The ever-changing environment requires public and private organisations to be agile in meeting the demands of customers and stakeholders, remain competitive and be able to deliver services and goods effectively and efficiently. Amidst a period of dramatic changes, cuts to budgets, staff and resources, the ability to respond quickly requires an understanding of the current state of the organisation and what led it to the position in which it finds itself. Once this is established, the next steps are to determine how to respond and the direction to take in developing options for a new business model.

This workshop provides a toolkit to look in depth into an organisation, identify the challenges it faces and provide options for change to develop structures and strategies fit for the future.

*Our London workshops can be attended virtually*

## Re-Energising the Public Sector:

Motivation, productivity and getting results

Fees	Dates	Location
£2,550	12 to 16 May	London
£2,550	8 to 12 December	London

### About the workshop

One of the biggest issues challenging the public sector is measuring effectiveness of public service delivery. Public sector bodies need to be outcome oriented and think in terms of performance impact aligned with their core business as a public body. All organisations depend on their leaders, managers and front-line staff to fulfil their organisation's mandate and achieve results. Even in such challenging times as these, the public sector is still required to deliver. Getting the best out of staff is crucial.

Those who are leading their organisations at present have huge demands and pressure on them. This workshop will give you an opportunity to take some time to reflect and gather your thoughts for the future with a view to delivering enhanced services to the public. It will help you to recognise the need to increase productivity, motivate your teams and explore ideas for encouraging a committed workforce to ensure that key services are provided for citizens.

### What the workshop will cover

- Review of business outcomes required for the future
- New ways to plan and deliver the future requirements of the services you provide
- Review your effectiveness and that of your teams so as to add more value to your organisation
  - Motivation and team culture
  - How mindset affects productivity
  - Encouraging the principles of "lean thinking" to streamline operations and identify wasted or unnecessary effort, decisions and processes
- The benefits of building strong and highly engaged leadership teams and the effects it will have in building a more productive organisation
  - Working together on strategic and creative thinking
  - Improving collaboration and communication
  - Breaking down silos and creating cross-departmental collaboration
  - Building decision-making abilities and problem-solving skills
- Introducing executive coaching as a leadership tool for individual development.

### How participants will benefit

- The workshop will:
- Provide you with an opportunity to reflect on the challenges and plan for the future as a leader
  - Help you to identify areas of improvement and be enabled to create a plan to implement the changes
  - Explore new ways of working and thinking
  - Give you a valuable opportunity to exchange learning with like-minded leaders, through use of leadership action groups
  - Look to the future with a positive mindset for the public sector.

## Implementing Change Successfully

Fees	Dates	Location
£2,550	19 to 23 May	London
£2,550	20 to 24 October	London

### About the workshop

The workshop will equip you with all the skills you need to respond to what is changing in your environment and to plan and implement strategies that improve systems, adapt behaviour and achieve organisational objectives. You will identify how your organisation tends to manage change and learn to choose from a variety of alternative approaches that work with systems and relationships. You will learn to develop strategies that incorporate the most important factors, attract resources and gain support from stakeholders. You will gain insights into your approach to leadership, power, authority and change how your behaviour impacts on others and contributes to organisational culture. You will appreciate how to use emotional intelligence and intuition to identify what is important and to become flexible and adaptive.

### What will the workshop cover

The workshop will include exercises to diagnose existing practices and attitudes and help you understand key change theories and their practical implementation. The programme has been designed to be flexible so that it can be adjusted wherever practicable to meet your requirements and those of your organisation.

### How participants will benefit

The workshop will enable you to:

- Undertake a phased approach to managing and implementing change
- Build implementation strategies that identify the human resources (HR) and 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 and develop a more effective culture, using HR to align behaviour and performance with strategy
- Develop your capacity for agile approaches to cope with unplanned, emergent change
- Engage your team and build teamwork skills to secure organisational objectives
- Recognise how organisations and teams can be less bureaucratic and more collaborative
- Identify the values that lie behind different organisational cultures and learn how to practise and promote values that create more effective culture.

*Our London workshops can be attended virtually*

[www.public-admin.co.uk](http://www.public-admin.co.uk)

## How to Conduct Functional Reviews:

A toolkit for practitioners

Fees	Dates	Location
£2,550	13 to 17 October	London

### About the workshop

The ever-changing environment requires public and private organisations to be agile in meeting the demands of customers and stakeholders, remain competitive and be able to deliver services and goods effectively and efficiently. Change is triggered by a variety of factors, a political change of power and philosophy, legislative reforms and treaties, financial crises and cash shortages, gaps in performance, new technologies, social demands, climate and environmental change. The ability to respond quickly to change requires an understanding of the current state of the organisation and what led it to the position in which it finds itself. Once this is established the next steps are to determine how to respond and the direction to take in developing options for a new business model.

Change is a constant, and organisations need to be adaptable in creating new ways of working that encourage innovation, develop new skills and ensure that staff have the capability to develop appropriate responses. Scientific and technological advances are changing the nature of work. What worked yesterday is unlikely to be relevant in the future. The structures and functions of an organisation's operations need to be responsive and the professional competencies needed will be different, which affects the design of professions and trades. This workshop provides a toolkit to look in depth into an organisation and identify the challenges it faces, as well as looking at options for change to develop structures and strategies fit for the future. We will provide a soft copy of a manual of tools and techniques for each participant.

### What the workshop will cover

During the workshop you will:

- Explore the need for change in an organisation and how the environment in which it operates affects the way it operates
- Be introduced to different business and organisational models for the structure and operations of an organisation
- Develop a wide range of skills, tools and techniques for analysing the internal and external factors affecting an organisation and for creating new structures and operating models
- Use what you have learnt to analyse your own organisation's need for change and use methods for designing and assessing the relevance and appropriateness of the new structures and systems.

### How participants will benefit

By the end of the workshop, you will have improved your understanding of and ability to:

- Assess the need for change in organisations and what creates that requirement
- Plan an organisational review
- Understand stakeholders and their role, their impact on change and how to manage their involvement in the review
- Analyse an organisation's structure, functions, capacities and capabilities
- Design appropriate models and options relevant to the mandates, policies and strategies for delivering services and goods
- Assess and cost options for changes to structures, functions and occupations.

## Organisational Performance:

Managing delivery within budget

Fees	Dates	Location
£2,550	16 to 20 June	Dubai
£2,550	1 to 5 December	London

### About the workshop

The pressure to get value for money from public services has never been greater. The demand and expectation from our public services is typically rising faster than the budgets available. The challenge for every manager is to decide what services to prioritise for its citizens and to deliver cost savings at the same time. How can public service managers deliver strong results in such circumstances?

This workshop focuses on the practical steps needed to maximise organisational cost-effectiveness and how we can drive performance improvements and deliver cost-savings at the same time. In particular, we explore how performance frameworks can be used to raise standards, budget setting and monitoring, how to identify and deliver cost-savings and the governance arrangements needed to oversee progress. Whether you are a team manager, executive leader or a politician, we all need to be confident that our organisations are delivering as much as they can within the resources available.

### What the workshop will cover

The workshop will include briefings, discussion sessions and practical case study material. It aims to be highly interactive, and you are encouraged to: share your experiences with other participants; debate the potential added value of applying some of the features of models used in the UK; and consider skills and resources required to develop a framework for performance management and budgetary control.

### How participants will benefit

You will be able to:

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

*Our London workshops can be attended virtually*

## Inspiring Leaders and Managers:

Unlocking high performance

Fees	Dates	Location
£4,520	28 July to 8 August	Dubai

### About the workshop

People management is not a skill or competence where 'one size fits all'. Critically, managers must be willing to identify and respond to the inherent differences in experience, background, education and potential performance for individual members of their team.

This workshop will provide you with an opportunity to review your potential leadership style by exploring a range of proven leadership models. It will allow you, in a safe learning setting, to explore how to apply modern leadership techniques conducive to your organisational environment. You will be encouraged to engage and participate in active discussion and debate. It will refresh and build upon your existing knowledge, in addition to developing your skills in performing consistently as an effective leader within your current working environment.

### What the workshop will cover

- Models and styles of leadership, including leadership development
- Influencing, persuading, problem-solving and decision-making
- Leading change, effective communication and raising competency
- Organisational development and performance management
- Managing people
- Negotiation and conflict management
- Managing multiple stakeholder engagement
- The Balanced Scorecard.

### How participants will benefit

The workshop will:

- Enable you to understand how the key elements of the effective management of people, resources, projects and stakeholders can contribute to a high-performing organisation
- Explore current good practice in human resource management, focusing especially on getting the best out of individuals and teams
- Provide you with an opportunity to challenge traditional leadership approaches and mindsets and re-think your leadership style
- Review and assess your own management skills and identify strengths, areas for development and your preferred management style
- Guide you in developing a roadmap for effective and sustained optimum performance
- Improve your ability to communicate effectively with colleagues and stakeholders and enhance your impact as a leader.

## Inspiring Leadership:

Engaging and motivating individuals and teams

Fees	Dates	Location
£2,550	28 July to 1 August	Dubai

### About the workshop

This workshop will provide you with an opportunity to review your potential leadership style by experiencing a range of proven leadership techniques and methods. It reviews a number of traditional leadership typologies and draws upon proven products, guidance and application. In addition, it will introduce you to techniques of modern leadership within a supportive learning and development setting that will encourage your engagement and active participation.

The workshop will consider how important qualities of a leader may have changed over recent years and it will assess current leadership challenges.

It will refresh and build upon your existing knowledge in addition to developing your skills in performing consistently as an effective leader within your current working environment.

### What the workshop will cover

- Models and styles of leadership
- Leadership development
- Influencing and persuading
- Motivating others
- Problem-solving and decision-making
- Leading change and managing conflict through change
- Effective communication
- Raising competency.

### How participants will benefit

The workshop will:

- Provide you with an opportunity to challenge traditional leadership approaches and mindsets and re-think your leadership style
- Explore new techniques which you can adapt to the changing needs of your workplace
- Guide you in developing a roadmap for effective and sustained optimum performance for you and your team
- Enable you to practise problem-solving and decision-making skills
- Improve your ability to communicate effectively with colleagues and stakeholders and enhance your impact as a leader
- Give you a chance to reflect, plan for the future and continue your professional development.

*Our London workshops can be attended virtually*

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## Results-Oriented Management:

All about people

Fees	Dates	Location
£2,550	4 to 8 August	Dubai

### About the workshop

Organisations are dynamic and subject to constant and often complex change. This dynamism is often stimulated by technology, but societal, cultural and generational factors can also be significant drivers of change. All of these elements need to be recognised and taken into consideration when seeking to manage people effectively. People management is not a skill or competence where 'one size fits all'. The essential elements of good management are to drive high performance through reward; to resolve conflict; to support continued professional development and, through consistent monitoring and guidance for staff, to ensure that discrete and project-based tasks are completed - to specification, on time and within budget.

This workshop will help you to become an optimum people manager, developing synergy from your working teams and delivering the highest possible performance.

### What the workshop will cover

- Organisational development
- Performance management
- Managing people
- Negotiation and conflict management
- Managing projects
- Managing multiple stakeholder engagement
- The Balanced Scorecard.

### How participants will benefit

The workshop will enable you to:

- Understand how the key elements of the effective management of people, resources, projects and stakeholders can contribute to a high-performing organisation
- Familiarise yourself with current management and organisational development models and technology and, through group work and practical exercises, practise using and adapting them to your own organisation
- Explore current good practice in human resource management, focusing especially on getting the best out of individuals and teams
- Review and assess your own management skills and identify strengths, areas for development and your preferred management style.

## Putting People First:

Practical ways to improve customer care

Fees	Dates	Location
£2,550	13 to 17 October	Dubai

### About the workshop

Establishing a robust and responsive system of customer care has become widely recognised as a key goal for all organisations concerned with the management and delivery of public services.

Increasingly, citizens cannot be treated as passive and grateful recipients of services such as education, housing and public health. They are entitled to be regarded as customers, to be treated with due care, courtesy and respect and with regard paid to their concerns and complaints.

### What the workshop will cover

Drawing upon UK and international experience, the workshop explores the key elements needed to develop a strong organisational culture of customer care, underpinned by appropriate structures for customer-focused service delivery. The workshop will examine mechanisms for processing customer feedback and complaints, making appropriate use of smart technology and social media. The workshop will also consider the effects of changes such as the use of artificial intelligence on the effective delivery of customer services operations.

### How participants will benefit

The workshop will:

- Familiarise you with the process of culture change that may be needed to enhance the treatment of citizens as valued customers
- Discuss the impact of global changes on the relationships between citizens and service providers
- Introduce you to a range of tools and techniques for gathering data on customer concerns and requirements
- Look at mechanisms for handling and learning from customer complaints and feedback
- Consider lessons that can be learned by the public sector from the private/non-government sectors, and vice versa
- Explain ways of developing service standards and the use of benchmarking
- Review the development and coordination of digital services and the advantages and disadvantages of using smart technology and social media in achieving excellent service delivery.

## When Citizens Complain: For Ombudsmen, Commissions and complaint handling organisations

Fees	Date	Location
£2,550	16 to 20 June	London

### About the workshop

“When Citizens Complain” is a high-level workshop for Ombudsmen, Human Rights Commissioners, complaint handling organisations and their senior staff. It 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, including how to make the best use of technology in dealing with complaints remotely
- Improve understanding of the needs of vulnerable complainants and explore ways of meeting those needs.

### What the workshop will cover

The workshop will cover issues of principle and practice relating to the role of Ombudsman offices, Human Rights Commissions 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 be asked to describe your approach to handling a range of cases and will be involved in problem-solving exercises and discussions 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 the UK Ombudsman offices, complaint handling organisations, 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, human rights 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.

## Corporate Governance and Board Effective

Fees	Dates	Location
£2,550	19 to 23 May	Dubai
£2,550	8 to 12 September	London

### About the workshop

High standards of corporate governance are at the heart of high performing organisations. It is about how an organisation acts, agrees its strategic framework and ensures that it meets its objectives. In the public and private sectors, it has been shown that organisations applying good corporate governance perform substantially better than those that do not.

Sound resource and performance management and high standards of probity are core elements of good corporate governance. This workshop will examine best practice in forming and monitoring a strategic approach to managing human, financial, information and asset resources.

Technology, including Artificial Intelligence (AI), coupled with the aftermath of the pandemic has changed the ways in which many organisations work and interact with customers, service users or citizens. The workshop will examine how these factors should be managed so as to maximize the available opportunities while mitigating the attendant risks. Additionally, environmental, social and governance (ESG) factors are now critical. The workshop will cover these aspects in terms of strategic focus and decision making.

This workshop also examines and explores the ways in which effective boards should be constructed. We will look at the skill sets that board members need to have and will examine the roles and responsibilities of Directors, including that of non-executive board members.

### What the workshop will cover

You will be able to develop your understanding of:

- The critical elements, decision-making and reporting structures and supporting mechanisms underpinning corporate governance
- Developing a positive organisational culture and responsible and ethical behaviour
- Organisational strategies, including for human resources, finance, information technology and assets
- Environmental, social and governance issues
- Risk management, performance monitoring and management
- The role of the board and board effectiveness in the public and private sectors
- How to make the most of the non-executive board members.

### How participants will benefit

The week will help you to:

- Appreciate the contribution of good corporate governance and good decision making
- Recognise the importance of vision, mission and values
- Understand how integrated strategies for HR, finance, assets and information and technology can be developed
- Apply improved risk and performance management
- Understand the issues surrounding digital technology and increasing ESG requirements
- Understand personal characteristics of an effective board member and board effectiveness through teamwork.

*Our London workshops can be attended virtually*

[www.public-admin.co.uk](http://www.public-admin.co.uk)

## Better Regulation of Essential Services

Fees	Dates	Location
£2,550	28 April to 2 May	London

### About the workshop

This workshop concentrates on the regulation of public safety and consumer protection. The key objectives are to:

- Provide an overview of effective government regulation, with an emphasis on lessons learnt, good practice and developing a better regulation agenda
- Explore the strengths and weaknesses of public safety and consumer protection legislation, inspection and enforcement
- Explore the role of post-implementation reviews, for example on the effectiveness in practice of regulatory activity
- Examine regulatory alignment and divergence within countries and across borders
- Consider the design of incentives for minimising the risks of corruption in the inspection and enforcement of regulations
- Explore with tutors and practitioners current UK and international views and experience of regulatory best practice, including the scope for developing 'model manuals' for regulators.

### What the workshop will cover

The workshop has two main components:

- 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 protect consumers and the environment more effectively
- You will meet practitioners in government, regulatory bodies and industry to examine and discuss latest approaches and trends.

### How participants will benefit

The workshop will:

- Provide you with a broad overview of regulatory options and best practice
- Examine the better regulation agenda and risk-based approaches
- Develop a critical and exploratory dialogue on key regulatory options
- Introduce you to key practitioners in regulatory offices, regulatory industries, government departments and consumer protection organisations
- Familiarise you with the UK framework within which regulators operate, for example on health and safety at work, food safety and consumer protection
- Examine the UK experience of harnessing the private sector to improve public services while safeguarding consumers' interests and promoting agreed social and environmental objectives.

## Combating Fraud and Corruption

Fees	Dates	Location
£4,520	20 to 31 October	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, which have grown worse in recent years. 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:

- Help you to develop and introduce practical mechanisms for establishing, promoting and sustaining an ethical infrastructure in the public life of your own country
- Explore options for detecting and investigating unethical behaviour and corrupt acts, including an opportunity to practise investigative techniques
- 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:

- Enhance your understanding of ways of establishing, embedding, communicating and upholding core values
- Identify areas of risk
- Consider how to create an 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.

## Fraud and Corruption: Prevention and detection

Fees	Dates	Location
£2,550	19 to 23 May	Dubai
£2,550	20 to 24 October	London

### About the workshop

It is much easier and much more effective to prevent fraud and corruption before it occurs than to find and deal with it after it happens. 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 and dealt with 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 effective supervision as well as regular monitoring and oversight activities.

### What the workshop will cover

The main aims of this workshop are to:

- Help you to introduce practical mechanisms for establishing, promoting and sustaining an ethical infrastructure in the public life of your own organisation
- Explore options for detecting unethical behaviour and corrupt acts.

### How participants will benefit

The workshop will enable you to:

- 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 and how these have evolved in recent years
- Consider how to create an environment within which transparency and accountability can more readily be improved
- Understand the mechanisms for detecting corruption and unethical behaviour
- Identify aspects of the UK experience which can be applied internationally and aspects of overseas experience from which the UK system can benefit.

## Fraud and Corruption: Investigations, sanctions and prosecutions

Fees	Dates	Location
£2,550	27 to 31 October	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 subsequent 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 investigation 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 workshop are to:

- Explore options for investigating unethical behaviour and corrupt acts, including an opportunity to practise investigative techniques
- 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.

*Our London workshops can be attended virtually*

[www.public-admin.co.uk](http://www.public-admin.co.uk)

## Parliamentary Administration:

Making democracy work

Fees	Dates	Location
£2,550	13 to 17 October	London

### About the workshop

Parliaments are bedrocks of traditional democratic government, and the Westminster model of parliamentary democracy has been adopted, with many local variations, 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 Westminster parliament. You will also hear about how the parliaments/assemblies of Northern Ireland, Scotland and Wales.

Change is very much the order of the day in the 21st century. In particular, the pervasiveness of social media, the rise of populist politics, the longer-term impact of the COVID-19 pandemic and, for the UK and other European countries, the many challenges of Brexit - have had huge implications both for the constitutional position of parliaments and the ways in which they conduct their proceedings.

Parliaments must always strive to keep pace with and respond effectively to such challenges. The workshop looks in detail at how some of the busiest parliaments in the world are constantly adapting to this complex world.

### What the workshop will cover

You will hear about administrative structures of the House of Commons, the House of Lords and the parliaments/assemblies in Northern Ireland, Scotland and Wales, including:

- The Government's interface with the parliaments/assemblies
- 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 the parliaments contend with the digital revolution - e-services
- The workshop includes visits to the House of Commons and the House of Lords in session and may include a visit to the Senedd (the Welsh Assembly) in Cardiff, Wales.

### 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, the House of Lords and the other parliaments/assemblies in the UK
- Question administrators and service providers on the day-to-day functioning of the parliaments/assemblies
- Hear first-hand from an elected Member about an MP's work and the experience of serving constituents
- Discussions with parliamentary experts about recent change initiatives, for example, the use of digital services and social media
- Against the background of developments in the UK, examine the role and workings of your own parliament and consider how to contribute to its improved efficiency and effectiveness.

## Environment, Social and Governance:

Three pillars for building strong organisations

Fees	Dates	Location
£2,550	10 to 14 November	London

### About the workshop

Environmental, social and governance (ESG) considerations are becoming increasingly important for governments in many countries. Concern from citizens about environmental standards, social justice, corporate responsibility and sustainability is driving leaders and managers in the public, private and non-government sector to respond positively to growing ESG requirements. Our workshop on ESG focuses on helping you to develop policies and strategies that are coherent and targeted to achieving ESG goals. The sessions, discussions and practical case studies covered will enable you to relate the briefings and materials to your needs and align the learning with planning your next steps for implementing ESG in your organisation.

### What the workshop will cover

You will be able to explore and discuss:

- What sustainability is and why it matters
- Ethical and corporate governance codes of practice
- Going beyond the green agenda to social and governance issues
- Defining green transition: green hubs
- Good practice in sustainability: thinking about supply chains and procurement
- Bad practice in sustainability: green-washing, hushing and dazzling
- What the Sustainable Development Goals mean for the developed and developing world
- Financial implications of ESG factors
- An introduction to International Sustainability (ISSB) Accounting Standards
- Progress with the Public Sector Sustainability Accounting Standards
- ESG reporting requirements and the importance of in-year reporting.

### How participants will benefit

The programme will enable you to:

- Understand the role of policy-makers, managers and professionals (lawyers, accountants, auditors) in ESG
- Appreciate the social and corporate governance implications of better management of resources
- Implement stable management frameworks for sustainability
- Link sustainability holistically to risk management, performance management and effective resource allocation
- Understand the principles, challenges and benefits of International Sustainability Accounting and Auditing Standards and associated guidance
- Support Management Boards and political and managerial processes more effectively
- Understand the sustainability requirements of donor partners.

*Our London workshops can be attended virtually*

## Our virtual capability



Our training solutions are designed to simulate the traditional classroom or learning experience. Since the start of the global pandemic, we are proud that we have been able to adapt and deliver our workshops to the same high quality on a virtual basis. You can expect the same participative training strategies, including briefings, case studies, structured discussions and group work. We believe training should be learner-centred and recognise that individuals have different aims and learning styles and that motivation is crucial to successful learning.

We use a variety of platforms to deliver our virtual workshops. Zoho ShowTime, the platform used to host our highly successful free webinars, facilitates collaborative learning in our virtual classrooms through Q&As, polls, screen sharing, whiteboard and more. We can upload videos, presentation materials and other content so that you can learn at your convenience, then evaluate your retention through a quiz.



## Improving Your Organisation's Pay and Grading System

Fees	Dates	Location
£2,550	29 September to 3 October	London

### About the workshop

This workshop uses our considerable experience in the UK and internationally to focus on key aspects of public sector pay and grading reform. Pay issues are often among the most immediate and important concerns of public sector policy makers and employees. Grading, also known as job evaluation, is no less important. We aim to identify and analyse the key areas of, and reasons for, improving, pay and grading/job evaluation systems.

### What the workshop will cover

The workshop will include briefings and discussions about the following key areas:

- The legal basis - laws, regulations, etc. - of current pay and grading arrangements within your organisation
- The potential changes involved. Changing pay and grading arrangements often involves a process which can be a considerable political, as much as a legal, challenge to work through successfully
- The potential financial impact of change. It is important to have a clear and accurate understanding of the potential costs
- The methodology of grading. Different grading systems are used by different public sector institutions around the world. The most successful systems are those which are consistent with their environments and the abilities of human resources professionals to operate and maintain the systems to a good standard
- The process of implementation. Implementation must be planned well in advance and then executed both on time and to the highest possible standard
- Analysis of the impact. Careful monitoring of reform outcomes can alert policy makers to difficult issues if they arise and enable corrective action to be taken.

### How participants will benefit

The workshop will:

- Enable you to understand the theoretical basis of grading systems and how individual jobs can be assessed against objective criteria to provide consistently accurate assessments of relative levels of jobs responsibility throughout your organisation
- Provide you with an understanding of pay systems in terms of how they are constructed; how the cost of reform can be calculated and these systems' interdependent relationship with grading systems
- Let you explore the experience of relevant institutions within the UK and consider relevant international examples of our project work. You will be able to appreciate both key similarities and differences in particular approaches to the whole issue and thereby gain an informed understanding of what will be best suited to your particular context
- Provide you with an understanding of the legal issues surrounding pay and grading reform
- Enable you to have a comprehensive understanding of the practical issues surrounding implementation of any new pay and grading system, particularly in respect of building capacity within your organisation to enable proper ownership of any reform programme
- Provide you with a forum for you to review the strengths and weaknesses of your existing pay and grading system
- Help you develop an outline approach to pay and grading reform in your own organisation and consider possibilities for each of the steps required to implement that reform.

## Next Generation Human Resources:

Transforming people management in the public sector

Fees	Dates	Location
£2,550	16 to 20 June	London

### About the workshop

The workshop will focus on:

- The changing role of HR and the need to ensure that HR professionals are meeting the needs of the organisation, and the outcomes required
- Ensuring that the people agenda is high on the HR focus
- Understanding the latest thinking of HR models and ways of engaging our staff
- Reflecting on your current HR strategy and looking to the future to enhance this process
- Ensuring that mental health and wellbeing are on our agenda for the future
- Exploring AI and the future of AI in the HR function
- Preparing the organisation and the top team for talent management and succession planning for the future
- Ensuring that HR has the right policies and procedures to meet the ever-changing world of work
- Equipping our leaders and managers for success in their roles through a range of learning solutions
- Reflect on the different generations' approach to the world of work and consider how we approach this.

### What the workshop will cover

This highly interactive workshop will include use of group discussions and presentations from HR practitioners and others who are leading and managing people in central Government Ministries. It will also include visits to key relevant institutions and will provide ample opportunity to share and speak directly to those who are responsible for policies and decisions. We will look to expand your current knowledge of the HR and learning and development function in order for you to continue to enhance and develop your HR function on your return to work.

### How participants will benefit

The workshop is designed to:

- Look at the challenges that the HR function face for the future
- Provide an opportunity to reflect on current HR practices and the possible areas for development on your return to work
- Understand how the UK civil service/public sector is adapting to new ways of work in the HR world
- Explore learning and development solutions such as coaching and mentoring
- Benchmark your HR function against current practice
- Share your knowledge and experience with other HR professionals.

### Next Generation Human Resources Workshop

"I wish to thank PAL staff and the Workshop facilitator for the wonderful programme. It was refreshing and the topics presented were an eye opener."

Judamay Williams-Bryan  
Deputy Director  
Ministry of the Public Service  
Barbados

## Emotional Intelligence:

A critical element of organisational success

Fees	Dates	Location
£2,550	22 to 26 September	Dubai

### About the workshop

People make the difference between those organisations that survive versus those that thrive. Understanding people starts with self-awareness and is a foundation for success. Emotionally intelligent leaders use self-awareness to understand themselves and how the impact of self-expression influences relationships. This workshop will equip you with a range of invaluable skills to deal with understanding behaviour, managing mood, stress and conflict to optimise performance of individuals and teams.

Using and developing Emotional Quotient (EQ) and Intelligence Quotient (IQ) together are key to successful leadership, decision making and stress management in the twenty-first century. This workshop will enable you to identify clearly what EQ is, why it is important in leadership and how it can be developed. You will develop EQ skills so as to understand how your own emotions (intrapersonal) and how they impact on relationships (interpersonal). You will also explore how to manage challenging situations, deal with pressure effectively and make good decisions when engaging with other people.

### What the workshop will cover

The workshop will explore how EQ can be used to improve wellbeing, emotional and social functioning and performance.

It covers the five 'realms' of EQ:

- Self-perception
- Self-expression
- Interpersonal
- Decision-making
- Stress management.

It will also give you practical tools to manage conflict effectively.

### How participants will benefit

The workshop is designed to enable you to:

- Gain an insight into EQ, what it is and how you can use it to benefit yourself, your colleagues and your organisation during times of uncertainty
- Develop self-awareness and self-management of personal emotions
- Explore ways to advance personal EQ, including tools to manage conflict effectively
- Understand the consequences of behaviour and weigh decisions before action
- Recognise emotions in others and respond to them to inspire high performance and achieve better results.

*Our London workshops can be attended virtually*

## From Policy to Legislation

Fees	Dates	Location
£2,550	1 to 5 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 needs 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 these two workshops to get a fuller understanding of the policy/legislative process.*

## Advanced Legislative Drafting:

Sharpening your drafting skills

Fees	Dates	Location
£4,520	8 to 19 September	London

### About the workshop

Good quality legislation is vital to the governance of any jurisdiction, and in order to achieve it a high standard of legislative drafting is required. In order to be able to draft effectively, legislative drafters need to have a clear understanding of why legislation is set out as it is, what exactly the functions are of various elements in it (e.g. commencement, objects, application and duration provisions) and how important aspects of legislation can and should operate.

The workshop will enable you to examine different types of common statutes, including those that set up statutory corporations and provide for licensing and taxation.

### What the workshop will cover

The workshop has three main components:

- Examining, discussing and understanding the subjects raised
- Undertaking an intensive series of analysis and discussion exercises designed to enable you to understand the most important elements of, and different types of, modern legislation
- Considering, in the light of drafts produced, and of shared experience, the most practical way in which effective legislative rules may be produced.

You will be invited to give an informal presentation on your own procedures and to identify any particularly pressing problems relating to the drafting of legislation in your home country.

### How participants will benefit

The workshop will:

- Cover in detail some of the finer points of the skill of drafting
- Examine particular elements of statutes and subsidiary legislation
- Look specifically at aspects of drafting (e.g. **retrospectivity, extra-territoriality**) that drafters sometimes find difficult
- Offer guidance about legislative plans
- Help identify area in which your drafting of legislation could be improved.

*Our London workshops can be attended virtually*



## Successful Law Reform:

Practical issues today

Fees	Dates	Location
£2,550	29 September to 3 October	London

### About the workshop

It is crucial that the law is as fair, modern, simple and cost-effective as possible. Reform of the law is vital across the world. 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. Law reformers 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 about law reform in action and is designed for:

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

### What the workshop will cover

The workshop will demonstrate the hallmarks of successful law reform for contemporary needs. It is very practical, covering the whole reform process, from the selection of projects to the implementation of recommendations. Topics range from using modern methods and international cooperation, project planning, research, the advantages of different law reform structures and establishing new law reform institutions, law reform in emergencies such as Covid-19, law reform with limited resources to meet the Sustainable Development Goals. Outside speakers will include other law reformers from the Law Commission for England and Wales and 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 of wide consultation and outside expertise
- Consider legislative and other methods of reforming the law
- Enable you to share experiences with others from different legal and political systems
- Contribute to your professional development.

## Transforming Criminal Justice:

Partnership working and multi-agency approaches

Fees	Dates	Location
£2,550	24 to 28 November	London

### About the workshop

The UK Government's Transforming Justice agenda builds on a huge amount of work aimed at achieving better collaborative arrangements between the various agencies in the justice sector. Police, prosecutors, courts, probation and prison services in the UK now work together in ways unimaginable in the past. How has better co-ordination been achieved without undermining each organisation's specific mission? How can judicial independence and the protection of citizens' rights be preserved alongside closer collaboration between these different justice sector institutions? What will be the impact of new ways of working, such as virtual and remote hearings?

### What the workshop will cover

The workshop will look at the role of the courts, prisons and probation services. It will explore practical strategies for improving collaborative working in the criminal justice system.

The workshop will:

- Examine how change occurs in the criminal justice sector and how citizens and politicians react to these changes
- Review progress to date in making the criminal justice sector work together more effectively
- Explore lessons from situations where barriers to effective partnership working have been overcome
- Analyse how the police do their job and ways in which society holds them accountable
- Discuss the challenges of juvenile crime and making arrangements to ensure justice for the most vulnerable in society
- Examine how performance in courts can be enhanced and delays reduced
- Look at approaches to handling offenders in custody and in society.

### How participants will benefit

The workshop will:

- Familiarise you with the responsibilities of the various agencies in the criminal justice system of England and Wales and how these are held accountable for their work
- Consider special arrangements made for the most vulnerable and the most dangerous in society
- Discuss the arrangements made to handle appeals and resolve potential miscarriages of justice
- Enable you to understand the possible barriers to information sharing and joint decision making and examine the strategies for overcoming such barriers
- Help you to identify practical ways of initiating sustainable change to enhance multi-agency working.

*Our London workshops can be attended virtually*

## Judicial Administration

Fees	Dates	Location
£4,520	30 June to 11 July	London

### About the workshop

Ongoing legal and judicial reforms aimed at transforming the performance of court and tribunal systems and enhancing court administration have been severely impacted in many jurisdictions in recent years. 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 and miscarriages of justice. What does all this mean for the experience of attending court for victims and witnesses - either in person or via virtual hearings?

This workshop is designed to look in depth at the management of court and tribunal systems and the current challenges faced, enabling you to learn about the latest approaches to judicial administration. As well as those applied in England and Wales you will hear about initiatives in other jurisdictions. You will have the opportunity to look at courts at various levels from First Instance Magistrates Courts to the Supreme Court, emphasising pragmatic, applicable approaches for implementing change and rebuilding services based on 'what works'.

### 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 have improved your understanding of:

- The current judicial reform agenda in England and Wales
- Initiatives to clear backlogs
- Approaches to achieving consistency in sentencing
- How to enhance ethical working and reduce the risks of corruption
- Measuring and inspecting court performance
- New approaches to dealing with those involved in court and tribunal proceedings, especially the young and the vulnerable
- The importance of an overall modernisation strategy
- The benefits of judicial case management
- The role of e-systems in the justice sector
- Methods of ensuring consistent judicial information resources and management.

## Judicial Administration:

Improving people's experience of the delivery of justice

Fees	Dates	Location
£2,550	30 June to 4 July	London

### About the workshop

Much has been done over the past 30 years to enhance access to justice in England and Wales. Improved witness and victim services, efforts to ensure consistency in sentencing approaches and rigorous service delivery performance measures have all been introduced, whilst the key principles of judgement by peers and an uncorrupted judiciary have been maintained. Achieving this balance has not been easy, particularly in a period of dramatic cuts to budgets, staff and resources and in the face of the unprecedented challenges of recent years. Through seminar discussions, expert speaker presentations and court visits you will be exposed to the challenges and opportunities of the current justice transformation agenda and hear about the successes and the failures experienced.

### What the workshop will cover

During the workshop you will be able to:

- Hear about the current reform agenda and how the justice sector is being modernised
- Experience approaches to delivering speedy, consistent and fair judgements
- Develop a wide range of techniques for improving the administration of justice and the running of courts
- Understand approaches to reducing the risks of unethical behaviour
- 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 have improved your understanding of:

- The way the justice sector is organised and managed in England and Wales
- The current judicial reform agenda
- Initiatives to achieve speedy justice
- Approaches to achieving consistency in sentencing
- How to enhance ethical working and reduce the risks of corruption
- Measuring and inspecting court performance
- New approaches to dealing with those involved in court proceedings, especially young people and vulnerable people.

*Our London workshops can be attended virtually*

## Judicial Administration:

Effective case management: Reducing delays and clearing backlogs

Fees	Dates	Location
£2,550	7 to 11 July	London

### About the workshop

Court registries are the engine rooms of the judicial system. Judges rely on accurate and complete case files, held securely and available to them in a timely manner. Yet all too often, these same registries are poorly equipped, inadequately staffed and subject to losses through inefficiency or even corrupt acts. These weaknesses lead directly to lengthy delays and the build-up of serious backlogs. Attempts to introduce judicial case management are frustrated and the quality of justice suffers. The good news is that rapid and sustainable improvements to case management systems can be and have been successfully introduced at low cost. This workshop will explore the approaches that have proved successful in a number of countries to build and maintain strong court case management systems.

### What the workshop will cover

During the workshop you will be able to:

- Place improvements in court case management in the context of the wider initiatives to improve the delivery of justice
- Understand the underlying principles and key stages of professional court records management
- Appreciate the opportunities and challenges presented by the introduction of electronic case handling
- Recognise the value of good quality information sources for judges
- Describe approaches to delivering immediate decisions on appeal cases
- Outline the core principles of managing court information projects effectively.

### How participants will benefit

By the end of the workshop, you will improve your understanding of:

- The importance of an overall modernisation strategy
- The benefits of judicial case management
- The key principles of judicial records management
- The role of e-systems in the justice sector
- Methods of ensuring consistent judicial information resources
- Information management-based approaches to enabling extempore appeal judgements
- Ways of improving paper-based and electronic court information and records management
- Approaches to managing court information projects.

## Justice, Fairness and the Rule of Law:

Improving legal systems and access to justice

Fees	Dates	Location
£2,550	12 to 16 May	London

### About the workshop

The rule of law is internationally recognised both as a bedrock of healthy democracy and as a prerequisite of good governance. It embodies respect for the principle of equal access to justice for all citizens, rich and poor, and it renders the legality of public actions by all public servants - including those of top officials and politicians - liable to scrutiny and review by independent courts. These 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 do business with that country.

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 UK 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 manage and deliver their services. It will enable you to 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 experiences of other participants with a view to identifying changes to policy and practice that 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 home country.

*Our London workshops can be attended virtually*

## Public Financial Management:

Aiming for excellence

Fees	Dates	Location
£4,520	31 March to 11 April	London
£4,520	17 to 28 November	London

### About the workshop

If they are to achieve the outcomes their citizens require, public sector organisations need to take a strategic approach to applying their resources optimally. Our Public Financial Management workshops focus on helping you to develop financial strategies that are coherent and targeted at achieving your objectives. We will examine how resources can be effectively planned, monitored and controlled.

### 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 sound asset management
- The effective application of digital technologies
- Financial implications of environmental, social and governance (ESG) factors
- Reporting requirements and the importance of in-year reporting
- An introduction to International Accounting Standards (IPSAS and IFRS)
- Financial risk management
- Contingency financial planning for crises such as environmental emergencies or pandemics
- 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 the role of managers and accountants in financial management
- Support management boards and the political/managerial processes 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
- Help your organisation to plan for sustainability requirements
- Understand the principles, challenges and benefits of International Accounting Standards
- Understand the requirements of donor organisations.

## Strategic Public Financial Management

Fees	Dates	Location
£2,550	31 March to 4 April	London
£2,550	17 to 21 November	London

### About the workshop

Public financial management at a strategic level is part of overall corporate governance, directed towards supporting organisations in achieving their objectives in often challenging environments. This creates a need for excellence in managing resources, including people, assets, money and information. This workshop will focus on developing financial strategies that are interlinked and that form a fundamental part of the organisation's strategic planning, including:

- The big picture - managing financial resources
- Financial management's contribution to effective overall corporate governance and the achievement of strategic objectives
- The linkages between finance, human resources, information and asset management strategies
- The role of the finance function.

### What the workshop will cover

- Good practice in public financial management
- Budgeting and budgetary control
- Medium-term financial planning and programme and performance budgeting
- Integration with corporate strategies
- Financial planning for environmental, social and governance (ESG) requirements
- Financial risk management, including with reference to potential external crises
- Scrutiny and expenditure review
- Standards in public life.

### 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 managers and accountants in financial management
- Support management boards and the political / managerial process more effectively
- Appreciate the corporate governance implications of better management of resources
- Assist your organisation to plan for sustainability requirements
- Implement improved medium-term financial planning and budgeting
- Link the role of budgeting to risk management, performance management and resource allocation.

*Our London workshops can be attended virtually*

## Developing Best Practice In Financial Management

Fees	Dates	Location
£2,550	7 to 11 April	London
£2,550	24 to 28 November	London

### About the workshop

This workshop focuses on helping you to achieve excellence in financial management to enable your organisation to achieve its objectives. We will examine how resources can be 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. The workshop looks at various roles and responsibilities in managing budgets and how these roles and responsibilities should be fulfilled and supported.

The workshop focuses on:

- Optimising the collection of income
- 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, human resources, information and asset management strategies
- Application of modern technology in financial management
- International developments in accounting practice.

### What the workshop covers

- Modern financial management and processes for implementing budgetary control
- Treasury management
- Improving efficiency and value for money
- Internal and external audit
- Income strategy and collection
- The application of modern technology
- Delivering capital programmes, including public-private partnerships
- An overview of International Accounting Standards
- Managing risk and preventing corruption.

### How participants will benefit

It will enable you to:

- Improve and the financial management systems and practices in your organisation
- Understand different approaches to capital programme development and the improvement of infrastructure
- Assist in applying modern technology to improve organisational performance
- Develop an understanding of the opportunities and challenges provided by International Accounting Standards
- Set out how internal and external audit should help organisations to achieve their objectives and improve accountability
- Apply methodologies to assist and improve the value for money of public services.

## International Accounting Standards:

### Implementing IPSAS and IFRS

Fees	Dates	Location
£2,550	10 to 14 March	Dubai

### About the workshop

International Public Sector Accounting Standards (IPSAS), geared to the public sector, and International Financial Reporting Standards (IFRS), for the private sector, are both concerned with the application of a common accrual-based approach to financial reporting to improve governance, transparency and accountability.

The Standards set out how and when transactions should be recognised, measured, reported and derecognised, irrespective of when the cash transactions occur. The aim is to provide more accurate information on financial performance and the financial position. This entails consistently applying accounting principles in revenue recognition, asset accounting, employee benefits, financial instruments, inventories, consolidation and foreign transactions.

A major recent change has been the introduction of International Sustainability Reporting Standards that are concerned with addressing the climate-related aspects of organisations' finances. The workshop will consider the requirements imposed through IFRS S1 and S2 and the related IPSAS Standards.

The major challenge is to achieve the improvements in corporate governance, performance and accountability that are the real prize. This has reinforced the importance of accounting standards and their effective application in creating high standards of financial reporting. This workshop is aimed at assisting you with all three elements and equipping you to play a leading role in improving accounting in your organisation.

### What the workshop will cover

This one-week workshop examines:

- The accounting treatments mandated by the Standards
- Practical approaches to the application of the Standards
- Implications for the management of assets, including cash, and how best to treat pensions and employee remuneration
- The sustainability accounting Standards
- Implications for capital financing options, including the treatment of concessionary loans, hedging and guarantees
- Case studies to highlight the potential consequences of application.

### How participants will benefit

The workshop will enable you to:

- 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 the contribution of good corporate governance
- Improve budgetary control, monitoring and reporting
- Secure external investment and external grant aid and support.

*Our London workshops can be attended virtually*

# International Accounting Standards:

## Implementing IPSAS and IFRS

Fees	Dates	Location
£4,520	23 June to 4 July	London

### About the workshop

International Public Sector Accounting Standards (IPSAS), geared to the public sector, and International Financial Reporting Standards (IFRS), for the private sector, are both concerned with the application of a common accrual-based approach to financial reporting to improve governance, transparency and accountability.

The Standards set out how and when transactions should be recognised, measured, reported and derecognised, irrespective of when the cash transactions occur. The aim is to provide more accurate information on financial performance and the financial position. This entails consistently applying accounting principles in revenue recognition, asset accounting, employee benefits, financial instruments, inventories, consolidation and foreign transactions.

A major recent change has been the introduction of International Sustainability Reporting Standards that are concerned with addressing the climate-related aspects of organisations' finances. The workshop will consider the requirements imposed through IFRS S1 and S2 and the related IPSAS Standards.

The major challenge is to achieve the improvements in corporate governance, performance and accountability that are the real prize. In both public and private sectors, this has created an increased need to understand and manage finances more effectively. This has reinforced the importance of accounting standards and their effective application in creating high standards of financial reporting. This workshop is aimed at helping you with all three elements and equipping you to play a leading role in improving accounting in your organisation.

### What the workshop will cover

The workshop examines:

- The accounting treatments mandated by the Standards
- Practical approaches to the application of the Standards
- Implications for the management of assets, including cash, and how best to treat pensions and employee remuneration
- New Standards including those relating to sustainability
- Implications for capital financing options, including the treatment of concessionary loans, hedging and guarantees
- Case studies to highlight the potential consequences of application.

### How participants will benefit

The workshop will enable you to:

- Understand the implications of the Standards in terms of financial information, decision-making and resource allocation
- Undertake financial and resource management roles more effectively
- Appreciate the contribution of good corporate governance
- Improve budgetary control, monitoring and reporting
- Secure external investment and external grant aid and support.

# International Accounting Standards:

## Understanding the requirements

Fees	Dates	Location
£2,550	23 to 27 June	London

### About the workshop

This workshop explores the major accounting requirements relating to International Public Sector Accounting Standards (IPSAS) and International Financial Reporting Standards (IFRS). It is intended to provide participants with a solid understanding of what is required to comply with the Standards, including those that have recently been introduced. The Standards set out how and when transactions should be recognised, measured, reported and derecognised, irrespective of when the cash transactions occur.

The workshop will also deal with the new International Sustainability Reporting Standards that have been or are being introduced.

For accountants and managers there is a need to understand fully the requirements and the basis upon which financial information, internal and external, needs to be prepared. This workshop is intended to provide that understanding.

### What the workshop will cover

This workshop covers:

- The core principles upon which the Standards are based
- The required financial statements
- The required treatments for the major areas of accounting, including with respect to assets, income and employee benefits
- Accounting for assets
- Accounting for debt and investments
- Accounting for foreign currency denominated transactions.

### How participants will benefit

The workshop will enable you to:

- Understand the major requirements of the Standards
- Be able to develop the application of the Standards in your organisation
- Gain a further understanding of the impact of the Standards on your organisation's reported financial performance and position
- Play a leading role in the application of the Standards.

*Our London workshops can be attended virtually*

## International Accounting Standards:

Towards excellence in practice

Fees	Dates	Location
£2,550	30 June to 4 July	London

### About the workshop

This workshop focuses on helping organisations to achieve the full benefits of International Public Sector Accounting Standards (IPSAS) and/or International Financial Reporting Standards (IFRS). We look at how best to manage the effective application of the Standards and how public and private sector organisations can effectively use financial accounting to improve resource management, corporate governance and accountability.

We will examine improvements in both internal and external reporting. The workshop will explore ways in which technology can be used to streamline accounting and reporting and how that fits into the overall information strategies of organisations.

### What the workshop will cover

The workshop covers:

- Effective reporting under IPSAS and IFRS
- Decision-making using accrual-based information
- Developing the skills which are needed across the organisation
- Applying systems to improve financial reporting and the management of resources
- Financial information and management as part of overall corporate governance.

### How participants will benefit

The workshop will enable you to:

- Understand the implications of the Standards in terms of financial information, decision-making and resource allocation
- Undertake financial and resource management roles more effectively
- Generate the benefits that application of the standards can bring in improving corporate governance
- Lead on the use of technology to improve financial and overall resource management
- Appreciate the role of the external auditors and how to work with them to improve the reliability and value of financial reporting
- Develop the financial management skill sets needed for your organisation.

## Practical Project Planning, Delivery and Evaluation

Fees	Dates	Location
£4,520	28 July to 8 August	London

### About the workshop

A successful organisation has systems, cultures, processes and services that empower and support its people and key stakeholders to achieve the organisation's missions and goals. Effective project management is required to implement and harmonize all those elements. A successful project will move from the ideas, learning through the evaluation to results.

Combining our Successful Project Delivery and Monitoring, Evaluation, Accountability and Learning workshops will enhance your skills in providing effective strategies and practical tools and techniques for the management and development of public and private sector projects. A primary objective of this programme is to ensure that programmes and projects are aligned to the achievement of each participant's organisation or government's strategic objectives and to learn lessons from M&E reviews to improve planning of ongoing and future projects.

### What the workshop will cover

The workshop will boost your skills by equipping you with effective strategies, practical tools and techniques to identify, develop, plan, control, implement and evaluate programmes and projects which are aligned to the objectives of your organisation as well as plan for and manage risks. You will also benefit from extensive practical hands-on experience of the tools and techniques using a realistic case study throughout the programme.

### How participants will benefit

During the week, you will:

- Increase your capabilities to define, appraise, plan, implement and control programmes and projects to deliver strategic benefits for your organisation
- How to initiate and scope projects, from the relatively straightforward through to complex programmes
- The use of logical, strategic and results-orientated frameworks to control programmes and projects
- The role of the evaluator
- Be able to design a monitoring, evaluation, accountability and learning (MEAL) system, set indications and confidently discuss and produce a results framework
- How to collect and use data and communicate recommendations for improvement
- Identify and avoid the common causes of project failure by applying best practice in project and programme management

*Our London workshops can be attended virtually*

## Successful Project Delivery

Fees	Dates	Location
£2,550	7 to 11 April	Dubai
£2,550	28 July 1 August	London

### About the workshop

A successful organisation has systems, cultures, processes and services that empower and support its people and key stakeholders to achieve the organisation’s missions and goals. Effective project management is required to implement and harmonise all those elements. A successful project will move from the ideas, learning through the evaluation to results.

### What the workshop will cover

The workshop will boost your skills by equipping you with effective strategies, practical tools and techniques to identify, develop, plan, control, implement and evaluate programmes and projects which are aligned to the objectives of your organisation as well as plan for and manage risks. You will also benefit from extensive practical hands-on experience of the tools and techniques using a realistic case study throughout the programme.

### How the participants will benefit

During the week, you will:

- Increase your capabilities to define, appraise, plan, implement and control programmes and projects to deliver strategic benefits for your organisation
- How to initiate and scope projects, from the relatively straightforward through to complex programmes
- The use of logical, strategic and results orientated frameworks to control programmes and projects
- Identify and avoid the common causes of project failure by applying best practice in project and programme management.

## Monitoring, Evaluation, Accountability and Learning

Fees	Dates	Location
£2,550	7 to 11 April	Dubai
£2,550	4 to 8 August	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 and that real benefits are being achieved. Good M&E plays a vital part in enabling this.

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, Accountability and Learning (MEAL) processes and practices, from the policy development stage through to final outcomes.

### What the workshop will cover

It will draw on a wide variety of scenarios and examples to demonstrate the tools, processes and procedures that will cover:

- How to use logical frameworks, Theory of Change, and other key M&E techniques
- Building in learning opportunities from the start
- Results-based MEAL
- Qualitative evaluation approach
- Using impact assessments
- Identification of key performance indicators and how to use them
- Modern data collection techniques, data analysis and management
- Practical approaches to MEAL
- Planning and tracking the benefits of projects, starting from the outline business case
- Value for money
- How to collect and use lessons learned for future programmes.

### How participants will benefit

The workshop will enable you to:

- View the MEAL process from end to end
- Establish the basics for setting up a MEAL facility
- Obtain “ready-to-use” templates
- Through a series of practical exercises, help you to practise using processes and procedures
- Improve the effectiveness of the MEAL process to help assess programme impacts and give assurance to existing and potential stakeholders
- Use trending and risk management to ensure ‘early warning’ and other strategies for preventing failures
- Identify problems; better decision making.

*Our London workshops can be attended virtually*



# Booking information and terms and conditions

## How to apply

Please complete the online booking form on our website: [www.public-admin.co.uk](http://www.public-admin.co.uk). Please contact us if you would like us to send you a hard copy of the booking form.

## Fees

Fees are payable 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 elsewhere, you will be responsible for your own airport transfers). Refreshments and lunch during each working day are also included in the fee.

## 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 or fewer 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.

## Value Added Tax

UK Value Added Tax (VAT) regulations, effective from 1 October 1993, state that training services are zero-rated for Government officials/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

## 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 bank account. Bank details will be sent to you with your acceptance letter.
2. By banker's draft or a cheque in pounds sterling, addressed to Public Administration International Limited and posted to:  
Public Administration International  
56 Russell Square  
London, WC1B 4HP  
United Kingdom  
Payment may also be made by debit/credit card.

### 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 eight 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 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

For face-to-face workshops we will provide you with an 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. 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, where possible, include visits to key Government Departments and related agencies in the UK.

*“This is definitely one of the most organised and educative workshops I have attended.”*

Hon Cheboi Moses Kipkemboi  
Deputy Speaker  
National Assembly  
Kenya

*“This is a remarkable training programme. Everything was good. I have gathered much experience about how to develop our criminal justice system.”*

Md. Nazimuddaula  
Chief Judicial Magistrate  
Office of the President  
Bangladesh

## Tailor-made workshops

### Our services

As well as our scheduled open workshops in London and elsewhere, we can provide tailor-made workshops in the UK, in your country or other locations. This option enables organisations to train groups of staff, providing significant value for money. We work closely with you to provide workshops and training adapted to meet your particular needs. PAI has many years' experience of designing, delivering and evaluating tailor-made programmes, from one day to two or three weeks. We have run workshops, seminars and training programmes for more than 160 different countries, welcoming over 10,000 participants.

### 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 at the front of this booklet), we can design and deliver training in a wide range of topics, from broad public sector management, leadership and policy programmes to specialised areas such as legislative drafting, digital transformation, pensions reform and culture and heritage.

To find out more, discuss options or ask for a quotation, please contact us on +44 (0)20 7580 3590, mobile +44 (0) 7518 934368 or email us at: [denise.smart@public-admin.co.uk](mailto:denise.smart@public-admin.co.uk) or [pai@public-admin.co.uk](mailto:pai@public-admin.co.uk)

## Tailor-made workshops: recent examples

The following are selected examples showing the diversity we are able to offer:

### Bangladesh

Arranged two tailor-made study visits for senior civil servants from the Cabinet Division and a range of other Ministries and Agencies from the Government of Bangladesh. The visits were part of an EC-funded project called Platforms for Dialogue, implemented by the British Council. The focus of the first week was on change management in the public sector and how governments can improve their relationships and engagement with civil society. The second study visit covered public management, leadership and governance.



### Ghana

Tailor-made workshop on strategy development for members of the Strategic Planning and Budget Committee from the Bank of Ghana. High-level programme exploring strategic thinking, scenario planning, stakeholder engagement, assessing the cost of strategies, planning for implementation, strategy monitoring and evaluation, reporting on and communicating decisions



### Kenya



Designed and ran a two-week programme on Legislative Drafting for lawyers from the National Assembly. The first week was face-to-face and took place in Tanzania and the second week was delivered online. This was followed by a further one-week programme for lawyers from the Directorate of Legal Services and the Directorate of Litigation and Compliance in the Senate. This programme took place in Nairobi.

### Nigeria

Two one-week workshops on International Accounting Standards for the Forum of Commissioners for Finance. The programmes covered the accounting and reporting requirements of the International Public Sector Accounting Standards and the International Financial Reporting Standards and enabled the participants to formulate implementation plans for achieving the standards.



### Thailand

A one-week professional development workshop on Leading Change: Strategy, implementation and people for senior officials from the Office of the Council of State, Thailand. The workshop was funded by the Office of the Council of State.

### Turkish Republic of North Cyprus

Study visit from the Mayor of Gonyeli Municipality, one of the local government authorities in Nicosia, northern Cyprus, and a team of senior officials. Focused on aspects of local government development in the UK, including performance management, customer service, stakeholder engagement, city management challenges and regeneration. The group had briefing sessions and discussions with mayors and key counterparts in UK local authorities.



### Uganda

A highly specialised one-week programme on pension fund investment policy and managing risks in investments for the Chair, Members of the Specialised Investments and Project Monitoring Committee and staff of the National Social Security Fund. Included a visit to the UK Pension Protection Fund Investment Office. Funded by the NSSF.

# 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 featured below.

## Consultancy case studies: recent examples

### Consultancy case studies: recent examples



#### Barbados: Functional Reviews of Six Government Ministries

Conducting Functional Reviews of Six Government

Ministries for the Government of Barbados to assess core functions, organisational structures and staffing to: determine their strategic alignment with the respective Ministry; assess the overall effectiveness and efficiency of each Ministry in achieving their mandate; provide recommendations for greater strategic alignment across Government. Funded by the Inter-American Development Bank.

#### Botswana: Work Ethic Improvement for the Botswana National Productivity Centre



A project to undertake a review of the leadership, work ethics and work culture challenges within the Botswana National Productivity Centre. Focusing on designing and implementing a capacity development learning programme that leverages a mixture of tools and approaches based on global best practice. Funded by the United Nations Development Programme.



#### Ireland: Review of Organisational Structures and Design of the Civil and Public Service

Reviewing organisational structures and design of the Irish Civil and Public Service. Providing support to Irish national authorities in improving their capacity to design, develop and implement reforms. Technical advice included undertaking an in-depth analysis of Irish Civil and Public Service structures and design following the Covid-19 pandemic and the emerging impact of Brexit. Funded by the European Commission.

#### Mongolia: Developing a Civil Service Competency Framework



Developing, institutionalising and rolling out a Civil Service Competency Framework through using participatory approaches, providing toolkits, piloting the Framework and monitoring its implementation. The Competency Framework is for all positions at two selected Government bodies and for all grade levels. Funded by the United Nations Development Programme.



#### North Macedonia: Good Governance Practices and the Functioning of the Centre of Government

Providing advice and mentoring for the Cabinet of the Deputy Prime Minister on centre of government functioning, effective policy development and co-ordination and good governance. The project included a tailor-made study visit to the UK for North Macedonian journalists responsible for commenting on and monitoring Government policy, programmes and performance. Funded by the British Embassy, Skopje, and run in partnership with the Centre for Change Management, North Macedonia.

#### Turkey: Increasing Policy Making Capacity in the Field of Labour Migration



A project to raise awareness and improve the Turkish Government's capacity in policy making, implementation, monitoring and evaluation of labour migration and national employment policies and provide support with sectoral studies and research. Implemented in a consortium led by WYG (Turkey) and funded by the European Commission.

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

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