

# How to Assess an Organisation's Effectiveness



One-week professional development workshop  
11 to 22 March 2019



ACCREDITED  
BRITISH ACCREDITATION COUNCIL  
ACCREDITED SHORT COURSE PROVIDER

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

## About the workshop

These workshops are in two modular weeks which can be attended as separate modules or combined to gain a more comprehensive understanding of internal audit and performance management.

Week one will show you how internal audit and risk management can add value to these systems and processes and support the achievement of organisational objectives. It sets out current good practice in both these areas and gives an excellent opportunity for you to visit a selection of public sector bodies to talk to practitioners. Case studies offer practical examples and insights during the week.

Week one has been designed to allow you to:

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

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

Week two will enable you to:

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

## What the workshop will cover

The workshop will involve discussion sessions and practical case study material, with a range of visits to key practitioners to examine the elements of good practice in these important and developing areas. It aims to be highly interactive and you are encouraged to: share your own experiences; debate the potential added value to your own situation from applying some of the features of models used in the UK; and consider skills and resources required to develop a framework for risk management and internal audit.

## Who is it for?

The workshop is for:

- Senior managers with specific responsibility for governance, including internal audit or risk management. The workshop provides guidance on good practice developments which you can use to develop further your own governance arrangements
- Heads of internal audit and their senior managers. The workshop will familiarise you with current good practice developments and assist you in providing assurance to senior management. It also covers risk management, both as a vital management process in its own right and as a key tool in internal audit planning to focus attention where it is most needed.
- Senior managers responsible for maintaining or introducing performance management
- Senior managers responsible for business planning, corporate performance, reform projects and governance issues
- Senior managers needing guidance on value for money
- Senior managers responsible for organisational change management programmes.

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

## How you will benefit

The workshop is designed to allow you to:

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

Workshop notes, presentations and a range of different materials will be provided on a sim-enabled Android tablet for you to use during the workshop and for future reference and follow up.

*“The workshop was interactive and added value to my profession. Interesting discussions with the Wales Audit Office and the internal auditor were the best.”*

Faith Waithira  
Internal Auditor

Public Sector Accounting Standard Board, Kenya

Programme outline

Week 1	AM	PM
Day 1	<p>Welcome and introductions</p> <p>Achieving objectives: the role of risk management and internal audit</p> <p>Main elements of successful risk management</p> <p>Key success factors and problem areas for risk management</p>	<p><i>Visit to a public sector body:</i></p> <ul style="list-style-type: none"> <li>• Practical experience of risk management and internal audit</li> <li>• Discussions with staff</li> </ul>
Day 2	<p>Developing a risk register:</p> <ul style="list-style-type: none"> <li>• Case study to develop a risk register, including strategic plans and performance targets</li> </ul> <p>Participants' informal presentations</p>	<p>Main elements of successful internal audit</p> <p>Internal audit structures and independence</p> <p><i>Late afternoon travel to Cardiff, Wales</i></p>
Day 3	<p><i>Visit to another public sector body:</i></p> <ul style="list-style-type: none"> <li>• Practical experience of risk management and internal audit</li> <li>• Discussions with staff</li> </ul>	<p><i>Visit to Wales Audit Office :</i></p> <ul style="list-style-type: none"> <li>• Co-operation between internal audit and external audit</li> <li>• Approaches to performance audit</li> </ul> <p><i>Late afternoon travel back to London</i></p>
Day 4	<p>Risk-based internal audit planning:</p> <ul style="list-style-type: none"> <li>• Case study to develop a risk-based internal audit plan, including assessment of risk and experience of previous audits</li> </ul> <p>New and emerging internal audit issues:</p> <ul style="list-style-type: none"> <li>• Discussion on new issues in the UK</li> </ul>	<p>Audit approaches, including systems-based and substantive work</p> <p><i>Visit to a public sector body or visiting speaker to discuss current developments in:</i></p> <ul style="list-style-type: none"> <li>• Governance</li> <li>• Internal audit</li> <li>• Risk management</li> </ul>
Day 5	<p>Performance audit for internal audit:</p> <ul style="list-style-type: none"> <li>• Case study to identify performance audit topics and to develop the approach to be adopted</li> </ul> <p>Putting developments into practice:</p> <ul style="list-style-type: none"> <li>• Comparison between UK practice and participants' own experience of internal audit</li> </ul>	<p>Workshop conclusion:</p> <ul style="list-style-type: none"> <li>• Action planning</li> <li>• Review and evaluation</li> <li>• Presentation of certificates of attendance</li> </ul>

Week 2	AM	PM
Day 1	<p>Welcome and introductions</p> <p>What is performance management (PM)?</p> <p>Why is it important?</p> <p>Previous approaches to performance measurement</p>	<p>Participants' informal presentations</p> <p>Performance frameworks</p> <p>Outline of the steps required for success</p>
Day 2	<p>Agreeing the important elements:</p> <ul style="list-style-type: none"> <li>• Organisational vision, mission and goals</li> <li>• Understanding outputs and outcomes</li> <li>• Logframes and the theories of change</li> </ul>	<p><i>Visit to a public sector organisation to discuss their approach to performance management</i></p>
Day 3	<p>Agreeing the important elements (continued)</p> <ul style="list-style-type: none"> <li>• Target Operating Models</li> <li>• Stakeholder analysis and consultation</li> <li>• Governance arrangements</li> </ul>	<p>Performance assessment and the use of performance indicators</p> <ul style="list-style-type: none"> <li>• What should we measure?</li> <li>• Using measurement to learn and develop</li> <li>• Dashboard reporting</li> </ul>
Day 4	<p>Creating the right conditions</p> <ul style="list-style-type: none"> <li>• Building a supportive culture</li> <li>• Budget and target setting</li> <li>• Finance Business Partnering</li> </ul> <p>Different models for performance management e.g.:</p> <ul style="list-style-type: none"> <li>• European Foundation for Quality Management (Europe)</li> <li>• Capability Reviews (UK, Australia)</li> </ul>	<p><i>Visit to a public sector organisation to discuss performance management arrangements</i></p>
Day 5	<p>Value for money</p> <ul style="list-style-type: none"> <li>• What does it mean?</li> <li>• A case study on applying the concept</li> <li>• How to adapt the principles to your organisation</li> </ul>	<p>Putting developments into practice</p> <p>Workshop conclusions</p> <ul style="list-style-type: none"> <li>• Action planning</li> <li>• Review and evaluation</li> <li>• Presentation of certificates of attendance</li> </ul>

We reserve the right to change the programme as necessary.

### Language

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

### Location and arrival arrangements

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

### Fees

The fee for the workshop will be £3,945. The fee for attending just Week One is £2,190 and for just Week Two £2,220. It includes tuition, travel to and from the airport in London, travel on scheduled visits which form part of the programme, travel and one night's accommodation while on the visit outside London<sup>1</sup>, presentation material and other documentation. . It also includes a sim-enabled Android tablet for you to use during the workshop and take home with you. We also provide a light lunch and refreshments during each working day as part of the fee.

### Other costs

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

### Value Added Tax

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

### Ways to pay

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

### Discounts

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

### Cancellation

If you have to cancel your booking, you must let us know in writing and we will acknowledge in writing your cancellation.

### Substitutions and transfers

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

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

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

### Insurance

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

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<sup>1</sup>Travel to and from the airport in London, travel on scheduled visits during the workshop, return travel and one

## Workshop Directors

The Workshop Directors will be Graham Marsden and Jane Squire. Graham has 40 years' audit, consulting and training experience. Much of his time is currently spent on key audit, financial management and accountability issues at institutional and country level in the UK and Europe. He works regularly on high level assessments of financial management, governance and accountability in countries planning for EU membership. He has also worked on a large number of projects to review financial management arrangements, including governance, performance management, audit and risk, in some of the largest public sector bodies in the UK. His experience covers assignments in 18 countries in Europe, Africa, South Asia and the Pacific. He is a qualified accountant in the public sector (member of the Chartered Institute of Public Finance and Accountancy).

Jane has 6 years' operational financial management experience and 33 years' external audit, consulting and training experience. She has worked in both the private sector and the public sector, including spending 20 years at the National Audit Office (NAO), working on performance audit. She has experience in the UK and overseas including in the USA and 11 countries in Europe. Jane carries out high profile independent reviews of financial management, corporate governance, performance management, internal audit and risk management, in UK central government, agencies and local government. She has extensive training experience both at professional qualification level (e.g. CIPFA in Slovenia) and for organisational transformation (e.g. 10 years at the European Court of Audit). Jane is a qualified accountant in the public sector (member of the Chartered Institute of Public Finance and Accountancy) and holds the Association of Project Managers qualification. She has published technical papers for CIPFA and the World Bank and is a senior examiner of the BSc Applied Accounting degree at Oxford Brookes University.

## Who we are

PAI (Public Administration International) specialises in management consultancy, training and development services for organisations in, and associated with, the public sector worldwide. We provide advice and support for governments going through political, economic, structural and legislative change. Our extensive network of associates includes practitioners, academics and independent consultants. Our key objectives are promoting good governance and good practice in delivering public services. This workshop is one of a number of specialist UK-based professional development workshops designed to meet the needs of public services worldwide.

We pride ourselves on our:

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

## How to apply

Please complete the PAI application form and post, fax or email it to Amanda Anderson Manager, at the address on the bottom of the page.

You can also apply online via our website [www.public-admin.co.uk](http://www.public-admin.co.uk)

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

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

## Where we are



## Public Administration International

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