



# CALENDAR

of Training Courses  
and Programmes

**June 2011 – May 2012**

Governance and Management Services International

[www.gmsiuk.com](http://www.gmsiuk.com)



## CONTENT

Foreword	3
Testimonials	4

### *JUNE – SEPTEMBER 2011*

State and Governance	7
Growing Leaders	9
Policy and Advice	10
Management and Change	11
Human Resources	12
Local-Level Governance	13
Budget, Finance and Procurement	14
Economics, Enterprise and Development	15
Managing for Profit	16
Ombudsman, Human Rights and Anti-Corruption Agencies	17
Policing Developing Democracies	18
Enhancing Personal Effectiveness	19
Special Programmes	20

### *OCTOBER 2011 – JANUARY 2012*

State and Governance	23
Growing Leaders	25
Policy and Advice	26
Management and Change	27
Human Resources	28
Local-Level Governance	29

<b>Budget, Finance and Procurement</b>	<b>30</b>
<b>Economics, Enterprise and Development</b>	<b>31</b>
<b>Managing for Profit</b>	<b>32</b>
<b>Ombudsman, Human Rights and Anti-Corruption Agencies</b>	<b>33</b>
<b>Policing Developing Democracies</b>	<b>34</b>
<b>Enhancing Personal Effectiveness</b>	<b>35</b>
<b>Special Programmes</b>	<b>36</b>

***FEBRUARY – MAY 2012***

<b>State and Governance</b>	<b>39</b>
<b>Growing Leaders</b>	<b>40</b>
<b>Policy and Advice</b>	<b>42</b>
<b>Management and Change</b>	<b>43</b>
<b>Human Resources</b>	<b>44</b>
<b>Local-Level Governance</b>	<b>45</b>
<b>Budget, Finance and Procurement</b>	<b>46</b>
<b>Economics, Enterprise and Development</b>	<b>47</b>
<b>Managing for Profit</b>	<b>48</b>
<b>Ombudsman, Human Rights and Anti-Corruption Agencies</b>	<b>49</b>
<b>Policing Developing Democracies</b>	<b>50</b>
<b>Enhancing Personal Effectiveness</b>	<b>51</b>
<b>Special Programmes</b>	<b>52</b>
<b>Fees and Application</b>	<b>53</b>
<b>Training Registration Form</b>	<b>55</b>

## FOREWORD

GMSI is pleased to present its 2011 – 2012 Calendar of Events.

GMSI is a leading UK-based international training and consultancy firm. This booklet outlines our schedule of Training Courses and Capacity Development Programmes, from June 2011 – May 2012.

GMSI's unique portfolio of programmes are designed to deliver cutting-edge ideas, facilitate access to international best practices and assist our participants to translate innovative solutions into concrete results and benefits.

GMSI's programmes are supported by a network of experts and associates in over 50 countries around the world. The firm also benefits from regular professional guidance and insight from an International Advisory Group of distinguished scholars and practitioners.

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

For more information/advice or to request to participate in any of the training courses and programmes, please email us at: [gmsi@gmsiuk.com](mailto:gmsi@gmsiuk.com).

Alternatively you can contact us at the following address:

Governance and Management Services International  
Suite 7, Jamaica Wharf  
2, Shad Thames  
Tower Bridge  
London SE1 2YU  
United Kingdom

Tel: + 44 (0)20 7403 6070

Fax: + 44 (0)20 7403 6077

Email: [gmsi@gmsiuk.com](mailto:gmsi@gmsiuk.com)

Website: [www.gmsiuk.com](http://www.gmsiuk.com)

## TESTIMONIALS

Programme on *'Facts and Decisions – Enhancing Ombudsman Investigation'*

***'The programme was very informative and it introduced me to a lot of new ideas which I intend to take on board when I get back home.'***

Ms D. Maseng, Legal Investigator, Office of the Ombudsman, Botswana

Programme on *'Enhancing Effectiveness – Improving Leadership and Governance'*

***'Overall the programme could be summarised in one word, professional.'***

Mr E. Huanga, Director, Ministry of Defence, Namibia

Programme on *'When Managers Deliver – Making Government Effective'*

***'It is my candid opinion that GMSI has chosen the right target of giving the less developed countries the opportunity to effect the necessary change in their environment.'***

Mr I. Ismaila, Deputy Director, Finance, FCTA, Nigeria

Programme on *'Managing at the Top'*

***'Great! It was time well spent and I think each presenter brought valuable aspects to the table'***

Ms R. Tyrrell, Permanent Secretary, Cabinet Office, Bermuda

Programme on *'Managing Public Finance – Implementing International Best Practice'*

***'Just to thank the staff of GMSI for the excellent public relations and the facilities extended to me. Very good programme, interacting, educating and excellent.'***

Mrs N.M Njie, Deputy Permanent Secretary, Foreign Affairs, The Gambia

**JUNE – SEPTEMBER**  
**2011**



## State and Governance

		June	July	August	September
1.	Making States Work Better- Facilitating Governmental Performance	6-17		1-12	
2.	Integrity in Government – Developing Ethical Leaders and Managers		11-15		12-16
3.	Leading and Succeeding in Government – International Study Programme for Ministers, Political Heads and State Executives		5-7		27-29
4.	Making Good Governance Possible – Institutionalising Accountability, Transparency and Performance in Government		18-22	15-19	
5.	Enhancing State Legislatures – Governance, Institution and Leadership in Changing Times	20-24			19-23
6.	Building Capable Watchdogs – Enhancing Legislative Oversight of Government	13-17			5-9
7.	Supporting Legislatures – Strengthening the Role of Parliamentary Staff, Committee Clerks and Technical Advisers		4-8		12-16
8.	Preventing State Failure – Strengthening Leadership and Governance for Development		11-15	29 Aug–2 Sep	
9.	Reforms at Risk – Preventing Failure, Securing Sustainability	6-10		8-12	
10.	Policing Governance – Leading and Managing Oversight and Regulatory Institutions	13-24		15-26	26 Sep–7 Oct
11.	Sustaining Democratisation - Building Young Democracies		4-15		19-30
12.	Keeping the Peace – Implementing Sustainable Post-Conflict Strategies			1-5	5-9
13.	Transforming Societies - Rebuilding Fragile States	13-17		15-19	
14.	Ensuring Sustainability and Viability - Leading and Managing Non-Profit Organisations Strategically		11-15		6-8
15.	Non-Profit Organisations – Governance, Management and Performance in a Changing Public Sector Environment	27 June-8 July		29 Aug-9 Sep	
16.	Enabling the Referee – Strengthening the Role and Operations of Election Management Bodies	20-24		8-12	
17.	Competing to Govern – Developing Advisers, Managers and Staff of Political Parties in Developing Democracies		25-29		12-16
18.	Trust in the Referee – Ethics, Integrity and Professionalism in Election Administration	6-10		1-5	
19.	Trust in the Frontline – Developing Ethical Officials and Service Providers		18-22		26-30
20.	Facilitating Progress – Strengthening the Role		11-15		19-23

	and Operations of Non-Governmental Development Organisations				
21.	Enhancing Effectiveness – Improving Leadership and Governance	Available on Request			
22	Accountability for Performance – Executive Seminar on Rethinking Governance in the Twenty-first Century	Available on Request			
23.	Special Study Programme for First Ladies on Promoting Development – Complementing Leaders	Available on Request			
24.	International Study Visit on Sustaining Good Governance	Available on Request			

Programme on *‘Managing People – Modernising Public Employment’*

***‘The programme on the whole was very rewarding and enjoyable. I would like to see other members of the Commission and other bodies participate on the programme’***

Mr G. O. Bright, Chairman, Public Service Commission, The Gambia

Programme on *‘Agents and Catalysts – ‘Advancing Gender Equality in Governance and Development’*

***‘Very fruitful course. Will go a long way towards changing the poor situation of women in our society’***

Pastor I. Anyanwu, Director of Administration, Rivers State Government, Nigeria

## Growing Leaders

		June	July	August	September
1.	Inspiring Trust – Making Leadership Credible	14-16		9-11	
2.	Managing at the Top – Programme for Permanent Secretaries, Chief Executive Officers and Heads of Public Organisations		19-21	23-25	
3.	Preventing State Failure – Strengthening Leadership and Governance for Development	6-10		15-19	
4.	Leading and Succeeding in Government – International Study Programme for Ministers, Political Heads and State Executives		5-7	23-25	
5.	Leaders in Transition – Implementing New Leadership Roles			15-19	19-23
6.	Managing Relations at the Top – Ministers and the Top Civil Service in Developing Democracies	21-23			20-22
7.	Managing Government Finances – Developing the Role of Chief Executives as Accounting Officers		11-15	29 Aug-2 Sep	
8.	Leading Small and Micro States – Governing in Challenging Times		5-7	8-12	
9.	Growing Effective Leaders – Making Governance Relevant to Citizens and Communities		18-22		5-9
10.	Sustaining Change – Leading Young and Fragile Democracies		4-8		26-30
11.	Building Leadership Talent – Preparing Public Managers for Higher Roles and Responsibilities	13-17			12-16
12.	Accountability for Performance – Executive Seminar on Rethinking Governance in the Twenty-first Century	Available on Request			
13.	Special Study Programme for First Ladies on Promoting Development – Complementing Leaders	Available on Request			
14.	International Study Visit on Leadership in Business and Government	Available on Request			

## Policy and Advice

		June	July	August	September
1.	Thinking on Your Feet – Enhancing Capacity for Decision-making and Problem Solving in Government	20-24		8-12	
2.	Making Policy Happen – Developing Capacity for Formulation and Programme Delivery		11-15		19-23
3.	Selling Proposals - Writing and Communicating Policy Messages Effectively	6-10			5-9
4.	Speaking Truth to Power – Giving Advice to Leaders and Heads		4-8	1-5	
5.	Leaders in Transition – Implementing New Leadership Roles			15-19	19-23
6.	Doing Development Research – Facilitating Evidence-based Decision-making	27 June-1 July			12-16
7.	Supporting Cabinets – Facilitating Government Co-ordination and Decision-making	13-17		22-26	
8.	Supporting Leadership – Enhancing the Role of Policy Advisers, Special Assistants and Ministerial Staff		18-22		19-23
9.	The Business of Ideas – Developing Government Think Tanks		11-15	15-19	
10.	Solving Problems – Analysing Public Policies		25-29		26-30
11.	What Worked? - Conducting and Building Capacity for Policy Evaluation	20-24			5-9
12.	Engaging Citizens - Enhancing Public Participation in Policy Making	13-17		1-5	
13.	Enhancing the Quality of Governance – Programme on Design and Content of Government Policy	Available on Request			
14.	International Study Visit on Policy and Advice	Available on Request			

## Management and Change

		June	July	August	September
1.	Maximising Potential – Managing in Government Competently		11-15	8-12	
2.	Being a Civil Servant – Developing Managers and Professionals			15-19	5-9
3.	Serving the Customer – Improving Service Delivery	13-17	25-29		
4.	Strengthening the Frontline – Delighting Citizens, Clients and Customers	20-24		22-26	
5.	Thinking Differently, Manage Differently – Developing Civil Servant for Challenging Times		4-8		19-23
6.	Marketing Public Services – Learning from International Best Practice	13-17		1-5	
7.	Focussing on Real Needs – Implementing Outcomes-based Governance				
8.	Facilitating Transformation - Building Capacity for Public Sector Modernisation		8-12		26-30
9.	Reforms at Risk – Preventing Failure, Securing Sustainability	6-10		8-12	
10.	Transforming State-level Governments – Building Capacity for Achieving Results and Sustainable Performance		25-29	22-26	
11.	Revitalising Service Commissions - Modernising Public Service Management	27 June-1 July			19-23
12.	E-Governance – Benefits and Opportunities for Improved Public Management		4-8		26 Sep-7 Oct
13.	Making the Future Happen – Strategic Planning and Management in Government	20-24		15-19	
14.	Delivering Differently – Implementing the Executive Agency Model		8-12		12-16
15.	Contracting Public Services – Approaches, Management, Best Practice	27 June-1 July		29 Aug-2 Sep	
16.	Securing the Past – Good Governance through Better Record Keeping		11-15		12-16
17.	Conveying the Message – Managing Media and Public Relations of Government	6-10			5-9
18.	Working Across Boundaries – Facilitating Collaboration, Partnerships and Joined-Up Management in Government	20-24	4-8		
19.	Modernising Public Management – Tailored Programme for Senior Public Service Executives	Available on Request			
20.	When Managers Deliver – Making Government Effective	Available on Request			
22.	International Study Visit on Public Sector Management	Available on Request			

## Human Resources

		June	July	August	September
1.	Getting Results, Sustaining Performance – Managing and Sustaining Performance in the Civil Service		11-15	8-12	
2.	Managing People – Modernising Public Employment	27 June–1 July			12-16
3.	Maximising Talent - Managing Training and Development in Government		4-8	15-19	
4.	Hiring the Best – Selecting and Interviewing in the Public Sector	13-17	18-22		
5.	Enhancing Public Sector Performance – Designing and Implementing Effective Programmes and Systems		11-15		26-30
6.	Harmony in the Workplace – Enhancing Critical Competencies in Conflict Resolution and Management		25-29	22-26	
7.	Optimising Future Assets – Enhancing Youth Capability in Governance and Development	6-10			19-23
8.	Managing Diversity – Maximising Inclusiveness for Enhanced Performance	13-17		8-12	
9.	Making Change Happen – How Managers Transform their Organisations			1-5	12-16
10.	Maximising Potentials, Mainstreaming Roles – Advancing Gender Equality in Governance and Development	20-24		22-26	
11.	Solving Problems – Analysing Public Policies		25-29		26-30
12.	Growing High-Performers – Building and Managing Teams That Exceed Expectations	27 June-1 July		22-26	
13.	Maximising Consultants’ Inputs – Making the Most of External Advisers		25-29		5-9
14.	First Amongst Equals – Leading Professionals and Specialists	6-10	11-15		
15.	Securing the Best – Growing Talent in Government	20-24		1-5	
16.	Managing Your People – Creating High-Performing Teams		4-8	8-12	
17.	Making Consulting Profitable – Revitalizing the Business Model of Schools and Institutes		18-22		19-23
18.	Leading Training Organisations – Study Programme for Schools and Institutes	13-17			26 -30
19.	Sports Development - Policies, Processes, International Best Practice	6-10			26-30
20.	Facilitating Development – Professional Attachment for Scholars, Trainers and Practitioners	Available on Request			
21.	Enhancing Effectiveness – Inspiring Leadership and Governance	Available on Request			
22.	International Study Visit on Human Resources and Development	Available on Request			

## Local-Level Governance

		<b>June</b>	<b>July</b>	<b>August</b>	<b>September</b>
1.	Serving the People Better – Enhancing Local Government Performances	13-17	4-8		
2.	Building Effective Local Governance – Developing the Capacity of Leaders, Councillors and Senior Managers of Local Authorities		18-22		8-12
3.	Improving Local Governance – Enhancing the Quality of Life of Local Communities	6-10		5-9	
4.	Making Decentralisation Work – Learning from International Best Practice			1-5	12-16
5.	Enhancing Public Sector Performance – Designing and Implementing Effective Programmes and Systems		11-15		26-30
6.	Ensuring Sustainability and Viability - Leading and Managing Non-Profit Organisations Strategically	13-17			5-9
7.	Facilitating Progress – Strengthening the Role and Operations of Non-Governmental Development Organisations		4-8	8-12	
8.	Advancing Community Well-being - Building Capacity of Local Authorities to Create Wealth		25-29	22-26	
9.	Making Change Happen – How Managers Transform their Organisations			1-5	12-16
10.	Growing Effective Leaders – Delivering Services Better for Citizens and Communities		18-22		5-9
11.	Managing Local Government Finance – Balancing Accountability and Performance for Better Governance			1-5	26-30
12.	Facilitating Development – Professional Attachment for Scholars, Trainers and Practitioners	Available on Request			
13.	International Study Visit on Local-level Governance	Available on Request			

## Budget, Finance and Procurement

		June	July	August	September
1.	Managing Public Finance – Implementing International Best Practice	13-17		1-5	
2.	Public Sector Financial Reporting – The Why, What and How of Financial Statements		4-8		5-9
3.	Improving Local Governance – Enhancing the Quality of Life of Local Communities	20-24		8-12	
4.	Planning for the Future – Adopting Medium Term Expenditure Frameworks (MTEF)				19-23
5.	Modernising Budgeting and Budgeting Control		11-15		26-30
6.	Enhancing Financial Accountability - Improving Internal Audit in Government	6-10	25-29		
7.	Modernising External Audit – Strengthening The Role and Operations of Supreme Audit Bodies	27 June-1 July			26-30
8.	Maximising Resources – Reforming Taxation and Revenue Generation in Government		18-22	1-5	
9.	Coping with Uncertainties - Managing Risk and Crises in the Public Sector			15-19	5-9
10.	Future Surety – Managing Pensions in the Public Sector	6-10			19-23
11.	Purchases and Contracts – Managing and Regulating Procurement in the Public Sector		25-29	8-12	
12.	Better Management of Public Assets – Policies, Institutions, International Best Practice		11-15		26-30
13.	Managing Local Government Finance – Balancing Accountability and Performance for Better Governance			1-5	26-30
14.	Outsourcing in Government – Principles, Policies and Best Practice	13-17		22-26	
15.	International Study Visit on Better Financial Management and Reforms	Available on Request			

## Economics, Enterprise and Development

		June	July	August	September
1.	Creating Something New – Managing Programmes and Projects in the Public Sector	20-24		1-5	
2.	Alleviating Poverty – Localising the MDGs		11-15		5-9
3.	Better Lives for All – Designing and Implementing Pro-Poor Development Strategies	13-17	4-8		
4.	Creating Wealth – Tackling Poverty Innovatively			22-26	12-16
5.	Agents and Catalysts – Promoting Women’s Entrepreneurship		18-22		26-30
6.	When States Trade – Managing Multilateral Agreements Better		11-15	8-12	
7.	Maximising Resources – Reforming Taxation and Revenue Generation in Government		4-8		19-23
8.	Enterprise Development – Facilitating Opportunities for Wealth Creation	27 June-1 July			5-9
9.	Facilitating Enterprise – Promoting Private Sector Development		25-29	1-5	
10.	Maximising Potentials, Mainstreaming Roles – Advancing Gender Equality in Governance and Development	20-24		22-26	
11.	Better Management of Public Assets – Policies, Institutions, International Best Practice		11-15		26-30
12.	Making Aid Work – Building Capacity for Effectiveness and Impact	27 June- 1 July		29 Aug-2 Sep	
13.	Transforming Cities – Improving Urban Infrastructure			8-12	19-23
14.	Facilitating Cities – Study Programme on Modernising Urban Transportation	6-10	25-29		
15.	Project Planning and Management		18-22	1-5	
16.	Facilitating Development – Professional Attachment for Scholars, Trainers and Practitioners	Available on Request			
17.	International Study Visit on Advancing Development	Available on Request			

## Managing For Profit

		June	July	August	September
1.	Improving Corporate Governance – Principles, Policies, International Best Practice		4-8	8-12	
2.	Being a Board Chair – Facilitating Good Corporate Governance	6-10		1-5	
3.	Board Effectiveness – Enhancing Governance and Performance		25-29		12-16
4.	Strengthening Regulatory Institutions – Governance, Management and Best Practice		11-15		12-16
5.	Corporate Troubleshooters – Improving Ombudsman and Dispute Resolution Mechanisms in Organisations	27 June-1 July		1-5	12-16
6.	Delighting Customers – Strengthening Ombudsman and Complaints Handling in Banking and Financial Services	6-10		15-19	19-23
7.	Public-Private Partnerships – Policy, Implementation, Best Practice		25-29	22-26	
8.	Building the Consultancy Function – Developing and Marketing Professional Expertise		18-22	29 Aug-2 Sep	
9.	Bureaucrats in Business – Enhancing the Role and Performance of State-Owned Enterprises	27 June-1 July		8-12	
10.	International Study Visit on Profit and Enterprise	Available on Request			

Programme on *‘Facts and Decisions – Enhancing Ombudsman Investigations’*

***‘I recommend GMSI programmes to all governmental and non-governmental agencies in Nigeria and Africa at large’***

Comrade E.K. James, Principal Executive Officer, Public Complaints Commission,  
Nigeria

## Ombudsman, Human Rights and Anti-Corruption Agencies

		June	July	August	September
1.	Changing Ombudsman Function – Implementing Roles, Operational Management and Complaints Handling			8-19	12-23
2.	Managing the Ombudsman – Implementing Effective Complaints Handling	20-24	18-22		5-9
3.	Facts and Decisions – Enhancing Ombudsman Investigations	6-10		22-26	12-16
4.	Implementing the Human Rights Function in a Changing World		4-8		
5.	Ombudsman Conflicts – Dealing with Difficult People and Situations		11-15		19-23
6.	Assuring Quality – Delivering Better Ombudsman Services				26-30
7.	Credible Guardians – Ethics, Integrity and Trust in Governmental Oversight	6-10	25-29		
8.	Corporate Troubleshooters – Improving Ombudsman and Dispute Resolution Mechanisms in Organisations	27 June – 1 July		1-5	12-16
9.	Quality with Care – Enhancing Complaints Handling in Departments and Agencies			1-5	
10.	Delighting Customers – Strengthening Ombudsman and Complaints Handling in Banking and Financial Services	6-10		15-19	19-23
11.	Bulldogs with Teeth - Sharpening Anti-Corruption and Integrity Agencies for Better Governance		4-8	22-26	26-30
12.	Tackling Money Laundering – Principles, Policies and Management	13-17		8-12	
13.	Policing Governance – Leading and Managing Oversight and Regulatory Institutions	13-24		15-26	26 Sep – 7 Oct

## Policing Developing Democracies

		June	July	August	September
1.	Tackling Cyber Crime and Electronic Fraud	6-10		1-5	
2.	Delivering Order and Safety – Management for Law Enforcement		4-8		5-9
3.	Stress in Law Enforcement – Prevention and Management			8-12	12-16
4.	Ethics, Integrity and Trust in Law Enforcement	13-17	11-15		
5.	Community Policing – Partnering with Society		4-8	15-19	
6.	CCTV Surveillance and Monitoring	27 June-1 July			19-23
7.	Gendered Policing – Developing Women Officers		18-22		26-30
8.	White Collar Crime – Detection, Investigation, Prevention	20-24		22-26	
9.	Scene of Crime Management and Preservation		25-29		5-9
10.	International Study Visit on Policing Democracies	Available on Request			

Programme on *‘Facts and Decisions – Enhancing Ombudsman Investigations’*

***‘On the whole the training sessions was timely and relevant and has equipped me with a lot of skills’***

Mr A.H.Sesay, Investigator, Office of the Ombudsman, Sierra Leone

Programme on *‘Maximising Potentials – Managing in Government Competently’*

***‘I really derived new ideas, techniques and skills from GMSI which will enhance my performance at my work place more than before.’***

Mr T.D Gumel, Higher Executive Officer, FCTA, Nigeria

## Enhancing Personal Effectiveness

		June	July	August	September
1.	Changing Attitude – Re-shaping Mindset		4-8		12-16
2.	Building Effectiveness – Enhancing Your Leadership Capabilities		11-15	1-5	
3.	Inspiring the Workplace – Getting the Best out of Your Staff	6-10			5-9
4.	Managing Your Career – Programme for Younger Public Officers		11-15	8-12	
5.	Delighting Your Audience – Developing Better Communication and Presentation Skills			15-19	12-16
6.	Managers as Entrepreneurs – Delivering Your Role Innovatively	13-17	18-22		
7.	Making Things Happen – Better Influence and Persuasion Skills		25-29		19-23
8.	Healthy and In-Charge – Stress in Leadership and Management Roles	20-24		22-26	
9.	Managing Conflicts – Dealing with Difficult People and Situations		11-15		26-30
10.	Facing the Future – Turning Retirement into Opportunity	27 June-1 July		29 Aug-2 Sep	

*Programme on ‘Agents and Catalysts – Advancing Gender Equality in Governance and Development’*

***‘It was highly educative, interactive and recommended for all men and women in the sector of Gender and Development’***

Mrs B. Dienye, Director Women Affairs, Rivers State Government, Nigeria

## Special Programmes

- 1. Facilitating Development – Professional Attachment for Scholars, Trainers and Practitioners**  
(offered for one to three participants to GMSI, UK and partner organisations)  
Duration: 2 – 3 weeks
- 2. Personalised Executive Programmes**  
(any GMSI advertised programme tailored and delivered for *one* participants)  
Duration: 1 – 2 weeks
- 3. Special Tailored Programmes**  
(any GMSI advertised programme tailored and delivered for a *group of persons* at their convenience)  
Duration: 1 – 3 weeks
- 4. International Study Visit**  
(structured study visit organised and delivered for any number of participants at their convenience)  
Duration: 1 – 2 weeks
- 5. International Executive Seminar**  
(Bi-monthly Executive Seminar on a topical theme)  
Duration: 3 days
- 6. Enhancing the Quality of Governance – Programme on the Design and Content of Government Policy**  
(offered on request for a number of participants on any policy areas or issues in Government)  
Duration: 1 – 2 weeks
- 7. Enhancing Effectiveness – Improving Leadership and Governance**  
Duration: 3 Weeks
- 8. Accountability For Performance – Executive Seminar on Rethinking Governance in the Twenty-first Century**  
Duration: 3 Days
- 9. Promoting Development – Complementing Leaders and Leadership**  
(Special Study Programme for First Ladies)  
Duration: 3 days

OCTOBER 2011 –  
JANUARY 2012



## State and Governance

		October	November	December	January
1.	Making States Work Better- Facilitating Governmental Performance	3-14	21 Nov – 2 Dec		
2.	Integrity in Government – Developing Ethical Leaders and Managers	17-21		5-9	
3.	Leading and Succeeding in Government – International Study Programme for Ministers, Political Heads and State Executives		1-3		17-19
4.	Making Good Governance Possible – Institutionalising Accountability, Transparency and Performance in Government		7-11	5-9	
5.	Enhancing State Legislatures – Governance, Institution and Leadership in Changing Times	10-14			23-27
6.	Building Capable Watchdogs – Enhancing Legislative Oversight of Government	24-28		12-16	
7.	Supporting Legislatures – Strengthening the Role of Parliamentary Staff, Committee Clerks and Technical Advisers		7-11		16-20
8.	Preventing State Failure – Strengthening Leadership and Governance for Development	3-7		12-16	
9.	Reforms at Risk – Preventing Failure, Securing Sustainability		28 Nov-2 Dec		9-13
10.	Policing Governance – Leading and managing Oversight and Regulatory Institutions	26 Sep-7 Oct		5-16	9-20
11.	Sustaining Democratisation - Building Young Democracies	10-21	14-25		
12.	Keeping the Peace – Implementing Sustainable Post-Conflict Strategies	31 Oct-11 Nov		5-16	
13.	Transforming Societies - Rebuilding Fragile States	3-7		12-16	
14.	Ensuring Sustainability and Viability - Leading and Managing Non-Profit Organisations Strategically		14-18		23-27
15.	Non-Profit Organisations – Governance, Management and Performance in a Changing Public Sector Environment	10-21			30 Jan-10 Feb
16.	Enabling the Referee – Strengthening the Role and Operations of Election Management Bodies	24 Oct-4 Nov			16-27
17.	Competing to Govern – Developing Advisers, Managers and Staff of Political Parties in Developing Democracies	3-14	21 Nov-2 Dec		
18.	Trust in the Referee – Ethics, Integrity and Professionalism in Election Administration	31 Oct-4 Nov			9-13
19.	Trust in the Frontline – Developing Ethical Officials and Service Providers		7-11	5-9	
20.	Facilitating Progress – Strengthening the Role and Operations of Non-Governmental		14-18		23-27

	Development Organisations				
21.	Enhancing Effectiveness – Improving Leadership and Governance	Available on Request			
22.	Accountability for Performance – Executive Seminar on Rethinking Governance in the Twenty-first Century	Available on Request			
23.	Special Study Programme for First Ladies on Promoting Development – Complementing Leaders	Available on Request			
24.	International Study Visit on Sustaining Good Governance	Available on Request			

Programme on *‘Managing People – Modernising Public Employment’*

***‘Good logistical arrangements. Well selected lecturers and a well relaxed environment for the participants’***

Mr ETAS Dondeh, Member, Public Service Commission, The Gambia

Programme on *‘Maximising Potentials - Managing in Government Competently’*

***‘The programme is recommended to all civil servants both in the private and government sector because it is so rich’***

Mr A.V Udo, Administrative Officer, FCTA, Nigeria

## Growing Leaders

		October	November	December	January
1.	Inspiring Trust – Making Leadership Credible	11-13			24-26
2.	Managing at the Top – Programme for Permanent Secretaries, Chief Executive Officers and Heads of Public Organisations		8-10	13-15	
3.	Preventing State Failure – Strengthening Leadership and Governance for Development	3-7		12-16	
4.	Leading and Succeeding in Government – International Study Programme for Ministers, Political Heads and State Executives		1-3		17-19
5.	Leaders in Transition – Implementing New Leadership Roles		14-18		9-13
6.	Managing Relations at the Top – Ministers and the Top Civil Service in Developing Democracies	10-14		5-9	
7.	Managing Government Finances – Developing the Role of Chief Executives as Accounting Officers	3-7			23-27
8.	Leading Small and Micro States – Governing in Challenging Times	31 Oct-4 Nov			9-13
9.	Growing Effective Leaders – Making Governance Relevant to Citizens and Communities	24-28			30 Jan-3 Feb
10.	Sustaining Change – Leading Young and Fragile Democracies	17-21	14-18		
11.	Building Leadership Talent – Preparing Public Managers for Higher Roles and Responsibilities		21-25		9-13
12.	Accountability for Performance – Executive Seminar on Rethinking Governance in the Twenty-first Century	Available on Request			
13.	Special Study Programme for First Ladies on Promoting Development – Complementing Leaders	Available on Request			
14.	International Study Visit on Leadership in Business and Government	Available on Request			

## Policy and Advice

		October	November	December	January
1.	Thinking on Your Feet – Enhancing Capacity for Decision-making and Problem Solving in Government	10-14	7-11		
2.	Making Policy Happen – Developing Capacity for Formulation and Programme Delivery	17-28			16-27
3.	Selling Proposals – Writing and Communicating Policy Messages Effectively		14-18	12-16	
4.	Speaking Truth to Power – Giving Advice to Leaders and Heads	3-7	28 Nov- 2 Dec		
5.	Leaders in Transition – Implementing New Leadership Roles		14-18		9-13
6.	Doing Development Research – Facilitating Evidence-based Decision-making	3-7	21-25		
7.	Supporting Cabinets – Facilitating Government Co-ordination and Decision-making	10-14			16-20
8.	Supporting Leadership – Enhancing the Role of Policy Advisers, Special Assistants and Ministerial Staff	31 Oct-4 Nov			30 Jan-3 Feb
9.	The Business of Ideas – Developing Government Think Tanks	24 Oct-4 Nov			9-13
10.	Solving Problems – Analysing Public Policies	17-21		5-9	
11.	What Worked? - Conducting and Building Capacity for Policy Evaluation		7-18		9-20
12.	Engaging Citizens – Enhancing Public Participation in Policy Making	10-14	28 Nov-2 Dec		
13.	Enhancing the Quality of Governance – Programme on Design and Content of Government Policy	Available on Request			
14.	International Study Visit on Policy and Advice	Available on Request			

## Management and Change

		October	November	December	January
1.	Maximising Potential – Managing in Government Competently	10-14			9-13
2.	Being a Civil Servant – Developing Managers and Professionals		7-11	5-9	
3.	Serving the Customer – Improving Service Delivery	3-7	28 Nov-2 Dec		
4.	Strengthening the Frontline – Delighting Citizens, Clients and Customers	24-28	14-18		
5.	Thinking Differently, Manage Differently – Developing Civil Servant for Challenging Times			12-16	16-20
6.	Marketing Public Services – Learning from International Best Practice		21-25		23-27
7.	Focussing on Real Needs – Implementing Outcomes-based Governance	31 Oct-4 Nov			9-13
8.	Facilitating Transformation – Building Capacity for Public Sector Modernisation	26 Sep-7 Oct	28 Nov-9 Dec		
9.	Reforms at Risk – Preventing Failure, Securing Sustainability		14-18		30 Jan-3 Feb
10.	Transforming State-level Governments – Building Capacity for Achieving Results and Sustainable Performance	31 Oct-4 Nov			23-27
11.	Revitalising Service Commissions - Modernising Public Service Management		7-11		16-20
12.	E-Governance – Benefits and Opportunities for Improved Public Management	3-7		12-16	
13.	Making the Future Happen – Strategic Planning and Management in Government		21-25		30 Jan-3 Feb
14.	Delivering Differently – Implementing the Executive Agency Model	24-28			9-13
15.	Contracting Public Services – Approaches, Management, Best Practice	24-28			23-27
16.	Securing the Past – Good Governance through Better Record Keeping	31 Oct-11 Nov			16-27
17.	Conveying the Message – Managing Media and Public Relations of Government	10-14	14-18		
18.	Working Across Boundaries – Facilitating Collaboration, Partnerships and Joined-Up Management in Government	24-28			9-13
19.	Modernising Public Management – Tailored Programme for Senior Public Service Executives	Available on Request			
20.	When Managers Deliver – Making Government Effective	Available on Request			
21.	Facilitating Development – Professional Attachment for Scholars, Trainers and Practitioners	Available on Request			
22.	International Study Visit on Public Sector Management	Available on Request			

## Human Resources

		October	November	December	January
1.	Getting Results, Sustaining Performance – Managing and Sustaining Performance in the Civil Service	31 Oct-4 Nov		5-9	
2.	Managing People – Modernising Public Employment		14-18		16-20
3.	Maximising Talent - Managing Training and Development in Government	17-21	21-25		
4.	Hiring the Best – Selecting and Interviewing in the Public Sector			12-16	9-13
5.	Enhancing Public Sector Performance – Designing and Implementing Effective Programmes and Systems		7-18		9-20
6.	Harmony in the Workplace – Enhancing Critical Competencies in Conflict Resolution and Management	3-14	21 Nov-2 Dec		
7.	Optimising Future Assets – Enhancing Youth Capability in Governance and Development		14-18	5-9	
8.	Managing Diversity – Maximising Inclusiveness for Enhanced Performance	10-14			23-27
9.	Making Change Happen – How Managers Transform their Organisations		21-25		16-20
10.	Maximising Potentials, Mainstreaming Roles – Advancing Gender Equality in Governance and Development	3-7		5-9	
11.	Solving Problems – Analysing Public Policies	17-21		5-9	
12.	Growing High-Performers – Building and Managing Teams That Exceed Expectations		7-11		30 Jan-3 Feb
13.	Maximising Consultants’ Inputs – Making the Most of External Advisers	10-14			16-20
14.	First Amongst Equals – Leading Professionals and Specialists	17-21	14-18		
15.	Securing the Best – Growing Talent in Government		21-25	12-16	
16.	Managing Your People – Creating High-Performing Teams	3-7			23-27
17.	Making Consulting Profitable – Revitalizing the Business Model of Schools and Institutes	24-28	28 Nov-2 Dec		
18.	Leading Training Organisations – Study Programme for Schools and Institutes			5-9	16-20
19.	Sports Development – Policies, Processes, International Best Practice	10-14			23-27
20.	Facilitating Development – Professional Attachment for Scholars, Trainers and Practitioners	Available on Request			

## Local-Level Governance

		October	November	December	January
1.	Serving the People Better – Enhancing Local Government Performances		7-18		16-20
2.	Building Effective Local Governance – Developing the Capacity of Leaders, Councillors and Senior Managers of Local Authorities	17-21		12-16	
3.	Improving Local Governance – Enhancing the Quality of Life of Local Communities	31 Oct-4 Nov			9-13
4.	Making Decentralisation Work – Learning from International Best Practice		21-25	5-9	
5.	Enhancing Public Sector Performance – Designing and Implementing Effective Programmes and Systems		7-18		9-20
6.	Ensuring Sustainability and Viability – Leading and Managing Non-Profit Organisations Strategically		14-18		23-27
7.	Facilitating Progress – Strengthening the Role and Operations of Non-governmental Development Organisations	24-28			9-13
8.	Advancing Community Well-being – Building Capacity of Local Authorities to Create Wealth	10-14			23-27
9.	Making Change Happen – How Managers Transform their Organisations		21-25		16-20
10.	Growing Effective Leaders – Delivering Services Better for Citizens and Communities	24-28			30 Jan-3 Feb
11.	Managing Local Government Finance – Balancing Accountability and Performance for Better Governance	3-7		12-16	
12.	Facilitating Development – Professional Attachment for Scholars, Trainers and Practitioners	Available on Request			
13.	International Study Visit on Local-level Governance	Available on Request			

## Budget, Finance and Procurement

		October	November	December	January
1.	Managing Public Finance – Implementing International Best Practice	17-21	7-11		
2.	Public Sector Financial Reporting – The Why, What and How of Financial Statements		14-18	5-9	
3.	Improving Local Governance – Enhancing the Quality of Life of Local Communities	3-7		12-16	
4.	Planning for the Future – Adopting Medium Term Expenditure Frameworks (MTEF)	31 Oct-4 Nov			9-13
5.	Modernising Budgeting and Budgeting Control		21-25		23-27
6.	Ensuring Financial Accountability – Improving Internal Audit in Government	3-7		5-9	
7.	Modernising External Audit – Strengthening The Role and Operations of Supreme Audit Bodies	10-14			23-27
8.	Maximising Resources – Reforming Taxation and Revenue Generation in Government		21-25	5-9	
9.	Coping with Uncertainties – Managing Risk and Crises in the Public Sector	31 Oct-4 Nov			16-20
10.	Future Surety – Managing Pensions in the Public Sector	24-28			30 Jan-3 Feb
11.	Purchases and Contracts – Managing and Regulating Procurement in the Public Sector		7-11		30 Jan-3 Feb
12.	Better Management of Public Assets – Policies, Institutions, International Best Practice	10-14			9-13
13.	Managing Local Government Finance – Balancing Accountability and Performance for Better Governance	3-7		12-16	
14.	Outsourcing in Government – Principles, Policies and Best Practice	17-21			16-20
15.	International Study Visit on Better Financial Management and Reforms	Available on Request			

## Economics, Enterprise and Development

		October	November	December	January
1.	Creating Something New – Managing Programmes and Projects in the Public Sector	3-14			16-27
2.	Alleviating Poverty – Localising the MDGs		7-11	5-9	
3.	Better Lives for All – Designing and Implementing Pro-Poor Development Strategies	17-28			9-20
4.	Creating Wealth – Tackling Poverty Innovatively		28 Nov-9 Dec		23 Jan-3 Feb
5.	Agents and Catalysts – Promoting Women’s Entrepreneurship	24-28		12-16	
6.	When States Trade – Managing Multilateral Agreements Better	31 Oct-4 Nov		12-16	
7.	Maximising Resources – Reforming Taxation and Revenue Generation in Government		21-25	5-9	
8.	Enterprise Development – Facilitating Opportunities for Wealth Creation	31 Oct-11 Nov			9-20
9.	Facilitating Enterprise – Promoting Private Sector Development		28 Nov-2 Dec		16-20
10.	Maximising Potentials, Mainstreaming Roles – Advancing Gender Equality in Governance and Development	3-7		5-9	
11.	Better Management of Public Assets – Policies, Institutions, International Best Practice	10-14			9-13
12.	Making Aid Work – Building Capacity for Effectiveness and Impact		21-25		30 Jan-3 Feb
13.	Transforming Cities – Improving Urban Infrastructure	17-21	28 Nov-2 Dec		
14.	Facilitating Cities – Study Programme on Modernising Urban Transportation	10-14	21-25		
15.	Project Planning and Management		7-11		23-27
16.	Facilitating Development – Professional Attachment for Scholars, Trainers and Practitioners	Available on Request			
17.	International Study Visit on Advancing Development	Available on Request			

## Managing For Profit

		October	November	December	January
1.	Improving Corporate Governance – Principles, Policies, International Best Practice	31 Oct-11 Nov			9-13
2.	Being a Board Chair – Facilitating Good Corporate Governance		7-11	5-9	
3.	Board Effectiveness – Enhancing Governance and Performance			12-16	16-20
4.	Strengthening Regulatory Institutions – Governance, Management and Best Practice	17-21	28 Nov-9 Dec		
5.	Corporate Troubleshooters – Improving Ombudsman and Dispute Resolution Mechanisms in Organisations		14-18		9-13
6.	Delighting Customers – Strengthening Ombudsman and Complaints Handling in Banking and Financial Services			12-16	16-20
7.	Public-Private Partnerships – Policy, Implementation, Best Practice	24-28			9-13
8.	Building the Consultancy Function – Developing and Marketing Professional Expertise		14-25		16-27
9.	Bureaucrats in Business – Enhancing the Role and Performance of State-Owned Enterprises	31 Oct-4 Nov			23-27
10.	International Study Visit on Profit and Enterprise	Available on Request			

Programme on *‘Modernising Public Service Management’*

***‘A well organised, hands-on and participatory approach. Small-sized and targeted. Highly productive.’***

Mr E. Otuonye, Q.C, Chairman, Public Service Commission, Turks and Caicos Islands

## Ombudsman, Human Rights and Anti-Corruption Agencies

		October	November	December	January
1.	Changing Ombudsman Function – Implementing Roles, Operational Management and Complaints Handling		7-18		16-20
2.	Managing the Ombudsman – Implementing Effective Complaints Handling	3-7		5-9	
3.	Facts and Decisions – Enhancing Ombudsman Investigations		28 Nov-2 Dec		9-13
4.	Implementing the Human Rights Function in a Changing World	24-28	21-25		
5.	Ombudsman Conflicts – Dealing with Difficult People and Situations		14-18		23-27
6.	Assuring Quality – Delivering Better Ombudsman Services			5-9	30 Jan-3 Feb
7.	Credible Guardians - Ethics, Integrity and Trust in Governmental Oversight	17-21		12-16	
8.	Corporate Troubleshooters – Improving Ombudsman and Dispute Resolution Mechanisms in Organisations		14-18		9-13
9.	Quality with Care - Enhancing Complaints Handling in Departments and Agencies	3-7	28 Nov-2 Dec		
10.	Delighting Customers – Strengthening Ombudsman and Complaints Handling in Banking and Financial Services			12-16	16-20
11.	Bulldogs with Teeth - Sharpening Anti-Corruption and Integrity Agencies for Better Governance	17-28			23-27
12.	Tackling Money Laundering – Principles, Policies and Management	24-28			23-27
13.	Policing Governance – Leading and Managing Oversight and Regulatory Institutions	26 Sep-7 Oct			9-20

## Policing Developing Democracies

		October	November	December	January
1.	Tackling Cyber Crime and Electronic Fraud	3-7		5-9	
2.	Delivering Order and Safety – Management for Law Enforcement		7-11		16-20
3.	Stress in Law Enforcement – Prevention and Management		14-18		16-20
4.	Ethics, Integrity and Trust in Law Enforcement	10-14	21-25		
5.	Community Policing – Partnering with Society	3-7		12-16	
6.	CCTV Surveillance and Monitoring	24-28			23-27
7.	Gendered Policing – Developing Women Officers		14-18		23-27
8.	White Collar Crime – Detection, Investigation, Prevention	17-21		12-16	
9.	Scene of Crime Management and Preservation		21-25		9-13
10.	International Study Visit on Policing Democracies	Available on Request			

Programme on *‘Facilitating Cities – Modernising Urban Transportation’*

***‘I am happy to have this opportunity for such exposure because more new ideas were gained and it has added value to my assignments.’***

Engr Y.K Garuba, Director, Department of Transportation, FCTA, Nigeria

## Enhancing Personal Effectiveness

		October	November	December	January
1.	Changing Attitude – Re-shaping Mindset	3-7		5-9	
2.	Building Effectiveness – Enhancing Your Leadership Capabilities		7-18		9-20
3.	Inspiring the Workplace – Getting the Best out of Your Staff	10-14		12-16	
4.	Managing Your Career – Programme for Younger Public Officers		21-25		16-20
5.	Delighting Your Audience – Developing Better Communication and Presentation Skills	24-28	14-18		
6.	Managers as Entrepreneurs – Delivering Your Role Innovatively		7-11		9-13
7.	Making Things Happen – Better Influence and Persuasion Skills	17-21			23-27
8.	Healthy and In-Charge – Stress in Leadership and Management Roles	3-7	28 Nov-2 Dec		
9.	Managing Conflicts – Dealing with Difficult People and Situations			5-9	9-13
10.	Facing the Future – Turning Retirement into Opportunity	31 Oct-4 Nov		30 Dec-3 Feb	

Programme on *‘Facts and Decisions – Enhancing Ombudsman Investigations’*

***‘The workshop has impacted on my focus and assessment of the role of the Ombudsman’***

Mr S.A Gaiya, Deputy Director of Investigation, Public Complaints Commission,  
Nigeria

## Special Programmes

- 1. Facilitating Development – Professional Attachment for Scholars, Trainers and Practitioners**  
(offered for one to three participants to GMSI, UK and partner organisations)  
Duration: 2 – 3 weeks
- 2. Personalised Executive Programmes**  
(any GMSI advertised programme tailored and delivered for *one* participants)  
Duration: 1 – 2 weeks
- 3. Special Tailored Programmes**  
(any GMSI advertised programme tailored and delivered for a *group of persons* at their convenience)  
Duration: 1 – 3 weeks
- 4. International Study Visit**  
(structured study visit organised and delivered for any number of participants at their convenience)  
Duration: 1 – 2 weeks
- 5. International Executive Seminar**  
(Bi-monthly Executive Seminar on a topical theme)  
Duration: 3 days
- 6. Enhancing the Quality of Governance – Programme on the Design and Content of Government Policy**  
(offered on request for a number of participants on any policy areas or issues in Government)  
Duration: 1 – 2 weeks
- 7. Enhancing Effectiveness – Improving Leadership and Governance**  
Duration: 3 Weeks
- 8. Accountability For Performance – Executive Seminar on Rethinking Governance in the Twenty-first Century**  
Duration: 3 Days
- 9. Promoting Development – Complementing Leaders and Leadership**  
(Special Study Programme for First Ladies)  
Duration: 3 days

FEBRUARY – MAY  
2012



## State and Governance

		February	March	April	May
1.	Making States Work Better – Facilitating Governmental Performance	6-17		30 Apr-4 May	
2.	Integrity in Government – Developing Ethical Leaders and Managers	20-24		16-20	
3.	Leading and Succeeding in Government – International Study Programme for Ministers, Political Heads and State Executives	7-9			15-17
4.	Making Good Governance Possible – Institutionalising Accountability, Transparency and Performance in Government		12-16		21-25
5.	Enhancing State Legislatures – Governance, Institution and Leadership in Changing Times	20-24			21-25
6.	Building Capable Watchdogs – Enhancing Legislative Oversight of Government	13-17	5-9		
7.	Supporting Legislatures – Strengthening the Role of Parliamentary Staff, Committee Clerks and Technical Advisers			2-6	7-11
8.	Preventing State Failure – Strengthening Leadership and Governance for Development	6-10		9-13	
9.	Reforms at Risk – Preventing Failure, Securing Sustainability		26-30		14-18
10	Policing Governance – Leading and Managing Oversight and Regulatory Institutions	20 Feb-2 Mar			7-11
11.	Sustaining Democratisation - Building Young Democracies		5-16	23 Apr-4 May	
12.	Keeping the Peace – Implementing Sustainable Post-Conflict Strategies	27 Feb-2 Mar		2-13	
13.	Transforming Societies - Rebuilding Fragile States		19-23		28 May-1 June
14.	Ensuring Sustainability and Viability – Leading and Managing Non-Profit Organisations Strategically		12-16		21-25
15.	Non-Profit Organisations – Governance, Management and Performance in a Changing Public Sector Environment	13-24		16-20	
16.	Enabling the Referee – Strengthening the Role and Operations of Election Management Bodies		12-23		7-18
17.	Competing to Govern – Developing Advisers, Managers and Staff of Political Parties in Developing Democracies	13-17			14-18
18.	Trust in the Referee – Ethics, Integrity and Professionalism in Election Administration	27 Feb-2 Mar		23-27	
19.	Trust in the Frontline – Developing Ethical Officials and Service Providers			2-6	7-11
20	Facilitating Progress – Strengthening the Role and Operations of Non-governmental Development Organisations		19-23		14-18

21.	Enhancing Effectiveness – Improving leadership and Governance	Available on Request
22.	Accountability for Performance – Executive Seminar on Rethinking Governance in the Twenty-first Century	Available on Request
23.	Special Study Programme for First Ladies on Promoting Development – Complementing Leaders	Available on Request
24.	International Study Visit on Sustaining Governance	Available on Request

Programme on *‘Maximising Potentials – Managing in Government Competently’*

***‘This in all honesty is the best training programme I have ever been part of.’***

Mr V. Azubuike, Commercial Officer, FCTA, Nigeria

Programme on *‘Strategy Review for Public Protector South Africa’*

***‘Facilitation, interaction and overall arrangement was beautiful’***

Mr C. Motan, Manager, Public Protector South Africa

## Growing Leaders

		<b>February</b>	<b>March</b>	<b>April</b>	<b>May</b>
1.	Inspiring Trust – Making Leadership Credible	13-17		9-13	
2.	Managing at the Top – Programme for Permanent Secretaries, Chief Executive Officers and Heads of Public Organisations		20-22		8-10
3.	Preventing State Failure – Strengthening Leadership and Governance for Development	6-10		9-13	
4.	Leading and Succeeding in Government – International Study Programme for Ministers, Political Heads and State Executives	7-9			15-17
5.	Leaders in Transition – Implementing New Leadership Role		12-16		28 May-1 June
6.	Managing Relations at the Top – Ministers and the Top Civil Service in Developing Democracies	14-16		17-19	
7.	Managing Government Finances – Developing the Role of Chief Executives as Accounting Officers	20-24			21-25
8.	Leading Small and Micro States – Governing in Challenging Times	27 Feb-2 Mar			7-11
9.	Growing Effective Leaders – Making Governance Relevant to Citizens and Communities	13-17		23-27	
10.	Sustaining Change – Leading Young and Fragile Democracies	20-24	12-16		
11.	Building Leadership Talent – Preparing Public Managers for Higher Roles and Responsibilities		19-23		14-18
12.	Accountability for Performance – Executive Seminar on Rethinking Governance in the Twenty-first Century	Available on Request			
13.	Special Study Programme for First Ladies on Promoting Development – Complementing Leaders	Available on Request			
14.	International Study Visit on Leadership in Business and Government	Available on Request			

## Policy and Advice

		February	March	April	May
1.	Thinking on Your Feet – Enhancing Capacity for Decision-making and Problem Solving in Government	20-24		2-6	
2.	Making Policy Happen – Developing Capacity for Formulation and Programme Delivery	13-17		9-13	
3.	Selling Proposals – Writing and Communicating Policy Messages Effectively		19-23		21-25
4.	Speaking Truth to Power – Giving Advice to Leaders and Heads	6-10			14-18
5.	Leaders in Transition – Implementing New Leadership Roles		12-16		28 May-1 June
6.	Doing Development Research – Facilitating Evidence-based Decision-making	27 Feb-2 Mar		23-27	
7.	Supporting Cabinets – Facilitating Government Co-ordination and Decision-making	6-10			7-11
8.	Supporting Leadership – Enhancing the Role of Policy Advisers, Special Assistants and Ministerial Staff	27 Feb-2 Mar		30 April-4 May	
9.	The Business of Ideas – Developing Government Think Tanks			16-20	7-11
10.	Solving Problems – Analysing Public Policies	20-24		9-13	
11.	What Worked? – Conducting and Building Capacity for Policy Evaluation			2-6	7-11
12.	Engaging Citizens – Enhancing Public Participation in Policy Making	6-10		23-27	
13.	Enhancing the Quality of Governance – Programme on Design and Content of Government Policy	Available on Request			
14.	International Study Visit on Policy and Advice	Available on Request			

## Management and Change

		February	March	April	May
1.	Maximising Potential – Managing in Government Competently	6-10		2-6	
2.	Being a Civil Servant – Developing Managers and Professionals		12-16		7-11
3.	Serving the Customer – Improving Service Delivery	13-17		16-20	
4.	Strengthening the Frontline – Delighting Citizens, Clients and Customers	20-24	5-9		
5.	Thinking Differently, Manage Differently – Developing Civil Servant for Challenging Times			9-13	14-18
6.	Marketing Public Services – Learning from International Best Practice		19-23		21-25
7.	Focussing on Real Needs – Implementing Outcomes-based Governance	27 Feb-2 Mar		2-6	
8.	Facilitating Transformation – Building Capacity for Public Sector Modernisation	13-24	12-23		
9.	Reforms at Risk – Preventing Failure, Securing Sustainability		26-30	16-20	
10.	Transforming State-level Governments – Building Capacity for Achieving Results and Sustainable Performance			23-27	7-11
11.	Revitalising Service Commissions - Modernising Public Service Management	6-10			21-25
12.	E-Governance – Benefits and Opportunities for Improved Public Management	13-17	5-9		
13.	Making the Future Happen – Strategic Planning and Management in Government		19-23		14-18
14.	Delivering Differently – Implementing the Executive Agency Model			2-6	28 May-1 June
15.	Contracting Public Services – Approaches, Management, Best Practice			9-13	14-18
16.	Securing the Past – Good Governance through Better Record Keeping		12-23	23 Apr-4 May	
17.	Conveying the Message – Managing Media and Public Relations of Government	13-17	12-16		
18.	Working Across Boundaries – Facilitating Collaboration, Partnerships and Joined-Up Management in Government	20-24		23-27	
19.	Modernising Public Management – Tailored Programme for Senior Public Service Executives	Available on Request			
20.	When Managers Deliver – Making Government Effective	Available on Request			
21.	Facilitating Development – Professional Attachment for Scholars, Trainers and Practitioners	Available on Request			
22.	International Study Visit on Public Sector Management	Available on Request			

## Human Resources

		February	March	April	May
1.	Getting Results, Sustaining Performance – Managing and Sustaining Performance in the Civil Service		5-9	2-6	
2.	Managing People – Modernising Public Employment		12-16		7-11
3.	Maximising Talent - Managing Training and Development in Government	13-17		16-20	
4.	Hiring the Best – Selecting and Interviewing in the Public Sector	6-10			21-25
5.	Enhancing Public Sector Performance – Designing and Implementing Effective Programmes and Systems		12-16		14-18
6.	Harmony in the Workplace – Enhancing Critical Competencies in Conflict Resolution and Management	20-24	26-30		
7.	Optimising Future Assets – Enhancing Youth Capability in Governance and Development			23-27	21-25
8.	Managing Diversity – Maximising Inclusiveness for Enhanced Performance	13-17	12-16		
9.	Making Change Happen – How Managers Transform their Organisations	27 Feb-2 Mar			14-18
10.	Maximising Potentials, Mainstreaming Roles – Advancing Gender Equality in Governance and Development	26-30		21-25	
11.	Solving Problems – Analysing Public Policies	20-24		9-13	
12.	Growing High-Performers – Building and Managing Teams That Exceed Expectations	6-10	26-30		
13.	Maximising Consultants’ Inputs – Making the Most of External Advisers		12-16	30 Apr-4 May	
14.	First Amongst Equals – Leading Professionals and Specialists	27 Feb-2 Mar		2-6	
15.	Securing the Best – Growing Talent in Government			16-20	21-25
16.	Managing Your People – Creating High-Performing Teams	6-10	12-16		
17.	Making Consulting Profitable – Revitalizing the Business Model of Schools and Institutes	20-24		30 Apr-4 May	
18.	Leading Training Organisations – Study Programme for Schools and Institutes		19-23	23-27	
19.	Sports Development – Policies, Processes, International Best Practice	13-17			7-11
20.	Facilitating Development – Professional Attachment for Scholars, Trainers and Practitioners	Available on Request			

## Local-Level Governance

		February	March	April	May
1.	Serving the People Better – Enhancing Local Government Performances		5-9		14-18
2.	Building Effective Local Governance – Developing the Capacity of Leaders, Councillors and Senior Managers of Local Authorities	6-10		9-13	
3.	Improving Local Governance – Enhancing the Quality of Life of Local Communities	27 Feb-2 Mar		2-6	
4.	Making Decentralisation Work – Learning from International Best Practice	13-17			7-11
5.	Enhancing Public Sector Performance – Designing and Implementing Effective Programmes and Systems		12-16		14-18
6.	Ensuring Sustainability and Viability – Leading and Managing Non-Profit Organisations Strategically		12-16		21-25
7.	Facilitating Progress – Strengthening the Role and Operations of Non-Governmental Development Organisations	20-24		16-20	
8.	Advancing Community Well-being - Building Capacity of Local Authorities to Create Wealth		26-30		21-25
9.	Making Change Happen – How Managers Transform their Organisations	27 Feb-2 Mar			14-18
10.	Growing Effective Leaders – Delivering Services Better for Citizens and Communities	13-17		23-27	
11.	Facilitating Development – Professional Attachment for Scholars, Trainers and Practitioners	Available on Request			
12.	International Study Visit on Local-level Governance	Available on Request			

## Budget, Finance and Procurement

		February	March	April	May
1.	Managing Public Finance – Implementing International Best Practice	6-10		9-13	
2.	Public Sector Financial Reporting – The Why, What and How of Financial Statements		12-16		21-25
3.	Improving Local Governance – Enhancing the Quality of Life of Local Communities	13-17		16-20	
4.	Planning for the Future – Adopting Medium Term Expenditure Frameworks (MTEF)	27 Feb-2 Mar		9-13	
5.	Modernising Budgeting and Budgeting Control		19-23		7-11
6.	Enhancing Financial Accountability – improving Internal Audit in Government				
7.	Modernising External Audit – Strengthening The Role and Operations of Supreme Audit Bodies		26-30		14-18
8.	Maximising Resources – Reforming Taxation and Revenue Generation in Government			2-6	21-25
9.	Coping with Uncertainties – Managing Risk and Crises in the Public Sector	27 Feb-2 Mar			14-18
10.	Future Surety – Managing Pensions in the Public Sector		19-23	30 April-4 May	
11.	Purchases and Contracts – Managing and Regulating Procurement in the Public Sector	20-24		16-20	
12.	Better Management of Public Assets – Policies, Institutions, International Best Practice		5-9		7-11
13.	Managing Local Government Finance – Balancing Accountability and Performance for Better Governance	6-10		16-20	
14.	Outsourcing in Government – Principles, Policies and Best Practice	13-17		9-13	
15.	International Study Visit on Better Financial Management and Reforms	Available on Request			

## Economics, Enterprise and Development

		February	March	April	May
1	Creating Something New – Managing Programmes and Projects in the Public Sector	13-24	19-30		
2.	Alleviating Poverty – Localising the MDGs		5-9	9-13	
3.	Better Lives for All – Designing and Implementing Pro-Poor Development Strategies		26 Mar-6 Apr		14-25
4.	Creating Wealth – Tackling Poverty Innovatively			16-20	7-18
5.	Agents and Catalysts – Promoting Women’s Entrepreneurship	20-24			21-25
6.	When States Trade – Managing Multilateral Agreements Better	27 Feb-2 Mar		2-6	
7.	Maximising Resources – Reforming Taxation and Revenue Generation in Government		19-23		7-11
8.	Enterprise Development – Facilitating Opportunities for Wealth Creation	27 Feb-9 Mar		30 Apr-11 May	
9.	Facilitating Enterprise – Promoting Private Sector Development		5-16		14-18
10.	Maximising Potentials, Mainstreaming Roles – Advancing Gender Equality in Governance and Development		26-30		21-25
11.	Better Management of Public Assets – Policies, Institutions, International Best Practice		5-9		7-11
12.	Making Aid Work – Building Capacity for Effectiveness and Impact		12-16	30 Apr-4 May	
13.	Transforming Cities – Improving Urban Infrastructure	6-10			
14.	Facilitating Cities – Study Programme on Modernising Urban Transportation		5-9	23-27	
15.	Project Planning and Management		19-23		21-25
16.	Facilitating Development – Professional Attachment for Scholars, Trainers and Practitioners	Available on Request			
17.	International Study Visit on Advancing Development	Available on Request			

## Managing For Profit

		February	March	April	May
1.	Improving Corporate Governance – Principles, Policies, International Best Practice	27 Feb-2 Mar		2-6	
2.	Being a Board Chair – Facilitating Good Corporate Governance	6-10			7-11
3.	Board Effectiveness – Enhancing Governance and Performance		5-9	9-13	
4.	Strengthening Regulatory Institutions – Governance, Management and Best Practice	13-17		23-27	
5.	Corporate Troubleshooters – Improving Ombudsman and Dispute Resolution Mechanisms in Organisations	20-24			14-18
6.	Delighting Customers – Strengthening Ombudsman and Complaints Handling in Banking and Financial Services		5-9		14-18
7.	Public-Private Partnerships – Policy, Implementation, Best Practice		19-23		7-11
8.	Building the Consultancy Function – Developing and Marketing Professional Expertise	20-24		30 Apr-4 May	
9.	Bureaucrats in Business – Enhancing the Role and Performance of State-Owned Enterprises		26-30		14-18
10.	International Study Visit on Profit and Enterprise	Available on Request			

Programme on *‘When Managers Deliver – Making Government Effective’*

***‘Excellent job done. No wonder your logo indicates that you facilitate excellence.’***

Mr O.S.G. Ombu, Deputy Director, FCTA, Nigeria

## Ombudsman, Human rights and Anti-Corruption Agencies

		February	March	April	May
1.	Changing Ombudsman Function – Implementing Roles, Operational Management and Complaints Handling	13-24		16-27	
2.	Managing the Ombudsman – Implementing Effective Complaints Handling		5-9		14-18
3.	Facts and Decisions – Enhancing Ombudsman Investigations	6-10		30 Apr-4 May	
4.	Implementing the Human Rights Function in a Changing World		19-23	16-20	
5.	Ombudsman Conflicts – Dealing with Difficult People and Situations		12-16		21-25
6.	Assuring Quality – Delivering Better Ombudsman Service			23-27	21-25
7.	Credible Guardians - Ethics, Integrity and Trust in Governmental Oversight	6-10		23-27	
8.	Corporate Troubleshooters – Improving Ombudsman and Dispute Resolution Mechanisms in Organisations	20-24			14-18
9.	Quality with Care – Enhancing Complaints Handling in Departments and Agencies		26-30		7-11
10.	Delighting Customers – Strengthening Ombudsman and Complaints Handling in Banking and Financial Services		5-9		14-18
11.	Bulldogs with Teeth – Sharpening Anti-Corruption and Integrity Agencies for Better Governance	13-17		30 Apr-4 May	
12.	Tackling Money Laundering – Principles, Policies and Management	6-10		9-13	
13.	Policing Governance – Leading and Managing Oversight and Regulatory Institutions	20 Feb-2 Mar			7-11

## Policing Developing Democracies

		February	March	April	May
1.	Tackling Cyber Crime and Electronic Fraud	6-10		2-6	
2.	Delivering Order and Safety – Management for Law Enforcement		12-16		7-11
3.	Stress in Law Enforcement – Prevention and Management	20-24		9-13	
4.	Ethics, Integrity and Trust in Law Enforcement	13-17			21-25
5.	Community Policing – Partnering with Society		19-23	16-20	
6.	CCTV Surveillance and Monitoring	27 Feb-2 Mar			14-18
7.	Gendered Policing – Developing Women Officers		26-30		7-11
8.	White Collar Crime – Detection, Investigation, Prevention	20-24		23-27	
9.	Scene of Crime Management and Preservation		5-9	30 Apr-4 May	
10.	International Study Visit on Policing Democracies	Available on Request			

Programme on *‘Facts and Decisions – Enhancing Ombudsman Investigations’*

***‘The organisation of the programme was excellent. Please keep it up in the interest of Africa and other parts of the world.’***

Mr N.U Ekpenyong, Assistant Director, Public Complaints Commission, Nigeria

## Enhancing Personal Effectiveness

		February	March	April	May
1.	Changing Attitude – Re-shaping Mindset	6-10		9-13	
2.	Building Effectiveness – Enhancing Your Leadership Capabilities	13-24		2-6	
3.	Inspiring the Workplace – Getting the Best Out Of Your Staff		12-16		21-25
4.	Managing Your Career – Programme for Younger Public Officers	27 Feb-2 Mar		16-20	
5.	Delighting Your Audience – Developing Better Communication and Presentation Skills		19-23		14-18
6.	Managers as Entrepreneurs – Delivering Your Role Innovatively	6-10		23-27	
7.	Making Things Happen – Better Influence and Persuasion Skills	20-24			7-11
8.	Healthy and In-Charge – Stress in Leadership and Management Roles		5-9		14-18
9.	Managing Conflicts – Dealing with Difficult People and Situations	13-17			7-11
10.	Facing the Future – Turning Retirement into Opportunity	27 Feb-2 Mar		30 Apr-4 May	

Programme on *'Integrity in Government'*

***'The programme was indeed refreshing, with more insight on what to do to improve the performance of our organisation'***

Ms Thato Masiloane, Office of the Prime Minister, Kingdom of Lesotho

## Special Programmes

- 1. Facilitating Development – Professional Attachment for Scholars, Trainers and Practitioners**  
(offered for one to three participants to GMSI, UK and partner organisations)  
Duration: 2 – 3 weeks
- 2. Personalised Executive Programmes**  
(any GMSI advertised programme tailored and delivered for *one* participants)  
Duration: 1 – 2 weeks
- 3. Special Tailored Programmes**  
(any GMSI advertised programme tailored and delivered for a *group of persons* at their convenience)  
Duration: 1 – 3 weeks
- 4. International Study Visit**  
(structured study visit organised and delivered for any number of participants at their convenience)  
Duration: 1 – 2 weeks
- 5. International Executive Seminar**  
(Bi-monthly Executive Seminar on a topical theme)  
Duration: 3 days
- 6. Enhancing the Quality of Governance – Programme on the Design and Content of Government Policy**  
(offered on request for a number of participants on any policy areas or issues in Government)  
Duration: 1 – 2 weeks
- 7. Enhancing Effectiveness – Improving Leadership and Governance**  
Duration: 3 Weeks
- 8. Accountability For Performance – Executive Seminar on Rethinking Governance in the Twenty-first Century**  
Duration: 3 Days
- 9. Promoting Development – Complementing Leaders and Leadership**  
(Special Study Programme for First Ladies)  
Duration: 3 days

## **FEES AND APPLICATION**

### **FEE STRUCTURE**

#### **International**

1 week Programme: £1,475 (including lunch) per participant

2 weeks Programme: £2,450 (including lunch) per participant

Special Programme: Determined on case by case basis

#### **Local/In-country**

1 week Programme: £550 (including lunch) per participant  
(for minimum of 30 participants enrolled)

2 weeks Programme: £900 (including lunch) per participant  
(for minimum of 30 participants enrolled)

Special Programme: Determined on case by case basis

### **HOW TO APPLY**

To participate in any advertised GMSI programme, please complete the attached Registration Form and return to the address indicated. Alternatively, you can contact us for more information/advice at the following address:

Governance and Management Services International  
Suite 7, Jamaica Wharf  
2 Shad Thames  
Tower Bridge, London SE1 2YU  
United Kingdom

Tel: +44 (0)20 7403 6070/6199

Fax: +44 (0)20 7403 6077

Email: [gmsi@gmsiuk.com](mailto:gmsi@gmsiuk.com)

[www.gmsiuk.com](http://www.gmsiuk.com)

## NOTES FOR APPLICANTS

- **UKBA Accreditation** – GMSI is accredited by the British Accreditation Council
- **Language** – Programmes are delivered in the English Language.
- **Certificate** – A Certificate of Participation will be issued to each participant at the end of the course.
- **Fees** – The fees cover the cost of the tuition, the provision of training materials, and study tours/visits. Where indicated, a daily lunch is also provided during the training. Payment in full must be received no later than 3 weeks to the commencement of the programme. Further advice will be provided on receipt of applicant's Registration Form.
- **Your responsibility** – Applicants are responsible for their travels, accommodation and lodging as well as visas, if required. Visa applications could take some time, so they are advised to start early. For people visiting the UK, we recommend an average of £120 for a modest daily expense. Applicants are encouraged to arrange travel and health insurance cover before departing their countries.
- **Taxi** - Travel to and from the airport can be provided at a cost.
- **General information** – GMSI offers to facilitate access to relevant information and assistance, if requested.
- **Sponsorship** – Most bilateral and international organisations are able to provide sponsorship for eligible applicants



## TRAINING REGISTRATION FORM

Training Course: .....

Scheduled Date: .....

### Applicant's Personal Details

Surname: .....

First Name/s: .....

Title: ..... Male:..... Female:.....

Organisation: .....

Designation: .....

Contact Address: .....

..... Postal Code .....

Tel: .....

Mobile: .....

Fax: .....

Email: .....

Website: (if any).....

Educational and Professional Qualifications

Higher Education: .....

.....

Professional: .....

Sponsorship (fees, travel and living expenses)

Are you certain of sponsorship? Full: ..... Partial: .....

Sponsoring Organisation: .....

.....

Name and Contact Details: .....

.....

If partial sponsorship, how do you plan to meet the remainder of your expenses?

.....

Others

What would you want to benefit from the training course, including description of your needs/interests?

.....

.....

.....

.....

.....

Signature: ..... Date: .....

Fax to: +44 (0)20 7403 6077 OR Email as an attachment to: [gmsi@gmsiuk.com](mailto:gmsi@gmsiuk.com)

One of our team will be in touch with you shortly. Thank you.

GMSI's operating motto is ***Facilitating Excellence***, reflecting an abiding conviction that governments, organisations and leaders in developing countries and transitional democracies can indeed attain outstanding levels of excellence, if they are properly assisted through the right mix of training, advice and implementation support.

---

GMSI is a Limited Company registered in England and Wales, No. 5866106.  
VAT Registration No. 947 5588 64.

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

Registered Office: Suite 7, 2 Shad Thames, Jamaica Wharf, Tower Bridge, London SE1 2YU, United Kingdom

