



# ANNUAL REPORT

## 2019

"My sincere thanks to the kind staff and the Isle of Man Government for providing such a wonderful program to equip us with the necessary skills to address our different challenges"

**Susan Kumar, Reserve Bank of Fiji**

"The SCFMC has planted some seeds within us that we cannot ignore but rather continue to mould and nurture to enable the leadership skills to blossom within us and our institutions"

**Charmaine Louis-Justin, Ministry of Finance, St Lucia**

"Overall this was the best of the trainings I've ever attended. I now have created my network of professionals whom I could turn to for help in the future. My sincere thanks to the Isle of Man for sponsoring and hosting this excellent program"

**Anonymous from Evaluation**



**SCFMC**  
THE SMALL COUNTRIES FINANCIAL  
MANAGEMENT CENTRE

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# Foreword

by Stephen Pickford

Chair of the Small Countries Financial Management Centre

The 2019 Small Countries Financial Programme was our eleventh annual Programme and continues to go from strength to strength. It was as intensive as ever, both for participants and faculty. Once again it proved to be a great success and was much appreciated by all participants, as evidenced by their evaluations and comments; some of which are set out in the Report.

I would also like to express my gratitude to our new Programme Director Paul Fisher for his energy and commitment to the Programme and to our previous Programme Director Alison McQuater, whose commitment and continued support has ensured a smooth transition. They have contributed significantly to the Programme's development and continued success.

I am also extremely grateful to the existing and new faculty members for their support for and engagement in the Programme, to our Executive Director Mark Shimmin and to Elaine Moretta, our Programme Manager together with the interns who assist her, for their dedication to making the Programme run smoothly and efficiently.

There are also many Manx organisations who contribute in a variety of ways and on an unpaid basis, without whom the Programme would not be the success it is today. I want to take this opportunity to express our thanks and gratitude to them.

Barclays provide banking facilities, Baker Tilly Isle of Man provide the external audit, Callin Wild provide legal advice and Manx Telecom provide SIM Cards for participants. In addition, I would like to express our appreciation to International Centre for Technology Limited and the University College Isle of Man for the use of the Nunnery as the venue of the Isle of Man element of the Programme and to Cains Advocates and Döhle (IoM) Ltd for the use of their Fort Anne premises.

I would also like to acknowledge the work and support of the directors of the Centre, who share their knowledge, experience and expertise on a voluntary basis and who contribute in no small degree to the success and development of the Programme and the work of the SCFMC.

Finally, on behalf of all involved in the SCFMC I would like to express our particular appreciation to the Isle of Man Government for its continued support. The Isle of Man Government has been a strong and consistent supporter and advocate for the Centre. Its continued commitment is of fundamental importance to the Centre and the Programme. Its multi-year funding, as set out in the document "International Development Funding Allocations" issued by the Cabinet Office in March 2017, provided certainty and medium term sustainability to the Centre and was particularly welcome.

The SCFMC has established itself as the provider of a highly regarded, innovative and important Programme. We have created a strong base. The challenge for the future is to continue to build and develop, to provide even more value and assistance to small developing countries globally.

# 1. The Board

The Small Countries Financial Management Centre (SCFMC) was established as a charity and a company limited by guarantee in the Isle of Man, by the Isle of Man Treasury in June 2009.

## The Board of the SCFMC currently consists of:




<b>Stephen Pickford</b>	Chairman, Associate Fellow, Chatham House, formerly H.M. Treasury
<b>Tim Cullen M.B.E</b>	Associate Fellow Saïd Business School, Chairman TCA Ltd, formerly Commissioner at the Isle of Man Financial Supervision Commission
<b>John Hicklin</b>	Formerly, senior official at Independent Evaluation Office, IMF
<b>Mark Shimmin</b>	Executive Director, Trustee Manx Museum and National Trust, formerly Chief Financial Officer, Isle of Man Treasury
<b>Sharda Sinanan-Bollers</b>	Attorney at law. Formerly, Executive Director, St Vincent and the Grenadines Financial Services Authority
<b>David Doyle CBE</b>	Advocate, Formerly First Deemster and Clerk of the Rolls was appointed 1st February 2019
<b>Company Secretary</b>	Colin Cowley, Isle of Man Treasury



## 2. The Objectives of the SCFMC

The objectives of the SCFMC are to contribute to the growth and prosperity of small countries through capacity building in the government financial sector. Capacity building is a key means to deliver the United Nation's 17 Sustainable Development Goals (SDGs).

More particularly, the SCFMC, through its Small Countries Financial Management Programme (SCFMP) contributes directly to the following Sustainable Development Goals:

Goal	Description
	Enhance international support for implementing effective and targeted capacity building in developing countries to support national plans to implement all the sustainable development goals.
	Strengthen relevant national institutions, including through international cooperation, for building capacity at all levels, in particular in developing countries, to prevent violence and combat terrorism and crime.
	Promote sustained, inclusive and sustainable growth, productive employment and decent work for all.
	Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision making in political, economic and public life.



The Company is established with the objective of reducing poverty and improving financial governance through the promotion of education relating to the government financial sector in small countries or countries whose economy or infrastructure has been adversely affected by wars or conflict. It aims to do so by:

- (a)** the organisation and provision of targeted executive education and technical training courses and materials conducted by practitioners and academics to provide improved skills, deeper understanding and general best practice around financial regulation, risk management, and broader management of government financial activities;
- (b)** the provision of an international forum for sharing knowledge, encouraging debate and discussion and driving innovation by the advancement of education and training by hosting conferences, seminars, working groups and networking events for global regulators and industry practitioners from small countries;
- (c)** the establishment of an international research and training centre for developing, facilitating, promoting and carrying out research and training into global regulatory issues concerning the international financial services markets in small countries in order to obtain a better understanding of such issues and to publicise, disseminate and publish the useful results of such research and provide a forum for their discussion;
- (d)** the development of ideas and best practice which are unbiased of any particular regulatory regime and are developed based on rational, scientific bases, drawing on and reflecting the practical experience in small countries and elsewhere, and understanding of global regulators and industry practitioners and thereby the achievement of an international reputation.

The SCFMC currently achieves its objectives primarily through the provision of executive education programmes (the Small Countries Financial Management Programme, or SCFMP) targeted at senior public sector officials from small developing countries. It is conducted by a faculty of eminent practitioners and academics to provide improved leadership, strategic management and negotiation and influencing skills, and a deeper understanding of best practice around financial regulation, risk management, and improved management of government financial activities.

## Participants leave equipped with:

- A wide range of skills and powerful techniques designed to help them directly in their day-to-day roles.
- New insights into the broader workings of the global economy, its major state and multilateral players, and the latest developments in the regulatory field.
- A deeper understanding of the common challenges faced by small states and the resources available to solve them.
- A broader perspective of what is involved in effecting change in political environments.
- Insights, recommendations, and specific measures to address a particular challenge that their organisation faces.
- The skills and strategic understanding to become better negotiators within their own organisation and with external partners.
- Strong bonds with fellow delegates, providing an invaluable network of peers in other countries which enables them to forge powerful networks of information and influence, now and in the future.

A key element of the annual SCFMP is that the SCFMC meets all the costs of the Programme, including travel and accommodation for participants. Therefore, the only cost falling on the participating country is the opportunity cost of the participants' absence from their workplace for the duration of the Programme and the cost of any visas required for travel.



# 3. Funding

Since its inception in 2009 the SCFMC has received the majority of its funding from the Isle of Man Government, primarily to fund the annual SCFMP.

In 2016 the Isle of Man Government committed £300,000 a year until 2021-22 to the SCFMC. In 2018-19 it provided a further one off grant of £50,000.

At the reception at Government House on 2nd July 2019, the Directors of the Centre, presented to the Chief Minister Hon. Howard Quayle MHK an engraved plate, paid for in their personal capacities, in recognition of and gratitude for the long and greatly appreciated support for the work of the Centre.







Paul Fisher,  
Programme Director

## 4. The 2019 Programme - Programme Director's Report

I'm delighted to be writing my first Programme Director report after what was an intensive but highly enjoyable and stimulating two weeks this July.

What was clear to me from the outset is that the Small Countries Financial Management Programme is an outstanding Programme built on solid foundations. It manages to get the right balance between the practical and the theoretical, the hard skills and the soft skills, and the learning and the networking. Furthermore, the rigorous focus on challenges and learning outcomes and the steps participants need to take to instigate real change in their countries is a highly valuable and distinguishing feature of the programme. I owe a great debt of gratitude to my predecessor, Alison McQuater, who has worked so hard to make the programme what it is today and I'm excited that she will remain on the faculty.

Of course, the success of any Programme is dependent on the quality and commitment of the participants and this year we were truly lucky to have an outstanding cohort who hit the ground running despite - in many cases - epic travel journeys. Their engagement in discussions and their ability to bond almost immediately was very gratifying to see. The fact that the participants' WhatsApp group is still buzzing with ideas, information sharing and requests two months on from the programme augers well for the future.

This year's participants also brought with them a set of highly diverse challenges that included (among others) developing risk-based regulatory frameworks, reducing virement warrant supervisions, achieving Financial Action Task Force Compliance Rating, conducting full currency reviews, implementing Basel 2, and eliminating unofficial currency transactions. I hope that they returned to their countries with a renewed sense of confidence and purpose.

In terms of the Programme itself, we made some changes this year with our first ever fintech session, where Renier Lemmens from the London Institute of Banking & Finance highlighted some of the opportunities and risks fintech brings and the implications for policymakers, regulators and supervisors. We also strengthened the faculty with Dr Dirk Willem te Veld, a Principal Research Fellow at the Overseas Development Institute (ODI) and Dr Alex Budzier, a fellow in management practice from Saïd Business School. Dirk and Alex added important new insights in the areas of public policy and economic growth and new approaches to risk and regulation respectively.

We were also pleased to welcome previous participant and former Executive Director of the St Vincent and the Grenadines (SVG) Financial Services Authority, Sharda Sinanan-Bollers, to be one of our evening speakers. In what was an inspiring talk, Sharda talked about how the Programme has had a major influence on her subsequent career and the SVG's financial sector. We now have an outstanding alumni of close to 300 people and I hope we'll be able to allow others to share their experiences in the future.

Finally, as well as Alison, I'd also like to thank the Board, Mark, the faculty and Elaine and her team for making me so welcome and supporting me. It's a privilege to be involved in this outstanding programme - developing future leaders and supporting growth and governance in small countries worldwide.

# 5. The 2019 Participants

The 2019 participants group was energetic, enthusiastic, committed and engaged throughout the Programme. There were some outstanding participants and overall the quality was generally as strong as the previous year. They came together quickly as a supportive and lively group and maintained that energy and commitment throughout the intensive Programme.

The countries represented on the 2019 Programme were as follows (number in brackets indicates where there is more than one participant from a country):

Caribbean	Pacific	Africa Indian Ocean Rest of World
Antigua and Barbuda	Cook Islands	Bhutan
Barbados	Fiji	Botswana
Dominica	Kiribati	The Gambia (2)
Grenada	Papua New Guinea	Maldives (2)
St Kitts and Nevis	Samoa	Mauritius
St Lucia	Tonga	Montenegro
St Vincent and the Grenadines	Tuvalu	Namibia
Suriname		Seychelles
Eastern Caribbean Central Bank		



## 6. The Agenda & Faculty

The 2019 Programme is set out in full at Appendix 3.

The Programme remained intense and very full. It marked the first Programme with Paul Fisher as Programme Director. The former Programme Director Alison McQuater's continued involvement as a presenter during both weeks provided continuity and helped ensure a smooth and very professional transition.

Individually and collectively the faculty performed very strongly again this year. There were some changes to faculty and content. The new presenters were Dirk Willem te Velde from the Overseas Development Institute (ODI), covering the Growth Commission-Lessons for Small Countries, Alex Budzier from the Saïd Business School, presenting on New Approaches to Risk Assessment, Management and Regulation and Renier Lemmens, Visiting Professor of Fintech and Innovation at the London School of Banking and Finance (LIBF), who covered Fintech – An overview and Implications for Regulators.

In addition Ferran Muñoz Lopez, Audit Partner at PWC and Dan Johnson, Senior Manager Policy and Authorisations, Financial Services Authority sat with Renier Lemmens on an inaugural Fintech Panel.





Suzanne Williams QPM gave a talk on Crisis and Hostage Negotiation in Oxford and Sharda Sinanan-Bollers, an alumna of the 2009 Programme and Director of the Centre spoke to the participants on her experiences and application of knowledge learned on the Programme, as a senior public servant in St. Vincent and the Grenadines.

The development of the presentation and recasting of the individual work-related challenges which had been extensively redesigned last year, was further refined this year and continued to prove a very successful innovation. A tighter structure for the identification of action plans arising from the recast challenges was continued, which whilst demanding for participants, enhanced the practical application of their learning.

The Faculty’s performance was assessed in terms of Session Content and Session Effectiveness. Under both headings the faculty generally scored very highly with all faculty members scoring an average of more than four out of a possible five.

The average scores and spread of scores out of 5 were:

	2019		2018		2017	
	Session Content	Session Effectiveness	Session Content	Session Effectiveness	Session Content	Session Effectiveness
Average	4.62	4.61	4.80	4.80	4.72	4.73
Spread	4.12 to 5.0	4.20 to 5.0	4.21 to 5.0	4.21 to 5.0	4.42 to 5.0	4.39 to 5.0





## 7. The Facilities & Support Team

As in previous years, the first week of the Programme was held in the Isle of Man and the second week in Oxford.

The Nunnery provided the base for the first four days in the Isle of Man, with the Fort Anne being the venue for the final two days. Harris Manchester College, at Oxford University, was again the Programme's base in Oxford.

The SCFMC is particularly grateful to ICT Ltd, together with the Department of Education, Sport and Culture for the use of the Nunnery and to Cains Advocates and Döhle (IOM) Ltd for the use of the Fort Anne, both venues provided excellent facilities and hospitality to the Programme.

All average scores exceeded 4 for the facilities in both the Isle of Man and Oxford, other than the bedrooms at Harris Manchester, which scored just below 4. The Regency Hotel in Douglas remained a success, both in terms of quality and service.

In particular, the administrative support led by the Centre's Programme Manager Elaine Moretta and very ably assisted by the interns, Emily Rimmer, Charles Rimmer and Harry Corlett scored very highly, at an average of 4.92 for effectiveness.



The SCFMC would like to express its particular gratitude to His Excellency Sir Richard Gozney KCMG CVO for once again hosting a reception at Government House and to The Hon. Stephen Rodan MLC for hosting the participants at the Tynwald Day evening celebrations at the House of Manannan. These events enabled the participants to meet and discuss issues of mutual interest, with representatives of Government, the business community and Tynwald guests. Both events were rated highly and enjoyed by participants.

The SCFMC was pleased also to host Rt. Hon. Nicky Morgan MP and Mr Steve Baker MP representing the Treasury Committee of the UK Parliament as lunchtime guests on the 4th July, when they met and talked with participants, sat in on the Fintech session and were briefed on the Programme and work of the Centre.





## 8. Summary

The Small Countries Financial Management Centre and its annual programme continue to go from strength to strength with 267 participants representing 31 countries having now gone through the programme since its inception. Of course, the programme is only as good as its participants and its ability to continue to adapt to meet small country challenges in the financial sector. We remain committed to achieving this and – with the support of the Isle of Man Government and other partners – look forward to continued success in our key goal of supporting the growth and prosperity of small countries through capacity building in the government financial sector.



# Appendix 1

## 2019 Programme - analysis of applications and participants

### APPLICATIONS AND PARTICIPATION BY REGION

Region	Applications			Participation		
	Number of countries applying	Number of applications	Percentage of applications	Number of countries represented	Number of participants	Percentage of participants
Caribbean	11	16	35	9	9	35
Pacific	8	13	28	7	7	27
Africa/Indian Ocean/R.O.W*	9	17	37	8	10	38
<b>Total</b>	<b>28</b>	<b>46</b>	<b>100</b>	<b>24</b>	<b>26</b>	<b>100</b>

### APPLICATIONS AND PARTICIPATION BY REGION & GENDER

Region	Number of Male applicants	Number of Female applicants	Number of Male participants	Number of Female participants
Caribbean	6	10	4	5
Pacific	2	11	1	6
Africa/Indian Ocean/R.O.W*	8	9	5	5
<b>Total</b>	<b>16</b>	<b>30</b>	<b>10</b>	<b>16</b>

### APPLICATIONS AND PARTICIPATION BY REGION & TYPE OF ORGANISATION

Region	Regulatory applications	Regulatory participants	Central Bank applications	Central Bank participants	Min. of Fin. applications	Min. of Fin. participants
Caribbean	5	4	7	3	4	2
Pacific	1	1	5	3	7	3
Africa/Indian Ocean/R.O.W*	5	2	7	5	5	3
<b>Total</b>	<b>11</b>	<b>7</b>	<b>19</b>	<b>11</b>	<b>16</b>	<b>8</b>

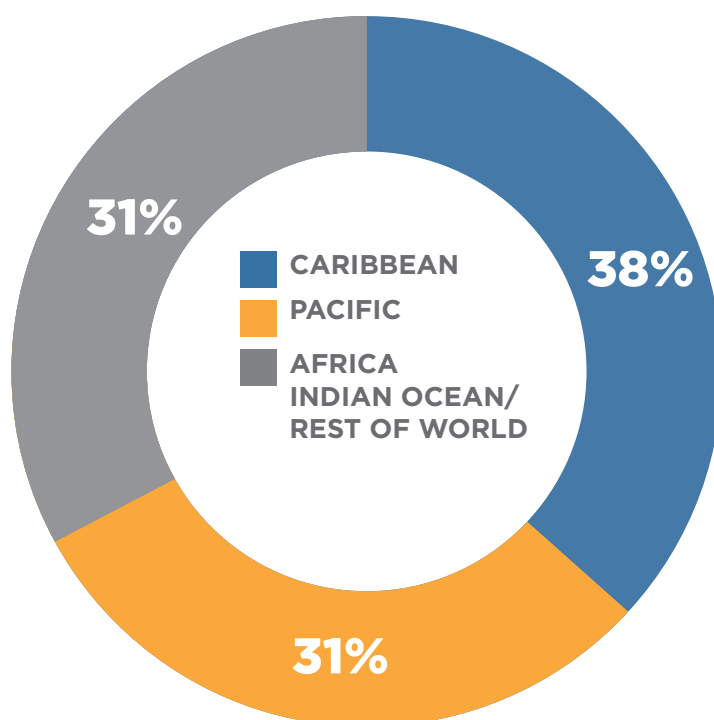
\*R.O.W - Rest of World



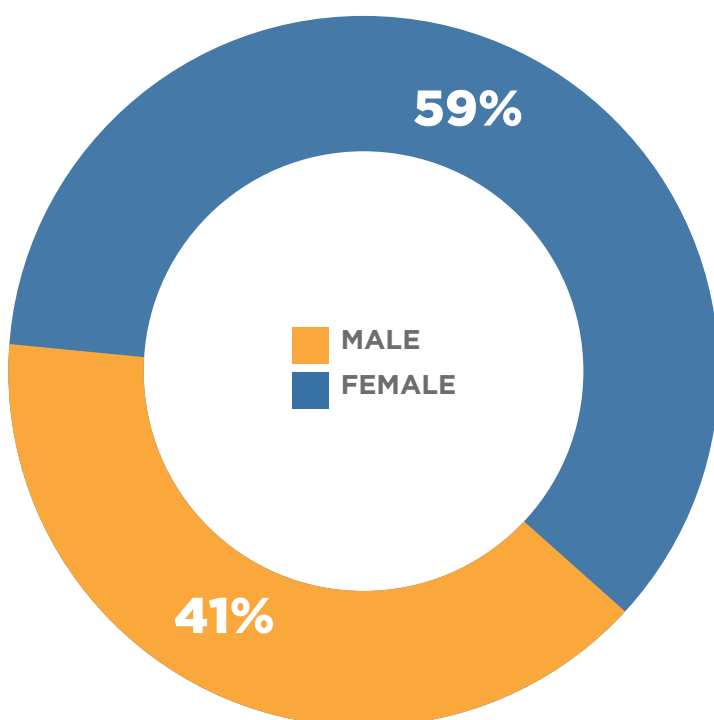
# Appendix 2

Historical analysis 2009 - 2019

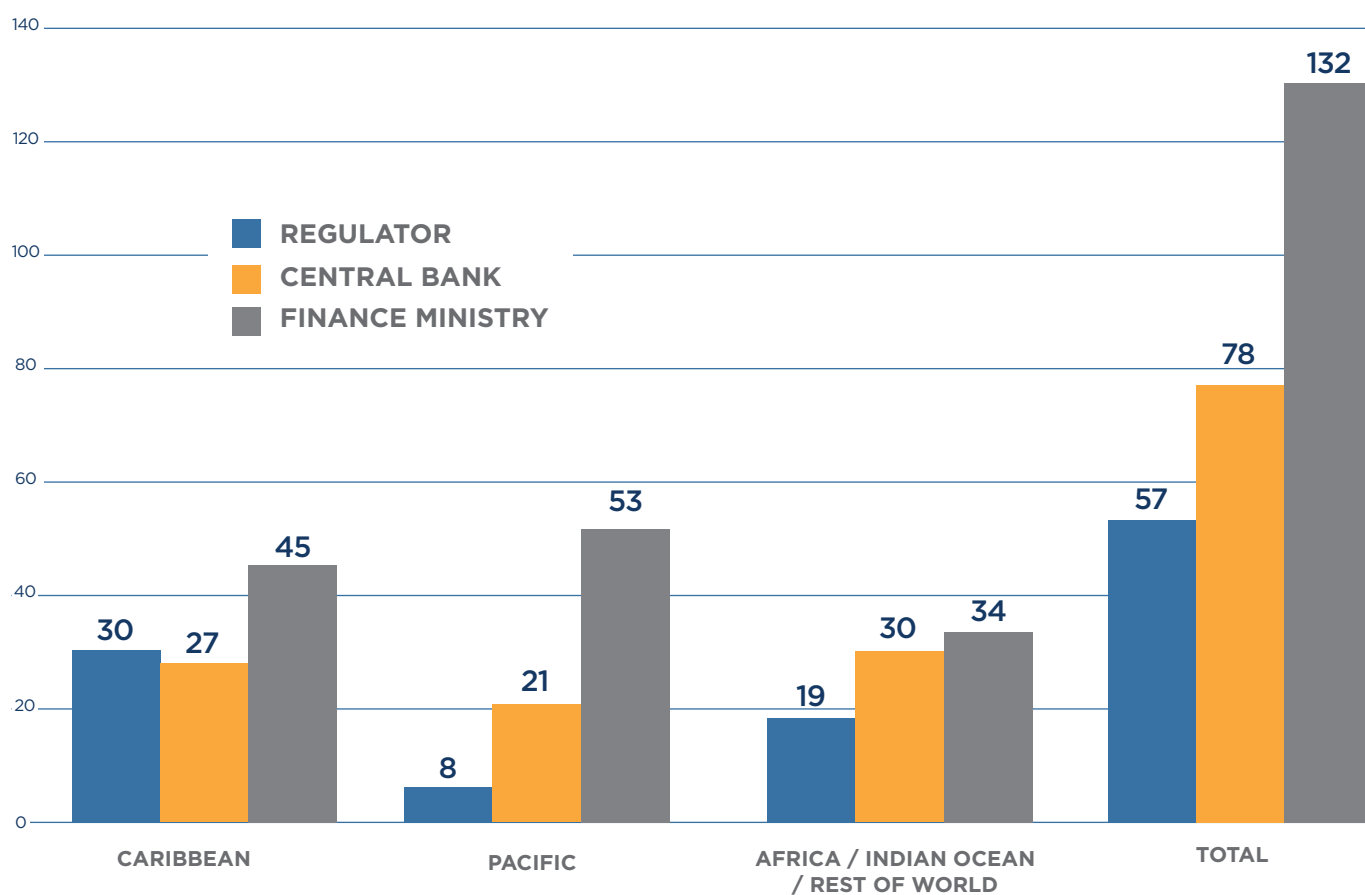
**PARTICIPATION  
BY REGION**  
2009 TO 2019



**PARTICIPATION  
BY GENDER**  
2009 TO 2019



## PARTICIPATION BY REGION AND TYPE OF ORGANISATION 2009 TO 2019



# Appendix 3

The 2019 Programme Agenda



## Big Challenges, Real Solutions

The Small Countries Financial  
Management Programme

**Sunday 30th June - Friday 12th July 2019**

A Programme with a difference that makes a difference

"There has been a significant and enduring enhancement in the leadership, strategic management and negotiating capacity of those who have attended the Programme. They have also been able to apply the learning and skills gained by attending the Programme to benefit our Government and people in a tangible manner and for a sustainable period. The Programme blends leadership, strategic management and negotiating skills with a practical focus on real work-related challenges and improving technical skills. It is a unique Programme which is of particular value to us."

Caribbean Government Minister

	Sunday 30 June	Monday 1 July	Tuesday 2 July	Wednesday 3 July	Thursday 4 July	Friday 5 July	
EARLY A.M.		8.45 Welcome from <b>Isle of Man Government</b>	9.00 Frameworks for Delivering Change in the Public Sector <b>Kathryn Bishop</b>	8.15 Review Session <b>Paul Fisher</b>	8.30 Review Session <b>Paul Fisher</b>	9.00 Challenges in inter-agency co-operation and financial stability in small countries <b>John Aspden</b>	
		9.00 Growth Commission - Lessons for Small Countries <b>Dr. Dirk Willem te Velde</b>		9.00 New Approaches to Risk Assessment, Management and Regulation <b>Alex Budzier</b>	9.00 Taxation Issues <b>Nicola Guffogg</b>		
Coffee		10.45 Coffee	10.30 Coffee	10.15 Coffee	10.15 Coffee	10.15 Coffee	10.15 Coffee
LATE A.M.		11.05 Briefing on presentation of challenges <b>Alison McQuater</b>  11.15 Presentation of Challenges	11.00 Frameworks for Delivering Change in the Public sector (cont'd)	10.30 New Approaches to Risk Assessment, Management and Regulation (cont'd)	10.30 Isle of Man's Economic Journey <b>Allan Bell</b> <b>John Webster</b> <b>John Spellman</b> <b>Mark Shimmin</b>	10.30 OPTION FOR REGULATORY	10.30 OPTION FOR NON-REGULATORY
						Current Regulatory Structure & Governance <b>John Aspden &amp; Richard Pratt</b>	Cash & Debt Management <b>Dr Rory Macleod &amp; TBA</b>
Lunch		12.30 Lunch	12.30 Lunch	12.00 Lunch	12.15 Lunch	13.00 Lunch	13.00 Lunch
EARLY P.M.	12.50 flight from London Gatwick to Isle of Man  14.30 Transfer to Regency Hotel	13.15 Presentation of Challenges (cont.)  14.00-14.30 Small Groups Challenge Themes  14.30-15.00 Feedback on Challenges	13.30 Syndicate Groups: Reframing the Challenge	13.00 New Approaches to Risk Assessment, Management and Regulation (cont'd)	12.45 Fintech Overview & Implications for Regulators <b>Renier Lemmens</b>	13.45 Licensing: the gate of entry. A risk based approach to setting obligations <b>John Aspden &amp; Richard Pratt</b>	13.45 Cash & Debt Management (cont'd)
Coffee		15.00 Coffee	15.00 Coffee	14.30 Coffee	15.30 Coffee	15.30 Coffee	15.30 Coffee
LATE P.M.	15.45 Buffet at the Regency  Welcome and Orientation by Executive Director <b>Mark Shimmin</b> and Programme Director <b>Paul Fisher</b>	15.15 How past Participants implemented their challenges (DVD) and Lessons learned <b>Paul Fisher</b>	15.15 Syndicate Groups: Reframing the Challenge (cont'd)	14.45 New Approaches to Risk Assessment, Management and Regulation (cont'd)  Q& A  16.30 Review <b>Paul Fisher</b>  17.00 Return to Hotel	15.45-16.45 Fintech Panel Session   16.45 Return to Hotel	15.45 Monitoring & Sanctions. Terrorist Financing Bank Resolution & Compensation (cont'd)	15.45 Cash & Debt Management (cont'd)
EVENING	Free time	16.30 Return to Hotel Free time and own dinner arrangements	16.00 Return to Hotel  18.30 Evening Reception at Government House	Free Time and Own Dinner Arrangements	Free time and own dinner arrangements	17.45 Leave for reception with Tynwald guests at House of Manannan, Peel	



Saturday 6 July		Sunday 7 July	Monday 8 July	Tuesday 9 July	Wednesday 10 July	Thursday 11 July	Friday 12 July	Saturday 13 July
9.00 OPTION FOR REGULATORY	9.00 OPTION FOR NON-REGULATORY	Travel to Oxford, flight to Birmingham and Coach to Oxford	8.30 Orientation to week 2 Paul Fisher	8.30 Introductory Framework for Negotiation Tim Cullen	8.30 Cross Cultural Negotiations Michael Gates	8.30 Review of Negotiation Sessions Paul Fisher	8.30 Inspirational Leadership Phyllida Hancock	9.00 Check out at Harris Manchester
Co-operation John Aspden & Richard Pratt	Cash & Debt Management (cont'd)		9.15 Revisiting Challenges: Leadership & Stakeholder Focus Alison McQuater			9.15 Introductory Session Alison McQuater		
10.15 Coffee	10.15 Coffee		10.30 Coffee			10.30 Coffee		
10.30 Sanctions against Terrorist Financing  11.45 Preparing for an external evaluation (cont'd)	10.30 Cash & Debt Management (cont'd)	To Harris Manchester College, Oxford	11.00 Becoming Powerful Influencers Alison McQuater	10.45 Decision-making & Persuasion in Negotiation Tim Cullen	10.30 Cross Cultural Negotiations (cont'd)	9.45 Recasting Challenges Alison McQuater	10.30 Inspirational Leadership (cont'd)	
							12.00 Final Wrap up Paul Fisher	
12.45 Lunch	12.45 Lunch		13.15 Lunch	12.30 Lunch	12.30 Lunch	12.30 Lunch	13.00 Lunch	
14.00 Tour of the Isle of Man		Lunch at Harris Manchester	14.00 Leadership & Influencing Skills in action David Trevaskis	13.30 Key Principles of Negotiation Tim Cullen	13.30 Creating Value in Negotiation - Multi Party Negotiations Tim Cullen	13.30 Developing Action Plans for the delivery of challenges Alison McQuater		
					14.30 CenBank Negotiation Tim Cullen			
			15.15 Coffee	15.15 Coffee	15.15 Coffee	15.15 Coffee		
		Walking tour of Oxford	15.30 Leadership & Influencing Skills in action (cont'd)	15.30 Free Time	15.30 CenBank Negotiation (cont'd)	15.30 Developing Action Plans for the delivery of challenges (cont'd)	Free time	
			17.30 Break	17.45 Drinks Reception at Oxford Union	17.00 Free time in Oxford and own dinner arrangements			
			18.00 Guest Speaker  Sharda Sinanan-Bollers 2009 Alumna	18.00 Guest Speaker  Suzanne Williams QPM Crisis Negotiator and Kidnap Investigator		16.00 Review Session Paul Fisher		
			18.00 Return to hotel and own dinner arrangements	Free Time and Own Dinner Arangements	19.30 Dinner at Harris Manchester College	19.00 Tour of Oxford Union	16.30 Free Time in Oxford and Own Dinner Arangements	
19.30 Dinner at Oxford Union	20.00 Final Dinner and Presentation of Certificates							

# The Small Countries Financial Management Programme

**Sunday 30th June - Friday 12th July 2019**

## PROGRAMME DIRECTOR

- Paul Fisher, Saïd Business School, University of Oxford

## ACADEMIC DIRECTOR

- Alison McQuater, Saïd Business School, University of Oxford

## FACULTY LIST

- John Aspden MBE, Chairman of the Group of International Finance Centre Supervisors and former Chief Executive of the Isle of Man Financial Supervision Commission
- Kathryn Bishop, Saïd Business School, University of Oxford
- Alexander Budzier, Saïd Business School, University of Oxford
- Tim Cullen MBE, Saïd Business School, University of Oxford
- Michael Gates, Saïd Business School, University of Oxford
- Nicola Guffogg, Assessor of Income Tax, Treasury, Isle of Man
- Phyllida Hancock, Olivier Mythodrama
- Renier Lemmens, London Institute of Banking and Finance
- Dr. Rory Macleod, Managing Director, Objective Analysis, Oxford
- Alison McQuater, Saïd Business School, University of Oxford
- Richard Pratt, Richard Pratt & Partners, London
- David Trevaskis, Managing Director, Acting for Change
- Dr. Dirk Willem te Velde, Overseas Development Institute

### Panel members for discussion of the Isle of Man's Economic Journey

- Allan Bell CBE, former Chief Minister
- Mark Shimmin MBE, former Chief Financial Officer, The Treasury, Isle of Man
- John Webster, former Government Chief Economist, Chairman Manx Technology Group
- John Spellman, former Director of Financial Services, Department of Economic Development



HARRIS MANCHESTER  
COLLEGE, OXFORD

"You come up with your challenges, you talk through your challenges and you develop the tools to solve some of these problems, so you can now say I think I have the necessary skills. I use the knowledge and skills frequently, on a day-to-day basis." **African Participant**

"This Programme has delivered more than I had hoped for and heard. The Lecturers/Professors have been extraordinary, vibrant and truly engaging and it has time and again surpassed my expectations. It afforded me the opportunity to embark on this life changing journey." **Caribbean Island Participant**

"I came out of the programme with confidence and new mind set in dealing with the negotiations for compliance with international financial standards. Instead of trying to evade the issues we are now taking an active and forward approach in our consultations." **Pacific Island Participant**