

## Training and Professional Development



Directory of Courses

**2018**



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# Meet Our Team

We are committed to enabling our partners to exceed their learning objectives and create lasting individual and institutional impact.

One of our strengths is close local knowledge of the countries and clients we serve. Crown Agents has permanent offices in 14 countries and our team members around the world will work with you closely to deliver the very best learning experience.

## Our team based in the UK



## Regional representatives



Samron Adane, Regional Business Development Manager, **East and Southern Africa**



Maureen Ademola, Country Representative, **Nigeria**



Nii Mac-Carthy, Regional Business Development Manager, **West Africa**



Margaret Gatuhi, Country Representative, **Kenya**



Shishant Paliwal, Regional Business Development Manager, **Asia and Middle East**



Sylvia Nakyajja, Country Representative, **Uganda**

Dear colleague,

**Welcome to our enhanced and expanded portfolio of Crown Agents training programmes for 2018.**

You may recall that our theme for last year's directory was 'Interact, Innovate and Improve!' In other words: learning and interaction with counterparts from across the world, and the innovations that emerge, will always contribute to increased organisational effectiveness.

The utilisation of practical and interactive learning methods in our courses remains vitally important, and we are certain that your participation in one of our international training programmes will yield tangible results upon your return to the workplace.

But we feel this theme – supported by most accepted theories of learning – does not necessarily tell the whole story. It is one thing to follow a process in the artificial environment of a classroom, it is another altogether to implement it effectively in a real-world setting, where goals change from one day to the next, and there are so many 'moving parts'.

As such, the human elements of work and productivity, and how strength of character can play such an important, yet immeasurable, part in success, fascinate us. The power of *values*.

### **Our values of Courage and Authenticity**

Across the breadth of work we deliver, from procurement reform in Ukraine, to results-based financing in Zimbabwe, two values unite us and explain why we do what we do.

**Courage.**

And **Authenticity.**

For us, courage means striving to do the right thing, and taking ownership and accountability for our decisions at all times.

Authenticity means acting transparently, and with integrity. Basing judgements on facts and data rather than opinion.

### **New innovations for 2018**

On a different note, I want to highlight some of the enhancements we have had the courage to introduce to the course calendar, all new for 2018. You will see that our entire headquarters – and main training centre – has relocated from the suburbs into Central London. We are now within walking distance of so many of this great city's pre-eminent institutions and cultural sites.

We are also scheduling courses in more locations worldwide than ever before, including, new for this year, Toronto, Cape Town, Brussels and Port Louis on the wonderful island of Mauritius. Responding to your needs, we have also introduced new programmes, qualification courses in partnership with **London South Bank University** and the **Chartered Institute of Procurement & Supply** and the inaugural **Accelerate Summit** in Mauritius.

We very much hope to see you in 2018, whether in London or one of our nine other global training locations.

Warmest regards,



**Tim Runacre MA CPRS**

Director, Training and Professional Development, Crown Agents



## Our Capacity Building Services

Always highly interactive and engaging, our training is dedicated to delivering practical skills that result in real and lasting improvement. Drawing upon Crown Agents' unparalleled 185 years' experience of working with governments and citizens worldwide, our faculty of trainers combine international best practice with a genuine understanding of local conditions and challenges.

### Open scheduled courses



Our comprehensive portfolio of 75 courses offer a wide range of dates and locations for busy executives. They are structured to deliver a clear step-by-step development pathway as you progress through your career.

Our training utilises a wide range of innovative techniques and methodologies that bring the learning alive, including group exercises, visits to peer organisations and personal coaching.

### Our courses are divided between nine portfolios:



# Our Capacity Building Services

## Customised Training Programmes



We work closely with our clients to establish a detailed knowledge of their specific issues and what they want to achieve. We have designed and implemented customised training programmes for governments and organisations all over the world. This training can be delivered whenever and wherever suits the client's requirements.

Some of our recent customised training projects include:

- **Commercial Bank of Ethiopia (CBE)**  
We've delivered an extensive training package for CBE since 2014 [see page 53]
- **Ministry of Planning, The Government of The People's Republic of Bangladesh**  
Management for Development Results training course [see page 69]
- **PIMSEC, Government of Jamaica**  
Evaluation and impact assessment of policies and projects [see page 94]
- **Ghana Ports and Harbours Authority (GPHA)**  
Writing and Delivering Speeches with Impact training [see page 93]

## Consultancy Services



We offer a range of training consultancy services, including training needs' analysis, coaching and mentoring, designing training strategies, competency frameworks and train the trainer. We help department heads and training departments to identify training needs and then develop and deliver relevant and effective professional development programmes.

## Our Partners

Our courses are accredited or endorsed by the following institutes and professional bodies:



### British Accreditation Council (BAC)

Crown Agents is accredited as a short course provider (UK courses only) by the British Accreditation Council for Independent Further and Higher Education. This accreditation is an independent mark of quality, demonstrating that we are a genuine education provider with sound teaching practices.



### British Standards Institute (BSI)

Crown Agents is accredited by the British Standards Institute (BSI), the UK's national standards body, to ISO 9001:2015 standard, recognising the high standards achieved and maintained in the design, delivery and administration of training programmes.



### Chartered Institute of Procurement & Supply (CIPS)

Crown Agents and CIPS have signed an agreement to work together as partners on training activities, international projects and business development activities. See page 73 for more details.



### ICSA

The Governance Institute supports Crown Agents' specialist training in governance. They host study visits and welcome course alumni into affiliate membership.



### Institute of Civil Protection and Emergency Management (ICPEM)

The Crisis Management and Contingency Planning programme is endorsed by the Institute of Civil Protection and Emergency Management (ICPEM).



### ILM

A number of our leadership and management courses are endorsed or recognised by the ILM. ILM quality assures these programmes, ensuring we provide clients with the highest standard of leadership and management development.



### Learning & Performance Institute (LPI)

We hold the status of Accredited Learning Provider for our high quality provision of learning and development services to our clients. Accreditation with the LPI represents an assurance from us to continually raise standards of workplace learning for our clients. In addition, we are an LPI Authorised Assessment Centre (AAC), meaning that we are able to assess our trainers against LPI standards.



### Scottish Qualifications Authority (SQA)

We offer qualification courses validated and awarded by the Scottish Qualification Authority to clients who successfully complete the course assessments. These qualifications are comparable to the level of a UK Higher National Diploma, and provide a solid foundation for a career in procurement.



### Chartered Institute of Public Relations (CIPR)

CIPR hosts a visit for the delegates attending the Public Relations and Working with the Media course, all of whom also receive Affiliate Global membership of this Royal Institute.



### London South Bank University

We are working with this leading university to offer courses that align with modules on one of its Masters-level programmes.

# About Crown Agents

Training and Professional Development is proud to be part of Crown Agents Ltd., an organisation with a history dating back to 1833.

## Who are Crown Agents?

Crown Agents is a high impact social enterprise. We improve public services and drive economic growth in countries around the world.

Our expertise is finding new solutions to difficult problems for clients in the areas of health, governance, economic growth, humanitarian action and supply chain services.

We work with leaders at local, national and international level to achieve change, drawing on our insight and experience. We reinvest our profits into further transformation. We have permanent offices in 14 countries and are active in over 100.



Health



Humanitarian  
Action



Governance



Economic  
Growth



Supply Chain

## Training and Professional Development

## Our Values

At Crown Agents we stand by our values of **courage** and **authenticity**. Our history defines us as being the first. Our courage and authenticity drives us to be the best. Courage for us means making choices with great impact; it means having the audacity to seek constant improvements, to respectfully challenge others and to act boldly in the face of adversity. Authenticity for Crown Agents means acting with transparency and integrity, both as individuals and as an organisation, and always delivering on our promises.

## Our Governance

The Crown Agents Foundation is the sole not-for-profit owner of the Crown Agents Limited, making us a social enterprise. The Foundation drives the social mission and ethos that sits at the heart of Crown Agents, is its sole share owner and oversees all its activities. Crown Agents allocates a share of its profits to development activities and the Foundation manages these funds. It is currently involved in a number of exciting initiatives including drones for development and smart solar for hospitals. We're proud to be a member of Social Enterprise UK, the membership body for UK-based social enterprises.



## The impact of our work

**37.9%**

savings for the  
Ukraine Ministry of  
Health procurement  
programme

**150,000**

babies safely delivered  
in health facilities since  
2015 in South Sudan

**182,000**

out-of-school children  
back into education  
in Ghana

**14m**

people treated for  
neglected tropical  
diseases in Nigeria

# Our International Training Locations

## Central London, U.K.

We are delighted to announce that our international headquarters are now based in the heart of London, close to all major landmarks and ideally situated at the heart of the city's transport network.

### Our Location

Located on London's South Bank, the Blue Fin Venue offers stunning views of some of London's most iconic landmarks, including St Paul's, Tate Modern and Docklands. Crown Agents' new HQ boasts easy access to the Houses of Parliament, Courts of Justice, retail centres such as Oxford Street and a host of world renowned historical and cultural sites.



### Our new training facilities

The Blue Fin Venue offers a range of bright and contemporary training rooms and includes a lecture theatre and private roof terrace with stunning views. Training courses will also be held in partner state-of-the-art training facilities within walking distance.

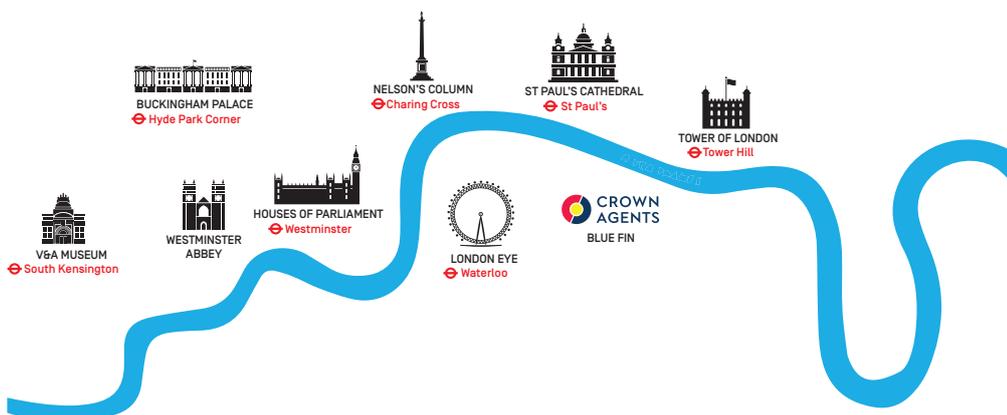
### Accommodation

We will provide delegates with an extensive list of convenient hotels and guest houses to suit a range of budgets with their booking information. The central London location of our training facilities will provide delegates with the opportunity to access a huge range of accommodation across the city.

### Travel

**Airports:** Gatwick and London Heathrow airports are less than one-hour away and linked by fast and efficient train services.

**Underground and train stations:** The Jubilee, Northern, Bakerloo, Central, District and Circle Lines are all within a 10 minute walk from Blue Fin Venue. Suburban train services at Blackfriars, London Bridge and Waterloo are between 5 and 15 minutes' walk away and provide access to greater London.



Blue Fin Venue,  
110 Southwark Street,  
London, SE1 0SU,  
United Kingdom

## Our International Training Locations



### Washington D.C. United States of America

Our courses in the U.S. are held just outside Washington D.C., seat of the U.S. administration. Training takes place in a hotel, situated in the historic 'Old Town' district of the town of Alexandria. The venue is less than five kilometers from Ronald Reagan Washington National Airport, with free shuttle buses provided.

Rich in history, museums, cultural attractions and national landmarks, Washington D.C. is the political centre of the United States of America. It is home to the centres of all three branches of the federal government, including Congress, the Office of the President and the Supreme Court.



### Toronto, Canada

Toronto is a multi-cultural city rich in history, and home to many renowned landmarks, restaurants, museums, art galleries and parks. Its skyline is dominated by the iconic CN Tower. Toronto is home to a number of leading institutions and organisations, and delegates will visit and hear from public and private sector leaders during their training.

Visitors can also leave behind the bustle of city life to visit the natural beauty of Niagara Falls, situated less than two hours' drive away.



### Dubai, United Arab Emirates

Training takes place at a hotel ideally situated just a 40-minute drive from downtown Dubai.

Home to iconic landmarks and beautiful beaches, Dubai has emerged as the dynamic business hub of the Middle East. The world-famous skyline is home to the tallest building in the world, the Burj Khalifa, and promises delegates a view like no other. Delegates enjoy sightseeing trips such as a relaxing harbour boat cruise during their stay - an ideal way to see the sights.



### Accra, Ghana

The vibrant capital of Ghana is a bustling city, rich in history and culture and home to the national parliament and government ministries. Accra boasts a host of attractions such as the Makola market and Independence Square. Training is held in leading hotels in the city centre, just a short distance from Kotoka International Airport.

## Our International Training Locations



### Mombasa, Kenya

The coastal city of Mombasa is the second largest in Kenya, and boasts a host of attractions and sights. Rich in history and heritage, Mombasa is home to many beautiful spots such as Fort Jesus and the old Law Courts dating back to the beginning of the 20th Century - not forgetting stunning beaches set on the sparkling Indian Ocean.



### Brussels, Belgium

Home to the legislative bodies of the European Union, Brussels is the democratic heart of Europe. Hosting the European Commission, Council and Bank, this vibrant and historic city gives delegates the chance to see EU politics in action. Brussels airport is only 12km from the city centre with easy transport links.

As the centre of European culture and institutions, Brussels has much more to offer than its famous chocolates and beers; there are almost 90 museums, beautiful parks and World Heritage architecture to visit.



### Port Louis, Mauritius

Mauritius, an Indian Ocean island nation, is known for its idyllic beaches, lagoons and reefs. Delegates will have the opportunity to meet with Government officials of Mauritius and learn about their internationally recognised work on institutional reform.

**Flagship Event!** From 15-17 October 2018, Crown Agents' inaugural **Accelerate Summit** will take place in Mauritius. Turn to page 95 for more information.



### Singapore

Our training in Singapore is delivered in the stylish Orchard Road area of the city, a buzzing area of shops and restaurants. Situated less than 20 minutes from Singapore International Airport, it's close to all famous downtown landmarks such as Raffles Hotel and the beach resorts of Sentosa Island.

Singapore is a global hub for high-tech innovation and finance, and offers a fascinating mix of Chinese, Malay and Indian cultures and cuisines to its international visitors. The city is internationally renowned for its business and technology focus. The impressive skyline in Singapore is home to unmistakable silhouettes such as the Esplanade and Marina Bay Sands.



### Cape Town, South Africa

The seat of the Parliament of South Africa, Cape Town is also the legislative capital of the country. Home to Table Mountain, the country's most iconic landmark, Cape Town will provide a breath-taking backdrop to your training experience.

The city is famous for its harbour, beaches, Cape Point and many other tourist attractions.

# Your Training Experience

## The Crown Agents Certificate of Attendance - A globally recognised mark of excellence

All delegates receive a Crown Agents certificate confirming their completion of the training and an official photo for display back in the office.

## Our Training Facilities

We run courses in 10 countries worldwide. All of our training is delivered in training centres or hotels which offer the highest standards of modern equipment and comfort.

Ensuring our venues are accessible to all is a priority for us. If you have any specific requirements or requests please speak to a member of the team on booking and we will do our best to accommodate your need.

## Learning Materials and Catering

All delegates attending our courses receive an easy to use e-reader tablet pre-loaded with all training materials.

Lunch and refreshments during breaks will be provided by Crown Agents throughout the duration of your training. We have responded to feedback to continuously refine the menus offered to our participants and these cater for a range of different international cuisines.



## Transport and Accommodation

All of our training locations worldwide are located within easy reach of airports and other transport hubs and are ideally suited for exploring local attractions.

In the UK, the location of our new training facilities in Central London is in the heart of the train and Underground network, providing delegates with the opportunity to access a huge range of accommodation across London.

In all our training locations, we will provide delegates with an extensive list of convenient hotels and guest houses with their booking information, to suit all budgets.

## Course Specific Study Visits and Cultural Excursions

Each course includes at least one study visit to a relevant organisation or project to enhance your learning experience and view classroom based theory in practice. Study visit locations include the Houses of Parliament, the Olympic Stadium, the Baltic Exchange and Lloyd's of London.

Delegates will also be taken on at least one group cultural excursion as part of their training package. Examples include a visit to the Churchill War Rooms or Wembley Stadium in London, or a boat cruise in Dubai. Our co-ordination team also love providing advice on tourist attractions you may wish to visit on the evening or weekend, tailored to your own interests.

## Rewarding Loyalty

We offer all our clients a celebrated '4+1' loyalty scheme. This means that for every four delegates enrolled from your organisation in any calendar year, we will provide you with one additional place, entirely free of charge.\*



## Language

All courses will be conducted entirely in English. A proficient level of both spoken and written English is required by all delegates so that they are able to fully benefit from the course and participate in our interactive style of training.

\*Terms and conditions apply



“

The training is highly practical, interactive and tailor-made to the needs of the participants... The training has unleashed my potential to drive transformation in my organisation as well as establish a highly motivated and performing team that will take my organisations to new heights.

”

*Itumeleng Magama, Director of Finance and Banking, Ministry of Finance and Economic Development, Botswana, a delegate on Executive Leadership in Action, June 2017*

# Leadership, Management and Development



## Portfolio Schedule

Training Courses	Start date	End date
Effective Management Skills [ILM Level 3 Award]	11 Jun 2018	22 Jun 2018
	03 Dec 2018	14 Dec 2018
Management Development for Executives [ILM endorsed]	29 Jan 2018	09 Feb 2018
	30 Jul 2018	10 Aug 2018
	08 Oct 2018	19 Oct 2018
Making the Transition from Manager to Leader [ILM endorsed]	14 May 2018	25 May 2018
	10 Sep 2018	21 Sep 2018
Emotional Intelligence [ILM endorsed]	26 Feb 2018	02 Mar 2018
	15 Oct 2018	19 Oct 2018
Women in Leadership	16 Apr 2018	27 April 2018
	17 Sep 2018	28 Sep 2018
Executive Leadership in Action [ILM endorsed]	26 Feb 2018	09 Mar 2018
	14 May 2018	25 May 2018
	12 Nov 2018	23 Nov 2018
Leadership, Public Management and Governance	03 Sep 2018	21 Sep 2018
The Crown Agents Leadership Retreat	19 Aug 2018	24 Aug 2018
Strategic Change Management	23 Apr 2018	04 May 2018
	17 Sep 2018	28 Sep 2018
Management Development and Mastering Finance for Executives	08 Oct 2018	26 Oct 2018
Developing High Performing Teams	05 Feb 2018	16 Feb 2018
	02 Jul 2018	13 Jul 2018
Crisis Management and Contingency Planning [ICPEM endorsed]	ON REQUEST	

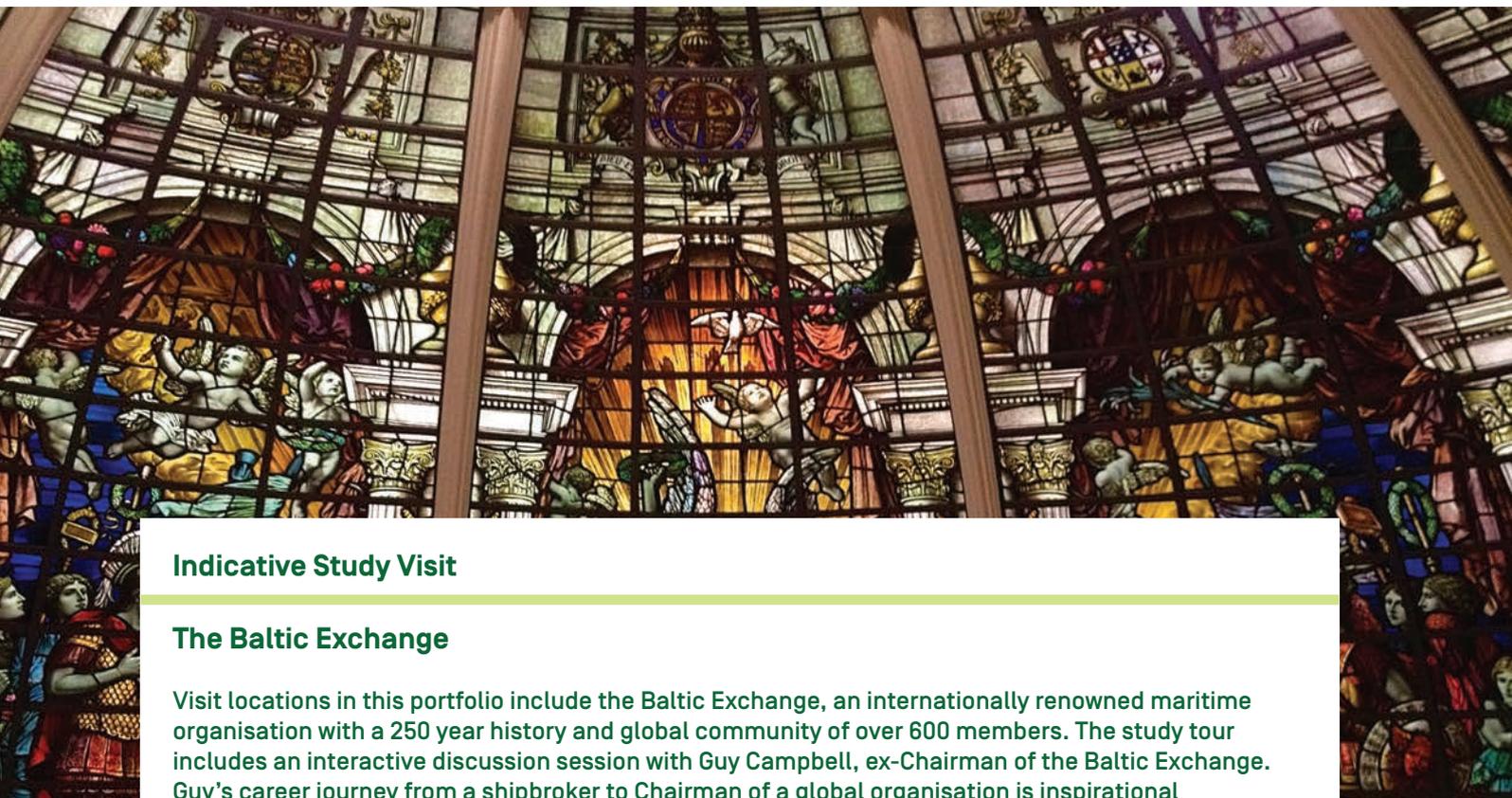
# Leadership, Management and Development

## Featured Director of Studies - Maria Older

Maria is Crown Agents' Director of Studies for the leadership portfolio. A charismatic professional with over 25 years' experience as a senior executive and trainer, Maria has been delivering leadership and management training for international delegates for the last eight years.

She is an inspirational and results-focused professional who designs and delivers innovative training that focuses on the individual delegate and their unique learning journey.

With over 25 years of global experience working for organisations including governments and leading firms in the banking, utilities, travel and shipping sectors, Maria has an in-depth appreciation of how to bring learning to life.



## Indicative Study Visit

### The Baltic Exchange

Visit locations in this portfolio include the Baltic Exchange, an internationally renowned maritime organisation with a 250 year history and global community of over 600 members. The study tour includes an interactive discussion session with Guy Campbell, ex-Chairman of the Baltic Exchange. Guy's career journey from a shipbroker to Chairman of a global organisation is inspirational and delegates will have a chance to hear his experiences and views on the importance of good leadership and staff development.

The Baltic Exchange lies in the heart of the 'Square Mile', the City of London, and this visit gives delegates a chance to see the capital's dynamic business hub.

## About the Portfolio

Our management and leadership training offers a clear learning pathway as you progress through your career from junior manager to senior executive or board member.

From **Effective Management Skills**, through to **The Leadership Retreat**, embracing change management, emotional intelligence and the link between leadership and governance along the way, we have a course for every step of the journey.



## About ILM



ILM is one of the world's leading awarding bodies for leadership and management qualifications.

Crown Agents is proud to be an ILM Approved Centre and works closely with ILM to offer a range of certified and endorsed courses of the highest quality.

Our delegates can be confident they have achieved an independently assessed, assured and internationally recognised award. All delegates completing these courses receive a 12-month Studying Membership, giving them added recognition and access to a raft of online resources.

## Effective Management Skills (ILM level 3 Award)



This programme is designed for those who are either new to management, or have been managing for a while but have not completed any formal training. It offers an opportunity to improve your performance as a manager and gain an internationally recognised management qualification.

It focuses on four main areas: Understanding what is needed to be a successful manager; problem solving and making decisions; understanding your organisation's needs; delegation and effective team working. Delegates will also gain influencing skills and learn a number of key techniques to deliver impactful presentations and team briefings.

Delegates will receive a one year membership of ILM, gaining access to an electronic database of tools, techniques and relevant articles on management.

### COURSE OBJECTIVES: On completion, you will be able to:

- Understand the key attributes of the successful manager
- Adapt your management style to improve performance for yourself and your team
- Break down problems and come up with workable solutions
- Delegate effectively to ensure targets are met
- Use influencing skills to achieve your goals
- Develop your innovative thinking and introduce new ideas
- Use key techniques to deliver impactful presentations and team briefings

### KEY TOPICS:

- ✓ Solving problems and effective decision-making
- ✓ Organisation and delegation
- ✓ The role of a manager in meeting stakeholders' expectations
- ✓ Understanding your own management style to increase self awareness
- ✓ Key skills to manage team morale and build effective teams
- ✓ Influencing to increase collaboration and deliver results

This is an ILM Level 3 Award programme. To gain the qualification, participants will draw on what they've learned to complete one assignment during the course and present it to the trainer for assessment. They will then complete a second assignment within a set period on their return to the office which will be sent in for assessment.

**Duration: 10 days**

**Fees: £4,350**

**Dates: 11 Jun 2018 - 22 Jun 2018  
03 Dec 2018 - 14 Dec 2018**

**Singapore  
Washington D.C.**

## Management Development for Executives (ILM endorsed)



Includes Coaching for Performance module

An ideal progression course for delegates who have completed the **Effective Management Skills** qualification course. This programme builds on the skills learned to further arm the developing manager with essential knowledge and tools. It is also very relevant for experienced managers who will soon be making the transition from a management to a leadership role.

The role of managers in senior and executive positions is evolving to include high-level performance management and change facilitation. This course has a particular focus on developing yourself as a manager and developing sustainable and successful teams.

It gives participants the opportunity to explore key areas of performance management, succession planning and organisational development.

### COURSE OBJECTIVES: On completion, you will be able to:

- Understand your own management style and the impact it has on your team
- Learn coaching skills and styles to develop high-performing, motivated teams
- Undertake appraisals, set targets and give instructive and constructive feedback
- Build your team: talent management and succession planning
- Be a change agent: understand and manage the impact of change on you and your team

- Prepare for your next step: understand the difference between management and leadership and the skills you need to make that transition

### KEY TOPICS:

- ✓ Understanding your management style and areas needing improvement
- ✓ Aligning your team's competencies with organisational goals
- ✓ Developing effective and motivated teams
- ✓ Managing organisational change
- ✓ The difference between management and leadership
- ✓ Talent management and succession planning

Combine with **Mastering Finance for Executives** to attend the **Management Development and Mastering Finance for Executives** course from 08 - 26 October. See p. 22 for details.

This is an ILM endorsed programme. For full information on assessment requirements, please view the course outline at [www.crownagents.com/training](http://www.crownagents.com/training)

**Duration: 10 days**

**Fees: £4,150**

**Dates: 29 Jan 2018 - 09 Feb 2018  
30 Jul 2018 - 10 Aug 2018  
08 Oct 2018 - 19 Oct 2018**

**London  
Washington D.C.  
Dubai**

# Making the Transition from Manager to Leader [ILM endorsed]



Includes Coaching for Performance module

The ideal training for managers moving into leadership roles. This programme guides delegates through the challenging transition from being a manager with a primary focus on delivery, to becoming a leader who inspires respect and trust.

Over two challenging weeks, delegates will study the behaviours and style of the successful leader and gain an insight into their own strengths and weaknesses. Culturally relevant case studies and role plays will be used to demonstrate positive and negative approaches to challenging situations.

There will also be a focus on how to use key problem-solving techniques to overcome organisational barriers and how to use influencing skills for maximum impact.

**COURSE OBJECTIVES: On completion, you will be able to:**

- Understand the difference between a manager and a leader and what it takes to make the transition
- Recognise your own strengths and weaknesses and create an improvement plan
- Learn coaching skills and behaviours to maximise individual performance
- Use contemporary styles and techniques to lead positive change
- Embed behaviours as a leader that inspire trust and respect
- Take on more challenging problems with improved problem solving

- Use influencing tactics and skills to engage and inspire

**KEY TOPICS:**

- ✓ Key attributes of a successful and inspiring leader
- ✓ Identifying strengths and weaknesses and developing an improvement plan
- ✓ Personal values that drive leadership behaviour
- ✓ Leading in times of change
- ✓ Using innovative problem-solving techniques

This is an ILM endorsed programme. To gain the Endorsed ILM award, participants will identify ways to apply what they have learned to manage their challenges or issues effectively. Each individual will make a presentation to fellow participants, based on the issue and two set questions. Successful assessment of the presentations will lead to participants receiving the Endorsed Award ILM certificate after the programme.

**Duration: 10 days**

**Fees: £4,150**

**Dates: 14 May 2018 - 25 May 2018  
10 Sep 2018 - 21 Sep 2018**

**London  
Toronto**

# Emotional Intelligence [ILM endorsed]



“People with well-developed emotional skills are also more likely to be content and effective in their lives, mastering the habits of mind that foster their own productivity...”

*Daniel Goleman, Emotional Intelligence*

Emotional intelligence (EQ) enables you to bring thinking and feelings together, working in harmony with IQ, cognitive intelligence, to create a more rounded and successful individual.

EQ is now increasingly recognised by organisations worldwide as an important leadership quality. The emotionally intelligent leader will be more resilient, have better work relationships and make smarter and more authentic decisions.

This new course is led by a leading expert in the field and is suitable both for those that are completely new to the concept and those who want to take their understanding to an advanced level. Through group working, coaching, quizzes and simulation exercises, this highly interactive training will equip you with the insight and skills to develop your emotional intelligence and use it to positive effect in the workplace.

**COURSE OBJECTIVES: On completion, you will be able to:**

- Gain insight into your emotional intelligence – how you view yourself and how others view you
- Understand your emotions and ‘trigger points’ and harness them for improved outcomes at work

- Examine and challenge entrenched ideas and self-limiting behaviours
- Use your improved social, empathetic and listening skills to build better relationships
- Bring IQ and EQ into greater harmony to make more considered and smarter business decisions
- Use the skills learned to build your resilience and manage stress

**KEY TOPICS:**

- ✓ The power and importance of emotional intelligence in the modern workplace
- ✓ Understanding the science behind the emotions we feel
- ✓ Assessing your level of emotional intelligence and behavioural styles
- ✓ Empathy, listening skills and tuning in to the feelings of others
- ✓ Improving resilience and managing stress
- ✓ Managing the emotional aspects of change



**Duration: 5 days**

**Fees: £2,450**

**Dates: 26 Feb 2018 - 02 Mar 2018  
15 Oct 2018 - 19 Oct 2018**

**Dubai  
London**

# Women in Leadership

This programme is targeted at women who are aspiring to improve their management and leadership capabilities. Its objective is to assist women to better understand what drives and sustains successful leadership, their personal motivations and strengths, and how best to work within a demanding environment while maintaining a reasonable balance between work and home life.

Men and women are equally capable of becoming good leaders, however research shows that the path for women is often less straight-forward.

## Factors impacting on women's path to leadership positions can include:

- Organisational bias based on traditional, 'masculine' notions of what makes a good leader
- Outmoded approaches to recruitment and development that do not help women develop a balanced set of 'hard' and 'soft' skills
- The challenges of managing work/life balance and conflicting priorities
- The different ways in which men and women build work relationships and networks
- Cultural expectations of how men and women are encouraged to view their worth and assert themselves

## Why a woman-only programme?

This programme creates a trusting and non-competitive environment in which participants can identify their capabilities

and develop a plan for growth and improvement away from the pressures of the work environment and every-day life. It is highly interactive and supplemented by site visits, group working and feedback and co-counselling sessions.

## COURSE OBJECTIVES: On completion, you will be able to:

- Clearly understand your current strengths and weaknesses as a leader and develop a strategy for improvement and development
- Gain confidence and power within your management hierarchy
- Act with greater confidence and ownership when you apply your management style
- Enhance your strategic skills through improved planning and change implementation
- Become more 'politically' astute and build strategic alliances
- Communicate with improved clarity and authority
- Develop greater personal self-confidence and inspire and motivate yourself and your staff

**Duration: 10 days**

**Fees: £3,995**

**Dates: 16 Apr 2018 - 27 April 2018  
17 Sep 2018 - 28 Sep 2018**

**Washington D.C.  
London**

## CASE STUDY

## Crown Agents' Women in Leadership course, September 2017



*Women in Leadership class of 2017, featured here alongside Chair of the Crown Agents Board Marie Staunton C.B.E., Crown Agents CEO Fergus Drake, and members of the Executive Team, London, September 2017.*

Our first Women in Leadership programme ran in September 2017, receiving very positive feedback from delegates. It will take place again twice in 2018, once in the U.S. and once in the U.K.

The programme's aim was to assist women to focus on their personal strengths, motivations and next steps as leaders, offering positive solutions and pathways to greater success in the workplace.

*"Was an experience worth experiencing!"  
Permanent Secretary, Office of the Head  
of Service, Nigeria*

*"The content of the course was excellent and the delivery...was very good. It was empowering."*

*Head of Legal and Company Secretary,  
EcoBank, Sierra Leone*

Over the course of an interactive and challenging two weeks, the senior women leaders in attendance enjoyed a number of visits and inspiring guest speakers. The course concluded with a dinner hosted by Crown Agents' Chair, Marie Staunton, C.B.E.

Book now to reserve your place and resolve leadership challenges with your peers from across the world.

# PREMIUM PROGRAMME

## Executive Leadership in Action [ILM endorsed]



Includes Coaching for Performance module

This course is our most advanced leadership programme and is designed for the senior executive who wants to develop their personal insight and effectiveness and to grow as a leader.

Challenging and highly interactive, it gives busy executives invaluable 'time out' and space to explore their strengths in a trusting, peer-to-peer environment. Focused on real-life challenges, the one-to-one coaching and group surgery sessions will result in tangible 'lightbulb' moments.

Delegates will identify the qualities and values of a successful leader, focusing on their own personal development journey. Prior to the course they will identify a real-life challenge to work through over the two weeks in a supportive environment. They will also focus on influence, conflict resolution, taking responsibility and making difficult decisions.

Delegates will take a journey of self-discovery, examining their own leadership behaviour in the context of their own unique environment. They will focus on influencing strategies and skills and the use of power to identify their own preferred way of making an impact and engaging with people. They will also assess the benefits of coaching practices, how to create a coaching culture in their organisation and how to coach others for improved performance.

### COURSE OBJECTIVES: On completion, you will be able to:

- Understand your own leadership style by examining your personal values and preferences
- Develop your emotional intelligence to grow as a leader and an individual
- Improve your influencing skills
- Use power appropriately to deal with difficult situations and individuals
- Improve your communication skills, using personal influencing techniques for resolving conflicts and getting the best out of people
- Benefit from one-to-one personal coaching during and after the course
- Learn how to coach others for performance improvement
- Return to work with a practical Personal Development Plan

### Special benefits of this course include:

- Senior-level cadre of guest speakers
- One-to-one coaching session, with two follow-up coaching sessions via Skype
- Two inspirational visits and a networking dinner
- Access to a private alumni group on LinkedIn

"The skills, knowledge and tools that are imparted to participants are critical for any 21st century leader. If I had to put it in one word – excellent."

**Edward Otsieka Opiayo, Chief Manager Finance, Insurance Regulatory Authority, Kenya**



Following an intensive training programme, delegates enjoy a boat trip in Dubai's beautiful harbour during the course in February 2017.

This is an ILM endorsed programme. For full information on assessment requirements, please view the course outline at [www.crownagents.com/training](http://www.crownagents.com/training)

Combine with **Corporate Governance for Boards and Senior Executives** to attend the 15-day **Executive Leadership and Corporate Governance** course from 12 - 30 November. See p. 28 for details.



**Duration: 10 days**

**Fees: £4,650**

**Dates: 26 Feb 2018 - 09 Mar 2018  
14 May 2018 - 25 May 2018  
12 Nov 2018 - 23 Nov 2018**

**Dubai  
London  
Singapore**

# PREMIUM PROGRAMME

## Leadership, Public Management and Governance



This course aims to enable participants to understand the development of management theory, its application in a constantly changing public sector and the shift from public management to governance. It is intended to give managers the theoretical basis and knowledge to understand and articulate these changes and to equip them to deal with the challenges they bring.

### KEY TOPICS:

- ✓ Critical analysis of theories of leadership and power and how this applies in public sector organisation and across sectors
- ✓ Changes in the public sector environment and service provision
- ✓ The role of stakeholders and the conflicting roles and demands of those shapers and leaders on public policy and its delivery
- ✓ Current public management theory and the academic theory which underpins this
- ✓ The key features of public governance
- ✓ The complexity of public organisations and the necessity for flexibility
- ✓ Applying models appropriately to a range of given contexts
- ✓ The basis of power and decision-making in public agencies
- ✓ Models of accountability, responsibility and effectiveness in public governance systems

### Gain new intellectual, practical and transferable skills:

- Build the understanding and self-confidence to develop original and feasible solutions to public governance scenarios
- Bring together and apply knowledge, concepts and techniques drawn from a variety of relevant disciplines
- Analyse, interpret and evaluate public governance literature and research
- Enhance your personal, team working and communication skills
- Develop your critical analysis, evaluation, and evidence-based judgemental skills

**New for 2018, Crown Agents is delighted to offer courses in collaboration with London South Bank University [LSBU]\*.**

These courses are aligned with modules of the University's Executive Masters in Public Administration (XMPA). On successful completion of all module requirements, delegates will receive accreditation for credits earned from LSBU.

### Assessment

- Two written assignments (1 x 1,500 words and 1 x 3,000 words). Completed post-course (deadlines to be advised)
- Please note the deadline for assignments align to LSBU's examination timetable. Late submissions will not be accepted
- Some reading and preparation prior to the course will be required

### Accreditation from LSBU

- On successful completion of this courses and all assignments, delegates will receive accreditation for 20 credits from LSBU against the XMPA
- Delegates can take further modules to build to a PgCert (60 credits), or the full XMPA

**Duration: 15 days**

**Fees: £6,250**

**Dates: 03 Sep 2018 - 21 Sep 2018**

**London**

\*Subject to verification process and contract

# PREMIUM PROGRAMME

## The Crown Agents Leadership Retreat

New



This residential retreat is the perfect next step for alumni who have completed the **Executive Leadership in Action** programme or for any senior professional who wants to take their self development and 'best self' as a leader to the next level.

Held in the tranquil setting of Roffey Park, a renowned Leadership Institute in the beautiful English countryside near the South Coast, these six days will take you completely out of your demanding and stressful environment, creating a space where you can truly pause, take stock and challenge yourself to think differently.

### **This isn't a regular training course.**

Leadership is about who you are as much as what you do. It's a journey intrinsically linked to your development as a person. Whether you're mid-career or facing retirement in the near future, goals shift throughout a career, and all leaders reach a point when they ask: "Where next?"

### **This retreat is about helping you to find the answer so you can step boldly into the future.**

It focuses on leadership concepts that will result in improvements in personal and organisational performance and the enhanced delivery of policies and public services at the highest levels.

It addresses those essential qualities that make you unique and the blocks and challenges that can often get in the way of realising your purpose and life goals.

Although you will hear from a range of inspiring individuals including an expert in political economy, an acting and communications coach, a psychologist and an image consultant, the emphasis will be on personalised coaching style sessions that explore your strengths, challenges and aspirations as an individual.

- You will be asked to complete psychometric questionnaires before commencing the retreat and an individualised learning plan will be prepared for you

- One-to-one coaching sessions will explore your personal challenges and work through to a solution and action plan

- Mini-assignments completed throughout the week move you forward on your journey

- Dynamic experiential group exercises will focus on common issues facing leaders, including:
  - What authentic and resilient leadership really means
  - Using emotional intelligence for more effective leadership
  - Becoming a more astute player in the rapidly changing political economy, whether within your organisation or on the national or international stage

- You will visit inspiring organisations and enjoy relaxing downtime in London

Following the retreat, you will be assigned a mentor for three months, personally selected to suit your position and current challenges.

**Who is the Retreat for?** Permanent secretaries and deputies, directors general, chief executives, elected officials and other senior Crown Agents alumni.

**Find your authentic voice as a leader at the Crown Agents Retreat, returning to the office motivated, re-focused and more 'Fit for the Future' as a leader and as a person.**



**Duration: 6 days**

**Fees: £3,595**

**Dates: 19 Aug 2018 - 24 Aug 2018**

**Sussex, U.K.**

**Accommodation at Roffey Park and all meals included.**

# Strategic Change Management

Organisations, governments and donors often demand change, but most resulting programmes fail. Re-structuring can result in churn and confusion rather than constructive change. Unless people change, little can be achieved in organisations. Real improvement requires individuals who can find new ways of leading, thinking and behaving.

This training programme develops skills for transformation, enabling participants to manage themselves and lead their teams and organisations through change. It explores alternative and creative approaches to problem-solving and change management that are suited to an increasingly complex and uncertain world.

Through group exercises that simulate real-life experiences of individual and group change, delegates will recognise how they and their colleagues respond to change now, and can improve by choosing different ways of behaving, planning, and managing projects and people to achieve continuous improvement.

This programme is practical and interactive. Delegates practice leadership, change agent and facilitation skills that develop more positive attitudes and behaviour, improve teamwork and relationships and create more effective business cultures.

#### COURSE OBJECTIVES: On completion, you will be able to:

- Learn from real-life scenarios to improve your effectiveness
- Identify the role you play in the organisation and practice alternative responses
- Recognise systems and re-design processes to improve performance and satisfaction

- Diagnose organisation cultures and plan culture change
- Develop change agent and facilitation skills
- Identify how change affects people and how resistance can be harnessed
- Evaluate strategic plans and develop improvement programmes
- Identify styles of learning and leading and develop new leadership skills
- Value teamwork and lead teams effectively
- Improve working relationships using emotional intelligence

#### KEY TOPICS:

- ✓ Becoming an agent of change
- ✓ Designing change projects that improve working practices
- ✓ Managing your own and other people's transitions
- ✓ Using listening, questioning and dialogue to improve communication
- ✓ Engaged and consultative leadership that involves people in change
- ✓ Recognising machine, system and political approaches to change

**Duration: 10 days**

**Fees: £3,995**

**Dates: 23 Apr 2018 - 04 May 2018  
17 Sep 2018 - 28 Sep 2018**

**London  
Brussels**

# Management Development and Mastering Finance for Executives



This three-week programme combines:

**Management Development for Executives  
(ILM Endorsed): 10 days**

**Mastering Finance for Senior Executives: 5 days**

This programme combines two courses, carefully selected to complement each other and equip you on your management journey. The role of managers in senior and executive positions is evolving to include high level performance management, change facilitation and financial management. These three weeks will arm delegates with the practical knowledge and tools essential to their professional development.

In weeks one and two, delegates will focus on developing their own unique management style and change agent skills and learn coaching techniques to improve their team's performance. In week three, the focus turns to the finance skills now needed by all managers, whatever their business area. Delegates will leave able to produce budgets, forecasts and financial plans with confidence, make smarter decisions on contracts and suppliers, and spot financial irregularities.

The ideal 360° management course for all managers with a non-financial background.

#### COURSE OBJECTIVES: On completion you will be able to:

- Understand your management style and the skills needed to develop high performing teams

- Build your team, undertake appraisals, set targets and understand talent management and succession planning
- Coach your team for improved motivation and results
- Gain the essential finance skills needed for career success
- Understand the difference between revenue, profit, cash flow, overhead and margins and use this information to make better decisions

#### KEY TOPICS:

- ✓ Understanding your management style and areas needing improvement
- ✓ Developing effective and motivated teams to align with organisational goals
- ✓ Essential accounting and financial concepts for non-financial managers
- ✓ Producing budgets, forecasts and financial plans with confidence

This is an ILM endorsed programme. For full information on qualification requirements, please view the course outline at [www.crownagents.co.uk/training](http://www.crownagents.co.uk/training)

**Duration: 15 days**

**Fees: £5,850**

**Dates: 08 Oct 2018 - 26 Oct 2018**

**Dubai**

# Developing High Performing Teams



Most of us work in teams, but a high performing team is more than just a group of people who happen to work together. It's a group of individuals who collaborate, communicate and who share a common vision and purpose, striving to achieve their goals. A high performing organisation succeeds or fails on the strength or weaknesses of the teams within it.

The job of a manager is often less about doing things themselves than ensuring that things get done to a high standard by their team. That is why having the team development and management skills that get the most out of people is so essential for anyone who currently runs or will shortly be taking on team responsibilities. It also requires a high degree of self-knowledge about motivations, blind spots and your strengths and weaknesses as a people manager.

This course is essential for all managers who want to build successful teams that consistently exceed expectations and to increase their own skills as an authentic and resilient manager. Delegates will explore key areas of management skills, team development strategies, performance and talent management, succession planning and change leadership.

**COURSE OBJECTIVES: On completion, you will be able to:**

- Understand what it takes to develop and sustain high performing teams
- Develop your skills and personal strengths and weaknesses as a people manager

- Understand the kind of culture required to stimulate consistently high performance
- Develop your team members' skills with coaching and mentoring

**KEY TOPICS:**

- ✓ The recipe for developing strategic teams: defining vision and roles, measuring success, overcoming challenges
- ✓ Understanding yourself as a people manager – building on strengths and working on weaknesses
- ✓ Performance and talent management essentials
- ✓ Key communication skills for team building
- ✓ Leading your team through change
- ✓ Successfully managing team conflicts



**Duration: 10 days**

**Fees: £3,995**

**Dates: 05 Feb 2018 - 16 Feb 2018  
02 Jul 2018 - 13 Jul 2018**

**Dubai  
Toronto**

# Crisis Management and Contingency Planning [ICPEM endorsed]



The way in which an organisation prepares for and responds to a crisis can have a huge impact on its sustainability and reputation.

Crises come in many forms in this troubled world, and effective crisis management and contingency planning can significantly reduce the negative impact of an event on both the long term future of an organisation and its brand value. Conversely, an ineffective response can result in catastrophic organisational and reputational damage, and in the worst scenarios, unnecessary loss of life.

The core principles of successful crisis management can be applied worldwide. Using real incidents as a vehicle for learning, this programme provides delegates with cost effective, realistic and sustainable options reflecting current best practice.

Delegates will complete the training with the necessary skills and knowledge to refine existing contingency plans and significantly improve their crisis management procedures, strengthening their organisation's chance of ongoing success.

**COURSE OBJECTIVES: On completion, you will be able to:**

- Apply a scoring matrix to help quantify and assess organisational vulnerability
- Develop strategy plans to mitigate the impact of threats and risks, thereby reducing organisational vulnerability
- Devise training and exercise programmes
- Activate a Crisis Management Team [CMT]

**KEY TOPICS:**

- ✓ The rationale and business benefits of effective crisis management and contingency planning and the potential 'costs' associated with ineffective crisis management
- ✓ The process of identifying key strategic threats and risks
- ✓ The composition and key functions of a crisis management team
- ✓ Time-critical decision making and the importance of accurate record keeping
- ✓ Developing 'Gold' (control) strategies

This programme is endorsed by the Institute of Civil Protection and Emergency Management (ICPEM)

**Duration: 10 days**

**Fees: £3,995**

**DATES ON REQUEST**



Crown Agents offers inspirational training. There has been a massive addition to my skills.



*Diana Nadzua Mutai, Head of Procurement, Sacco Societies Regulatory Authority, Kenya, a delegate on Delivering Good Governance in Practice, May 2017*

A street in Dubai Deira, the biggest market in Dubai. Crown Agents runs international courses in Dubai, the commercial and financial hub of the Middle East.

# Governance and Strategy



## Portfolio Schedule

Training Courses	Start date	End date
Corporate Governance for Boards and Senior Executives	16 Apr 2018 26 Nov 2018	20 Apr 2018 30 Nov 2018
Executive Leadership and Corporate Governance	12 Nov 2018	30 Nov 2018
Risk-Based Internal Auditing	29 Jan 2018 13 Aug 2018	09 Feb 2018 24 Aug 2018
Delivering Good Governance in Practice	04 Jun 2018 10 Sep 2018	15 Jun 2018 21 Sep 2018
Governance, Risk Management and Assurance	02 Jul 2018 29 Oct 2018	13 Jul 2018 09 Nov 2018
Countering, Investigating and Prosecuting Fraud and Corruption	14 May 2018 12 Nov 2018	25 May 2018 23 Nov 2018
Countering and Audit of Fraud and Corruption	14 May 2018 12 Nov 2018	18 May 2018 16 Nov 2018
Detection, Forensic Investigation and Prosecution of Fraud and Corruption	21 May 2018 19 Nov 2018	25 May 2018 23 Nov 2018
The Strategy Masterclass	18 Jun 2018 26 Nov 2018	06 Jul 2018 14 Dec 2018
Creating Innovative Practices and Strategies	18 Jun 2018 26 Nov 2018	29 Jun 2018 07 Dec 2018
Directing and Managing Organisational Strategy	02 Jul 2018 10 Dec 2018	06 Jul 2018 14 Dec 2018
ICT Strategy, Governance and Project Management	05 Mar 2018 05 Nov 2018	16 Mar 2018 16 Nov 2018
Strategic Management in the Public and Not for Profit Sectors	10 Sep 2018	21 Sep 2018

# Governance and Strategy

## Featured Director of Studies - Nigel Freeman

Nigel Freeman is a Corporate Governance specialist with many years of experience in both the public and private sectors. Nigel spent 25 years in UK Revenue and Customs in many specialist, leadership and management roles. He has also held lead roles in governance, risk, audit and counter fraud for the UK health sector regulator. Nigel brings a wealth of experience of leadership, consultancy, training and practitioner roles. He has implemented good corporate governance, risk management, audit and assurance in the UK and many countries around the world.

He has a Post-Graduate Diploma in Management and Audit and is a member of organisations including the Chartered Institute of Internal Auditors and the Association of Certified Fraud Examiners.



### Indicative Study Visit

#### ICSA – The Governance Institute

ICSA – The Governance Institute, is the UK's professional body for governance. With over 125 years of experience, it works with regulators and policy makers to champion high standards of governance and provide qualifications, training and guidance to governance professionals and their boards around the world. Delegates are hosted by senior members of the ICSA team who share the latest trends in UK corporate governance and talk about key policy and research work.

Delegates attending Crown Agents' governance courses are invited to become affiliate members of ICSA on completion of their studies.

## About the Portfolio

Whether you are tasked with governance at the specialised (auditing, counter-fraud, risk), operational, or Board level, we have a course designed to meet your needs.

Good governance and good leadership within an organisation must always work hand-in-hand, and in a new course that combines our most senior courses in each subject area, **Executive Leadership and Corporate Governance**, we explore how to optimise both.

Imagining, creating and directing strategy, and fostering the environment needed to enable innovation, is also key. In two programmes this year we take you on the journey from blue sky thinking to strategy implementation and management.



## Our collaboration with London South Bank University



We are working in collaboration with London South Bank University (LSBU)\* to bring you four programmes in 2018 that align with modules from its XMPA (Executive Masters in Public Administration) programme:

- **Leadership, Public Management and Governance** (p. 20)

- **Strategic Management in the Public and Not for Profit Sectors** (p. 35)
- **Public Sector Entrepreneurship** (p. 45)

Delegates will receive a certificate, and credits towards this Master's programme, from LSBU on successful completion of the courses and assignments.

\*Subject to verification process and contract

# PREMIUM PROGRAMME

## Corporate Governance for Boards and Senior Executives

This programme is designed for current and future executive and non-executive (independent) Board Members and for senior executives. It will equip them to effectively discharge their individual and collective governance roles, responsibilities and accountabilities, and lead the organisation to success and sustainability through governance excellence. Invaluable and insightful for board members, board committee members and senior (C Suite) executives.

Corporate Governance is not the same as management and demands different approaches, competencies and styles. It's the way organisations are directed and controlled. It is the toolkit for the processes and the oversight which drives the highest standards of leadership, accountability and behaviour. Strong governance is a key enabler for Boards and organisations to make well informed and appropriate decisions, to implement them effectively, and achieve critical stakeholder outcomes by acting appropriately and fairly. New or updated corporate governance laws, regulations and directives are frequently released.



Good corporate governance is of increasing importance globally. Its purpose is to help build the trust, transparency and accountability necessary for fostering long-term investment, financial stability and business integrity, thereby supporting stronger growth and more inclusive societies. It brings a conducive corporate culture which proactively manages risks, fosters high performance and optimally achieves corporate compliance and control to enhance organisational value.

This course outlines recognised global good practice corporate governance standards and expectations. It will help senior leaders to recognise the nature and components of effective integrated frameworks for good corporate governance. It will assist delegates to implement the structural, process, behavioural, compliance, risk and performance imperatives needed within a robust accountability framework.

### COURSE OBJECTIVES: On completion, you will be able to:

- Define the nature, important components and requirements of corporate governance frameworks and integrate them harmoniously with other current initiatives
- Identify behavioural and procedural requirements of good governance with relevant roles, responsibilities and accountabilities within a conducive culture based on values
- Appreciate the importance of risk governance and how to achieve it
- Design the Board's informational and assurance needs to discharge its oversight effectively while ensuring appropriate stakeholder engagement

### KEY TOPICS:

- ✓ The framework, nature, importance, principles and practices of good corporate governance
- ✓ Board effectiveness including direction, decision making, oversight and stakeholder engagement
- ✓ Structural and HR requirements and ensuring the right culture and behaviours
- ✓ Achieving both organisational compliance and effective performance
- ✓ Effective risk governance and risk management
- ✓ Meeting informational and audit/assurance needs using three lines of defence

### Special benefits of this course include:

- Senior-level cadre of guest speakers
- One-to-one mentoring session, with two follow-up sessions via Skype
- Institutional visit and a networking dinner
- Access to a private alumni group on LinkedIn



Includes one year's affiliate membership of ICSA: The Governance Institute.

For a three-week training option which includes this course, complete the premium **Executive Leadership and Corporate Governance** programme from 12 – 30 November in Singapore. See p. 29.

**Duration: 5 days**

**Fees: £2,950**

**Dates: 16 Apr 2018 - 20 Apr 2018  
26 Nov 2018 - 30 Nov 2018**

**London  
Singapore**

# PREMIUM PROGRAMME



## Executive Leadership and Corporate Governance

This three-week programme combines:

**Executive Leadership in Action (ILM endorsed):  
10 days**

**Corporate Governance for Boards and Senior Executives: 5 days**

Ideal for all C Suite executives, Board Members and Board Committee Members, these courses have been carefully selected to complement each other. This interactive and challenging programme recognises that good leadership and corporate governance work hand-in-hand in all successful organisations.

The first two weeks will take delegates on a journey of self-discovery, examining their leadership behaviour in the context of their unique working environment. They will focus on influencing skills and the use of personal power to identify the most effective ways of making an impact. It also includes a coaching for Performance module.

Good corporate governance is critical in controlling risks, making informed decisions and improving performance. Week three focuses on the way organisations are directed and controlled. It will improve delegates' understanding of governance and enable them to carry out their individual and collective governance responsibilities more effectively.

**COURSE OBJECTIVES: On completion, you will be able to:**

- Evaluate and improve your personal leadership style
- Use your personal influencing skills to get the best out of people

- Understand the requirements of good corporate governance frameworks
- Help create a culture conducive to good governance based on accountability and values

**KEY TOPICS:**

- ✓ Improving personal development, leadership styles and influencing skills
- ✓ Board effectiveness including decision making, oversight and stakeholder engagement
- ✓ Effective risk governance and risk management

**Special benefits of this course include:**

- Senior-level cadre of guest speakers
- One-to-one mentoring session, with two follow-up sessions via Skype
- Institutional visits and a networking dinner
- Access to a private alumni group on LinkedIn

Executive Leadership (in Action) is an ILM endorsed programme. For full information on qualification requirements, please view the course outline at [www.crownagents.com/training](http://www.crownagents.com/training)

**Duration: 15 days**

**Fees: £6,250**

**Dates: 12 Nov 2018 - 30 Nov 2018**

**Singapore**

## Risk-Based Internal Auditing

For all organisations, the need for an effective, independent and objective internal audit function providing professional assurance over governance, risk management and control arrangements has never been higher.

This course equips delegates with the modern approach to audit and how internal audit can provide assurance on the effectiveness of risk management and control activity in organisations. It will identify opportunities for improvement and enhancements that will benefit organisational performance and compliance.

It develops auditors' expertise in modern internal audit practices and developments, with a focus on current international standards (the International Professional Practice Framework from the Global Institute of Internal Auditors).

The course covers the processes and techniques required to conduct cost effective and systematic risk based audits, and provide assurance over governance, risk management and control measures in a range of operational, strategic and financial systems.

**COURSE OBJECTIVES: On completion, you will be able to:**

- Define the concepts of governance, risk management, control and assurance
- Identify the requirements of a modern internal audit function that works to recognised international standards
- Define integrated assurance and how to develop plans for audit work
- Implement the principles and practices of risk-based auditing

- Design and implement a quality assurance and continuous improvement framework

**KEY TOPICS:**

- ✓ Concepts of audit and assurance
- ✓ Approaches to internal audit
- ✓ Establishing an internal audit function
- ✓ Concepts of corporate governance
- ✓ Models of risk management
- ✓ Integrated assurance and mapping and planning internal audit work
- ✓ The audit process
- ✓ Audit practices, procedures, tools and techniques
- ✓ Audit reporting

Includes one year's affiliate membership of ICOSA: The Governance Institute



**Duration: 10 days**

**Fees: £3,995**

**Dates: 29 Jan 2018 - 09 Feb 2018  
13 Aug 2018 - 24 Aug 2018**

**Dubai  
London**

## Delivering Good Governance in Practice

Good corporate governance is increasingly important for organisations, as compliance and performance towards success and sustainability become prioritised together with the imperative for fair and equitable treatment of stakeholders.

This course is designed to equip executives and managers to understand, and be able to discharge, their stewardship responsibilities in a manner and to the standards required by corporate governance principles and recognised good practice.

It answers the question: "What is good governance and how is it achieved?" It is specifically designed to educate, enthuse and empower organisations, teams and individuals in pursuit of excellent governance, responsible leadership, good management and operations. It examines the components of a fit-for-purpose governance framework and how this helps mitigate risk and add value, bolster reputation, and create a climate of stakeholder trust that supports effective well-informed decision making.

### **COURSE OBJECTIVES: On completion, you will be able to:**

- Define the nature, importance and requirements of an integrated corporate governance framework and fit with other initiatives in a global context
- Clearly appreciate roles, responsibilities and authority distribution in an organisation and how these operate within a robust accountability framework

- Identify behavioural and procedural requirements of good governance and how to meet expectations and requirements
- Appreciate the importance of effective practical management of risk, compliance, performance and quality and internal control
- Understand the role of Board Governance Committees in corporate governance practices
- Develop an Integrated Assurance Framework to assure Board and Executive levels

### **KEY TOPICS:**

- ✓ Nature and importance of a good corporate governance
- ✓ Components of a good corporate governance framework and the applicable principles and practices
- ✓ Roles and responsibilities and authority under a good corporate governance
- ✓ Cultural and behavioural requirements that underpin effective governance
- ✓ Risk management
- ✓ Control and managing compliance
- ✓ Performance and quality management
- ✓ Reporting and providing assured information

Includes one year's affiliate membership of ICSA: The Governance Institute



**Duration: 10 days**

**Fees: £3,995**

**Dates: 04 Jun 2018 - 15 Jun 2018  
10 Sep 2018 - 21 Sep 2018**

**Toronto  
London**

## Governance, Risk Management and Assurance

The increased focus and emphasis on the importance and benefits of good corporate governance has placed it at the top of the agenda in all organisations, sectors and countries.

Good governance supports effective decision making based on a clearly defined accountability framework, with robust risk management, compliance, HR, information systems, and modern, professional integrated audit and assurance arrangements. The corporate governance framework provides an efficient and effective good practice framework, embracing compliance and performance excellence towards the success and sustainability of organisations.

This practical course is designed for those executives, executive team members, senior managers and functional heads with a specialist role to play in modern corporate governance. It will equip you to establish, lead and manage specialist functions that meet current good practice expectations.

These functions include amongst others: internal audit; risk management; compliance and control; HR; quality and excellence; information management and security.

The course would also be valuable to those leading change programmes on related topics, and members of regulatory bodies with an interest in corporate governance issues.

### COURSE OBJECTIVES: On completion, you will be able to:

- Understand the integrated concepts of: governance; risk management information; compliance and performance

control and assurance; and the standards expected for each, including structural, procedural and behavioural components

- Appreciate how to establish, lead and manage the specialist functions in line with the principles and practices of current corporate governance codes and standards, and manage the required change and development effectively
- Provide the assured information required
- Undertake effective stakeholder engagement

### KEY TOPICS:

- ✓ Concepts of corporate governance
- ✓ Enterprise risk management and leading the risk function
- ✓ Leading a compliance function
- ✓ Concepts of audit and assurance
- ✓ Corporate Governance requirements of HR
- ✓ Information management and effective reporting
- ✓ Stakeholder engagement

Includes one year's affiliate membership of ICSA: The Governance Institute.

**Duration: 10 days**

**Fees: £3,995**

**Dates: 02 Jul 2018 - 13 Jul 2018  
29 Oct 2018 - 09 Nov 2018**

**London  
Dubai**

## Countering, Investigating and Prosecuting Fraud and Corruption

This 10-day course combines:

**Countering and Audit of Fraud and Corruption:  
5 days**

**Detection, Forensic Investigation and  
Prosecution of Fraud and Corruption: 5 days**

Fraud, corruption, financial and economic crime are ever worsening threats, with increasingly adverse impacts on organisations and society in general. Effective strategies to counter, deter and where possible prevent these threats are extremely important, as is the ability to detect and successfully investigate potential cases and take appropriate corrective action.

This course takes a holistic approach to proactively countering, auditing, detecting, investigating and prosecuting corrupt and fraudulent behaviour, drawing upon current international good practice and forensic technologies.

We will explore a range of topics in detail such as cybercrime, economic crime (including money laundering) and fraud and corruption in procurement and contracting.

Ideal for those that have a role to play in: combating, detecting, or undertaking investigation of, fraud and corruption; developing, reviewing or auditing organisations' counter fraud and corruption arrangements.

### COURSE OBJECTIVES: On completion, you will be able to:

- Understand and assess the nature of fraud or corruption risks and how to counter them
- Utilise key global counter fraud and corruption initiatives
- Develop and maintain an effective counter fraud and corruption culture
- Design appropriate deterrent and prevention mitigation and control
- Undertake effective detection and investigation
- Take appropriate corrective action and asset recovery
- Increase the likelihood of successful prosecution or other appropriate legal action

### KEY TOPICS:

- ✓ Trends in nature and types of fraud and corruption and their impacts
- ✓ Proactive fraud and corruption deterrence, risk mitigation and control
- ✓ Detection techniques in high risk fraud areas, including tax and public office, procurement and contracting
- ✓ Conducting investigations
- ✓ Cybercrime and economic crime
- ✓ Role of Data Analytics, Forensic IT and Accountancy
- ✓ Corrective action, including prosecution, and asset recovery

**Duration: 10 days**

**Fees: £3,995**

**Dates: 14 May 2018 - 25 May 2018  
12 Nov 2018 - 23 Nov 2018**

**London  
London**

## Countering and Audit of Fraud and Corruption

Countering fraud and corruption is critical for organisational sustainability and success and to stem the erosion of stakeholder value and public confidence.

The most effective counter fraud and corruption strategy encompasses deterrence, and where possible prevention. This requires good governance, risk management and robust control, all operating within a conducive culture of integrity and transparency. In turn, it needs to be rigorously audited and assured in line with international standards.

Having a robust and committed counter fraud and corruption strategy in place, with the resourced capacity and competency to enforce it, will not only assist organisations to deter and prevent fraud and corruption, but is also an essential pre-requisite for successful detection, investigation and prosecution when it occurs.

This course takes a holistic approach to proactively countering and auditing corrupt and fraudulent behaviour and activity, drawing upon current international good practice, techniques and technologies.

It will benefit those that have a role to play in preventing and detecting potential organisational fraud and corruption and those developing, reviewing or auditing organisations' counter fraud and corruption strategies and arrangements.

### COURSE OBJECTIVES: On completion, you will be able to:

- Understand and assess the nature of fraud and corruption risks

- Appreciate current trends in fraud and corruption risks and mitigation strategies and initiatives
- Design effective counter fraud and corruption mitigation and control
- Develop and maintain an effective counter fraud and corruption culture
- Audit counter fraud and corruption arrangements and provide robust assurance

### KEY TOPICS:

- ✓ The nature of cybercrime and economic crime (including money laundering)
- ✓ Fraud and corruption in tax and public office, procurement and contracting
- ✓ Fraud and corruption risk mitigation and control strategies and techniques
- ✓ Creating and maintaining a counter fraud and corruption culture
- ✓ Auditing and assuring counter fraud arrangements, capacity and capability

This is week one of **Countering, Investigating and Prosecuting Fraud and Corruption** (p.31).

**Duration: 5 days**

**Fees: £2,295**

**Dates: 14 May 2018 - 18 May 2018  
12 Nov 2018 - 16 Nov 2018**

**London  
London**

## Detection, Forensic Investigation and Prosecution of Fraud and Corruption

Fraud and corruption and financial and economic crime are acknowledged as a major scourge and block to progress for organisations, governments and society at large worldwide.

Whether the focus is at an organisational or wider level, the ability to successfully detect potential cases and undertake evidence-based investigations that result in prosecution, or other appropriate corrective action, has never been more important.

This five-day programme is focused on the detection, investigation and prosecution of fraud and corruption. Delegates will explore detection techniques in high risk areas and the key indicators of cybercrime and financial and economic crime, including money laundering.

They will gain vital new investigation tools and techniques, including the use of data analytics and other sources of evidence. The skills gained will increase the likelihood of a successful outcome to investigations. Highly interactive, it uses realistic seize and search scenarios to illustrate best-practice investigation and interview techniques when a suspected case is uncovered.

It will benefit all those that have an involvement in detecting, investigating and prosecuting potential organisational fraud and corruption.

### COURSE OBJECTIVES: On completion, you will be able to:

- Recognise the key risk areas for fraud and corruption, including public office, tax, procurement and contracting

- Detect potential cases and plan and execute a thorough investigation, including interviews with suspects
- Confidently use forensic investigation tools and techniques, including data analytics
- Increase the likelihood of asset recovery and a successful prosecution or non-legal response

### KEY TOPICS:

- ✓ Detection techniques in high risk fraud areas
- ✓ Forensic IT and Accountancy, and the role of other specialists
- ✓ Using data analytics in your investigation
- ✓ Building a case for prosecution or other appropriate corrective action
- ✓ Seizure and recording of evidence, including digital evidence
- ✓ Appropriate treatment and interviewing of witnesses and suspects
- ✓ Recovering assets

This is week two of **Countering, Investigating and Prosecuting Fraud and Corruption** (p.31).

**Duration: 5 days**

**Fees: £2,295**

**Dates: 21 May 2018 - 25 May 2018  
19 Nov 2018 - 23 Nov 2018**

**London  
London**

# The Strategy Masterclass



This three-week programme combines:

**Creating Innovative Practices and Strategies**  
[ILM endorsed]: 10 days

**Directing and Managing Organisational Strategy:**  
5 days

Ideal for all those with responsibility for creating or directing strategy in their organisation.

In weeks one and two, delegates will focus on what innovation means and how it can be stimulated in teams and individuals to create an organisational strategy that's adaptable and resilient in a changing world. Delegates will draw on their own real-life strategic challenges and work on solutions with input from their peers, tutors and inspirational guest speakers and visits.

In week three, the focus is on the practical skills and techniques needed to create a workable and sustainable strategy that aligns with organisational risks and opportunities, utilising the most effective planning and measurement tools and technologies.

**Course Objectives: On completion, you will be able to:**

- Understand your organisation's unique strategic challenges
- Enhance the competencies that facilitate innovation
- Select and plan strategies and manage risks effectively
- Establish strategic objectives using tools such as the balanced scorecard

- Develop performance management processes that ensure alignment of objectives
- Make best use of innovations in information, communications and technology
- Empower teams and effectively manage conflicts arising from change

**KEY TOPICS:**

- ✓ Exploring how innovative organisations measure, plan for and implement innovation and optimise information technology
- ✓ Understanding your organisation's priorities and current approach to strategic management
- ✓ Developing an organisation and teams within it that want to learn and improve
- ✓ Determining strategic objectives, allocation of resource and budget, and measurement of success
- ✓ Best use of project life cycle and planning tools
- ✓ Leadership styles and behaviours that facilitate or hinder innovation
- ✓ Aligning department, team and individual performance to strategic objectives

<b>Duration:</b> 15 days	<b>Fees:</b> £5,850
<b>Dates:</b> 18 Jun 2018 - 06 Jul 2018 26 Nov 2018 - 14 Dec 2018	<b>Washington D.C.</b> <b>London</b>

# Creating Innovative Practices and Strategies [ILM endorsed]



The dynamic global environment challenges all organisations to evolve and respond to changing trends. Successful innovation is at the heart of making the most of the opportunities this provides.

This programme focuses on enabling managers to stimulate innovation in teams and individuals at all levels in their organisation for improved operational performance and the development of effective strategies for long term success.

The programme is highly interactive and responsive to participants' environments, focused on relevant problems, experience sharing and evaluation of best practices with a range of guest speakers and visits. It's ideal for all managers and leaders actively seeking new or improved strategies and outputs and ways for their organisation to deliver them.

**COURSE OBJECTIVES: On completion, you will be able to:**

- Enhance the competencies that facilitate innovation
- Develop organisations flexible enough to meet demands
- Make best use of innovations in information, communications and technology
- Select and plan strategies sensitive to a changing and uncertain environment and manage risks effectively
- Empower teams and effectively manage the conflicts that innovation can provoke
- Support the adoption and continuous improvement of innovative strategies

**KEY TOPICS:**

- ✓ What is an innovative organisation? Explore influences such as culture, structure and business model
- ✓ Developing an organisation and teams within it that respond, learn and improve
- ✓ Case studies of innovative organisations: how they measure, plan for and implement innovation and optimise information technology
- ✓ The power of engaging stakeholders in innovative thinking using participative decision-making tools
- ✓ Using project life cycle and planning tools with agility and managing the risks of innovation
- ✓ Managing in a culture of change: motivation, influence, and conflict management
- ✓ Leadership styles and behaviours that facilitate or hinder innovation

This is week one and two of **The Strategy Masterclass**.

<b>Duration:</b> 10 days	<b>Fees:</b> £3,995
<b>Dates:</b> 18 Jun 2018 - 29 Jun 2018 26 Nov 2018 - 07 Dec 2018	<b>Washington D.C.</b> <b>London</b>

# Directing and Managing Organisational Strategy



Clear strategic direction in an organisation ensures the effective management of financial and staff resources and the successful delivery of operations and projects.

This programme focuses on enabling senior staff to develop both realistic and achievable strategic plans for their organisations, and the control mechanisms to ensure delivery.

Through the use of case studies, visits, guest speakers and assignments, it will provide practical frameworks that can be put to work straight away on return to the office.

Delegates will be asked to identify a 'live' problem which they will work on through the week, presenting and discussing action plans, sharing experiences and evaluating best practice.

This course is ideal for directors and senior managers who are actively involved in strategic development and management.

## Course Objectives: On completion, you will be able to:

- Communicate a clear vision and mission for the organisation
- Establish an understanding of the global, regional and local trends and risks that could affect the organisation's success
- Carry out a comprehensive analysis of strengths, weaknesses, opportunities and threats
- Establish strategic objectives aligned to the vision and mission, using a range of strategic and objective-setting tools such as the balanced scorecard

- Develop performance management processes that ensure alignment of objectives at all levels
- Ensure a process for initiating, managing and controlling change projects

## KEY TOPICS:

- ✓ Organisational analysis: Understanding your organisation's priorities and approach to strategic management
- ✓ Articulating a strategic vision that is meaningful and inspirational
- ✓ Analysing the key trends, threats and drivers
- ✓ Determining strategic objectives, allocation of resource and budget, and measurement of success
- ✓ Aligning department, team and individual performance to strategic objectives
- ✓ Information systems for control of activities and decision making
- ✓ Management of organisational change projects

This is week three of **The Strategy Masterclass** (p.33).

**Duration: 5 days**

**Fees: £2,295**

**Dates: 02 Jul 2018 - 06 Jul 2018  
10 Dec 2018 - 14 Dec 2018**

**Washington D.C.  
London**

# ICT Strategy, Governance and Project Management

Transformational change often means taking on increasingly large and complex ICT projects - and equally increasing concerns around the risk of project failure.

This course examines the rationale for ICT strategy and the reasons why an organisation might need a governance framework. Key areas explored include: market trends that could enable or disrupt an organisation's services; the impact of technology changes on human capital; and key risks, constraints and cost implications associated with technology choices.

It also examines factors that are critical to the successful implementation of large public ICT projects and considers the methods, tools, techniques and skills needed to be able to positively influence a project's success.

## COURSE OBJECTIVES: On completion, you will be able to:

- Develop ICT strategy aligned to organisational strategy
- Describe different types of ICT governance frameworks and the support they provide
- Identify risks and create a risk management plan related to technology acquisition and ICT projects
- Manage key stakeholders, provide project assurance and maintain project control
- Describe remedies for a poorly performing project

## KEY TOPICS:

- ✓ Aligning the ICT strategy with the organisational strategy
- ✓ Importance of good ICT governance
- ✓ Technology choices, acquisition and risk
- ✓ Managing and leading change and projects
- ✓ Project methodologies, resources and assurance
- ✓ ICT stakeholders, communications, risk and issue management
- ✓ Realising benefits and dealing with poorly performing projects

The course in March includes attendance at the ICT Public Sector Summit in London.



**Duration: 10 days**

**Fees: £3,995**

**Dates: 05 Mar 2018 - 16 Mar 2018  
05 Nov 2018 - 16 Nov 2018**

**London  
London**

# PREMIUM PROGRAMME

## Strategic Management in the Public and Not for Profit Sectors



The aim of this course is to provide delegates with a framework for understanding the concepts of strategy and to expose them to a range of strategic behaviour models. It explores which concepts derived from the private commercial sector have relevance to managers working in a not for profit or public sector context. After the growing adoption of a more 'business-like' approach in public services and the voluntary sector, issues of ethical practice will be considered. The interface between the policy and strategic domains is also a focus area.

### KEY TOPICS:

- ✓ How strategic management thinking is developing in the public and not for profit sectors and the ways this may impinge on organisations in the future
- ✓ The main themes in strategic management literature and their applicability in the public sector and not for profit domains
- ✓ Economic, social, technological, environmental and international factors which influence and affect management practice and policy-making in these sectors
- ✓ The major political issues relevant to modern day public sector and not for profit management

### Gain new intellectual, practical and transferable skills:

- Think and plan more strategically
- Engage effectively in critical analysis, evaluation, assessment and interpretation of complex information
- Evaluate and make appropriate judgements and recommendations
- Communicate information effectively and succinctly
- Demonstrate evidence-based judgement skills

**New for 2018, Crown Agents is delighted to offer courses in collaboration with London South Bank University (LSBU)\*.**

These courses are aligned with modules of the University's Executive Masters in Public Administration (XMPA). On successful completion of all module requirements, delegates will receive accreditation for credits earned from LSBU.

### Assessment

- 15-minute presentation, and short case study (500 word) write-up based on this presentation, on a strategic issue which affects your organisation. Completed during the training course.
- One written assignment (1,500 words) which examines the theoretical aspects of strategic management in the public/not-for-profit sector. Completed post-course [deadline to be advised]
- Please note the deadline for assignments align to LSBU's examination timetable. Late submissions will not be accepted
- Some reading and preparation prior to the course will be required

### Accreditation from LSBU

- On successful completion of this courses and all assignments, delegates will receive accreditation for 10 credits from LSBU against the XMPA
- Delegates can take further modules to build to a PgCert [60 credits], or the full XMPA

**Duration: 10 days**

**Fees: £4,650**

**Dates: 10 Sep 2018 - 21 Sep 2018**

**London**

\*Subject to verification process and contract



“

The training you took me through could not have been more timely, I am already creating an impact within the organisation in terms of improving my colleagues' presentation skills...

”

*Edward Otsieka Opiayo, Chief Finance Manager, Insurance Regulatory Authority, Kenya, a delegate on Train the Trainer, July 2015*

# Human Resources



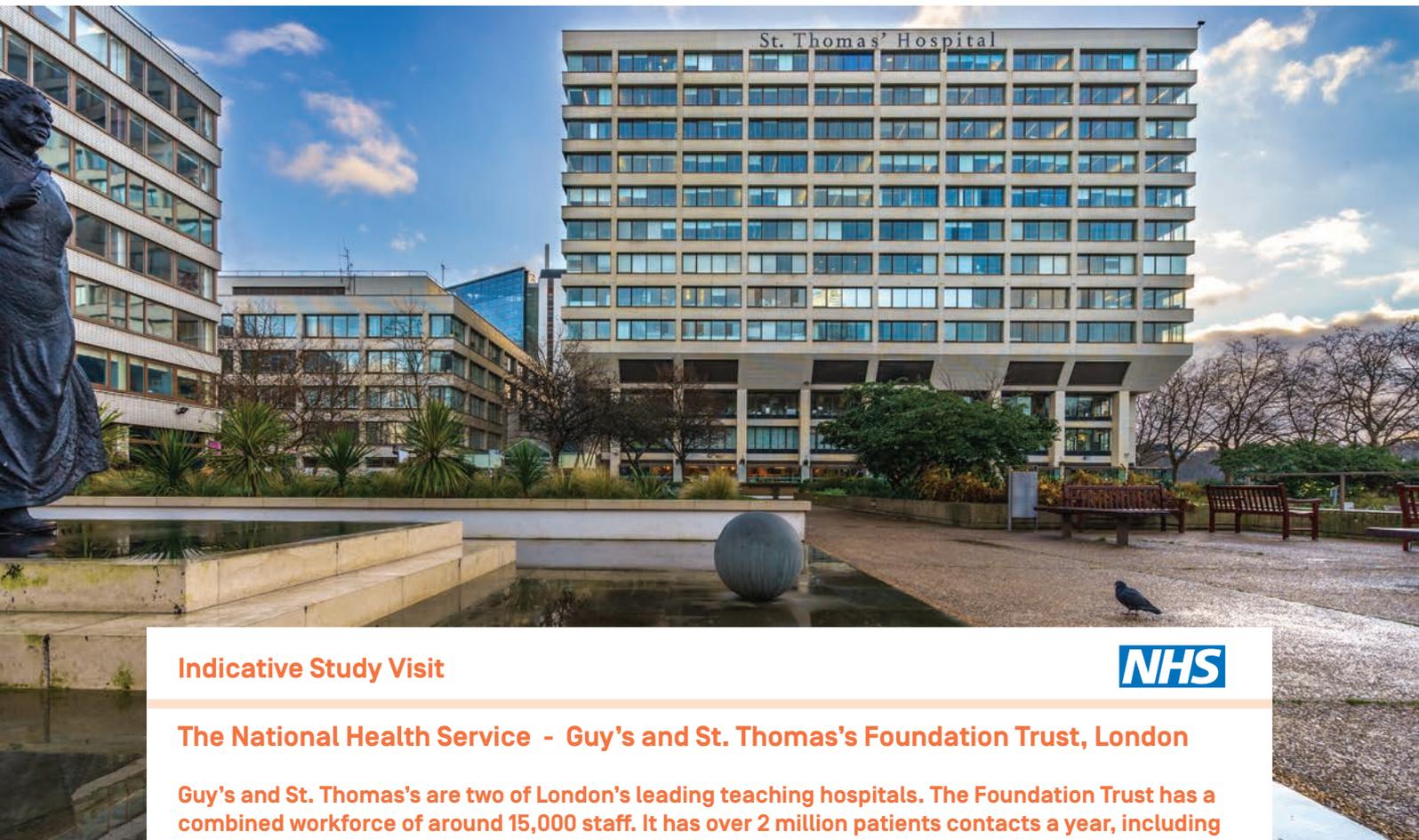
## Portfolio Schedule

Training Courses	Start date	End date
The Complete HR Professional	02 Jul 2018	27 Jul 2018
Managing the HR Function	19 Feb 2018 02 Jul 2018	23 Feb 2018 06 Jul 2018
Recruitment and Selection	12 Mar 2018 09 Jul 2018	16 Mar 2018 13 Jul 2018
Succession Planning, Talent and Performance Management	16 Jul 2018 03 Dec 2018	27 Jul 2018 14 Dec 2018
Strategic HR: Aligning with the Corporate Vision	12 Mar 2018 17 Sep 2018	23 Mar 2018 28 Sep 2018
Dispute Resolution and Negotiation with Employees and Trade Unions	11 Jun 2018	22 Jun 2018
Organisational Design and Development	29 Jan 2018 12 Nov 2018	09 Feb 2018 23 Nov 2018
The L&D and Training Toolkit	03 Sep 2018	28 Sep 2018
Managing the L&D Function	03 Sep 2018	14 Sep 2018
Train the Trainer [LPI certified]	17 Sep 2018	28 Sep 2018
Public Sector Entrepreneurship	03 Sep 2018	14 Sep 2018

# Human Resources

## Featured Director of Studies - Elaine Young Chartered FCIPD MEMCC MIOEE

Elaine is a commercially aware, results-focused HR and Leadership professional. Her career spans over 30 years in operational and strategic roles, including board positions in a number of industries and in both the public and private sectors. She has extensive experience of working on international projects and with professionals from different countries. Combining consultancy, training and coaching she delivers transformational programmes that unlock potential in organisations and individuals.



### Indicative Study Visit



### The National Health Service - Guy's and St. Thomas's Foundation Trust, London

Guy's and St. Thomas's are two of London's leading teaching hospitals. The Foundation Trust has a combined workforce of around 15,000 staff. It has over 2 million patients contacts a year, including the delivery of nearly 7,000 babies. Delegates meet with the HR team to gain a unique insight into their approach to the challenges of talent management in such a busy organisation. This visit offers an excellent opportunity to discuss best practice approaches to HR management on a large and highly complex scale.

## About the Portfolio

Our programmes will support you throughout your career in HR, providing the building blocks that develop the experienced and confident HR professional.

For the HR Officer, Manager or more senior staff wanting to refresh their skills, we have the three operationally-focused courses that make up **The Complete HR Professional**.

For the Senior Manager or Head of HR, our **Strategic HR: Aligning with the Corporate Vision** course equips delegates to design and implement HR strategies that deliver.



## About LPI



The LPI (Learning & Performance Institute) is a leading authority on workplace learning.

We're proud to be an LPI Accredited Learning Provider and Authorised Assessment Centre, reflecting the high quality of our training.

Delegates on our L&D courses receive a one year LPI Affiliate Membership.

Participants on **The L&D and Training Toolkit** will also have the opportunity to attend LPI's Learning Live conference for decision-makers in corporate learning.

# The Complete HR Professional

This 20-day programme combines the following courses to provide comprehensive coverage of the operational knowledge and skills required by today's HR manager:

**Managing the HR Function: 5 days**

**Recruitment and Selection: 5 days**

**Succession Planning, Talent and Performance Management: 10 days**

These programmes have been selected to complement each other and build to equip today's HR manager with the key competencies employed by forward-looking organisations worldwide. All can also be attended as separate courses.

**COURSE OBJECTIVES: On completion, you will be able to:**

Perform the key tasks of the HR manager with competence and confidence, including:

- Undertaking recruitment using best-practice approaches to achieve results
- Implementing a successful workforce planning strategy

- Improving performance management and engagement and reward systems
- Creating learning and development plans and tracking and supporting staff development
- Creating and implementing a robust talent management and succession plan
- Understanding employer branding and employee value propositions

**KEY TOPICS:**

- ✓ The core operational skills required to succeed as a well-rounded HR manager
- ✓ Managing an HR team
- ✓ Recruitment and selection
- ✓ Workforce planning
- ✓ Talent and Performance management
- ✓ Succession planning

Includes one year's LPI Affiliate Membership

**Duration: 20 days**

**Fees: £6,950**

**Dates: 02 Jul 2018 - 27 Jul 2018**

**London**

# Managing the HR Function

The Human Resources Manager plays an essential role in all organisations, working at the front line of people management and acting as the liaison between the staff and senior management. The tasks involved in performing this function effectively are varied and require a range of skills, experience and behaviours.

This one-week course delivers a focused overview of the key operational duties that need to be carried out by today's HR manager, including workforce planning, recruitment and selection, performance and talent management, identifying training requirements and handling disputes.

**COURSE OBJECTIVES: On completion, you will be able to:**

- Understand the role and key tasks required of today's HR manager
- Manage the recruitment process from sourcing the best quality candidates, to interviewing, contracting and induction
- Implement successful performance management programmes
- Support talent management and succession strategies
- Create training plans based on evaluation of L&D requirements
- Act as an effective communicator of policies and changes that affect staff
- Be a support to staff, understanding motivations and common causes of dispute

**KEY TOPICS:**

- ✓ Requirements of today's effective HR manager
- ✓ Workforce planning
- ✓ Recruitment and selection
- ✓ Performance management
- ✓ Talent management and succession planning
- ✓ Training and development
- ✓ Handling complaints and disputes

This course is week one of **The Complete HR Professional** programme from 02 - 27 July.



**Duration: 5 days**

**Fees: £2,295**

**Dates: 19 Feb 2018 - 23 Feb 2018  
02 Jul 2018 - 06 Jul 2018**

**London  
London**

## Recruitment and Selection

Effective staff resourcing, and being able to retain key people, is an essential part of any organisation's success. Without the right people in the right roles, feeling motivated and supported to do their best, even the best funded organisation will soon fail.

This course delivers practical and intensive training that will equip HR managers with the tools to successfully source and recruit the best candidates. They will also investigate the key strategic and practical elements that will keep staff in post as loyal employees, building the success of the organisation.

### COURSE OBJECTIVES: On completion, you will be able to:

- Put to work best practice recruitment methodologies
- Resource candidates, including via online recruitment and social media
- Write accurate and compelling job descriptions
- Ensure you are offering a competitive package
- Conduct evidence-based interviews that assess against the criteria
- Plan successful inductions that build commitment
- Play a role in retaining and developing key staff

### KEY TOPICS:

- ✓ Recruitment planning that matches the needs of the organisation
- ✓ Identifying and attracting the right calibre of candidates
- ✓ Interview techniques, preparing contracts and making offers
- ✓ Successful retention strategies and behaviours
- ✓ Measuring competencies

This course is week two of **The Complete HR Professional** programme from 02 - 27 July (p.40).



<b>Duration:</b> 5 days	<b>Fees:</b> £2,295
<b>Dates:</b> 12 Mar 2018 - 16 Mar 2018 09 Jul 2018 - 13 Jul 2018	London London

## Succession Planning, Talent and Performance Management

Understanding and promoting the behaviours and values associated with your organisation's future plans and ensuring you have the staff with the capability, capacity and potential to be future managers and leaders is vital.

This course will equip you with the skills to pro-actively identify and implement a talent management and succession plan to assist business performance, recruitment and retention.

Delegates will also gain essential performance management skills which will improve performance in individuals and teams and nurture talent.

### COURSE OBJECTIVES: On completion, you will be able to:

- Create a comprehensive plan of human resources capabilities and values
- Identify and analyse current levels of individual competence
- Implement a talent development plan that improves and retains staff with potential
- Identify and strengthen the key attributes of the next generation of leaders
- Plan and implement a cost-efficient succession plan
- Improve performance management procedures
- Produce monitoring data and reports to track the development of staff

### KEY TOPICS:

- ✓ Understanding current workforce strengths and weaknesses
- ✓ Succession planning
- ✓ Workforce planning
- ✓ Talent management
- ✓ Performance management
- ✓ Career planning processes
- ✓ Learning and development plans

Includes one year's LPI Affiliate Membership

This course is week three and four of **The Complete HR Professional** programme from 02 - 27 July (p.40)

<b>Duration:</b> 10 days	<b>Fees:</b> £3,995
<b>Dates:</b> 16 Jul 2018 - 27 Jul 2018 03 Dec 2018 - 14 Dec 2018	London London

## Strategic HR: Aligning with the Corporate Vision

This course is designed for senior HR Managers and heads of HR who are responsible for delivering HR strategic plans that enable organisations to achieve their objectives. It is also highly relevant for Board Members who wish to gain a top-level understanding of HR and the critical role this function plays.

It has a focus on how to work as a strategic business partner with the business leaders, ensuring that HR strategies around key activities such as recruitment, succession planning and staff development are fully aligned with the overall corporate vision. Leadership skills, emotional intelligence and understanding motivations are also explored.

Delegates will work through their real-life challenges and goals to emerge with a clear outline strategic HR plan at the end of the 10 days.

### COURSE OBJECTIVES: On completion, you will be able to:

- Understand internal and external impacts on business strategy and objectives within the context of HR strategy
- Improve the HR strategy development process
- Understand what's required of the strategic HR business partner in successfully supporting strategy execution
- Deliver specific strategies on recruitment, retention, succession planning and organisational learning
- Learn about David Ulrich's six core competencies required to become an effective HR professional

- Champion the change you want to see in your organisation
- Return home with an outline strategic HR plan that supports and aligns with overall organisational aims

### KEY TOPICS:

- ✓ Building business awareness: Understanding the internal and external context of the organisation's objectives and strategy
- ✓ The HR strategy development framework
- ✓ Partnering with business leaders, executive teams and boards to create value
- ✓ Strategic resourcing and staff development to achieve your strategic aims
- ✓ The impact of culture on business strategy
- ✓ Improving your leadership and emotional intelligence skills

Delegates attend The London HR Summit during September dates.



Duration: 10 days

Fees: £3,995

Dates: 12 Mar 2018 - 23 Mar 2018  
17 Sep 2018 - 28 Sep 2018

Dubai  
London

## Dispute Resolution and Negotiation with Employees and Trade Unions

Where there is workplace interaction there will inevitably be disagreement and dispute. This can lead to conflict, which if unresolved, can be costly to both individuals and the organisation.

HR professionals need to be able to respond appropriately to manage disputes, facilitating constructive dialogue and persuade all parties to work towards a resolution that restores professional and respectful working relationships.

Dealing with disputes where trade unions are involved requires sophisticated negotiation and persuasion skills, and a firm understanding of the law.

There is a range of highly effective early interventions which are non-litigious and economical ways of resolving workplace conflict. Over the ten days, delegates will learn different approaches involved in dispute resolution, including negotiation, mediation and conciliation. Role-plays and interactive exercises reflecting different conflict scenarios will help enforce learning.

### COURSE OBJECTIVES: On completion, you will be able to:

- Put to work your improved negotiation and conflict management skills
- Use communication, mediation, influencing and persuasion skills to resolve disputes
- Employ emotional intelligence to understand why and how different people respond to conflict in the workplace

- Ensure that a dispute resolution process is integral to the HR function and is supported by policies and procedures
- Take a key role in promoting harmonious working conditions at work
- Understand the particular challenges involved in negotiating with trade unions and other organised workforce bodies

### KEY TOPICS:

- ✓ Dispute resolution methodologies
- ✓ Effective early interventions that can nip costly disputes in the bud
- ✓ Building your negotiation, mediation and conciliation skills
- ✓ Understanding what triggers disputes
- ✓ Improving organisational culture as a tool in minimising disputes
- ✓ Important factors to be aware of when dealing with trade unions

Duration: 10 days

Fees: £3,995

Dates: 11 Jun 2018 - 22 Jun 2018

Cape Town

# Organisational Design and Development



We live in an ever-changing business environment, with disruption and the need for change coming from all sides. Today's senior HR practitioner needs to be fully aware of the critical role design and development play in contributing to the success of the organisation.

Organisation Design is the process of shaping an organisational structure to align it with the purpose of the business. A re-design can be triggered by the need to improve service delivery or specific business processes, or as a result of a new mandate. Organisational Development is the comprehensive and systematic process aimed at improving the overall effectiveness of an organisation. It involves intervening in its processes, structure and culture, with a strong emphasis on organisational behaviour, human resource development and organisational change. Organisational design can be viewed as an organisational development intervention and the two work hand-in-hand.

But for any design and development project to succeed, the organisation must make its changes as effectively and painlessly as possible and in a manner that aligns with its strategy, invigorates employees, builds distinctive capabilities, and makes it easier to attract customers.

This new programme will equip HR professionals with the knowledge needed to guide their organisation through this complex and strategically critical process.

## COURSE OBJECTIVES: On completion, you will be able to:

- Define organisation design and how it is different to organisational development
- Understand how organisation design can help or hinder the achievement of strategy
- Assist in identifying the most appropriate organisational design methods to meet current challenges
- Find the most appropriate Organisational Development model
- Identify the top talent to drive change for the future
- Assist and plan effectively organisational development and re-design

## KEY TOPICS:

- ✓ Types of organisational structures
- ✓ Approaches to organisational design
- ✓ Implementing organisational change effectively
- ✓ Organisational Development models
- ✓ Putting Organisational Design and Development into practice



<b>Duration:</b> 10 days	<b>Fees:</b> £3,995
<b>Dates:</b> 29 Jan 2018 - 09 Feb 2018 12 Nov 2018 - 23 Nov 2018	<b>London</b> <b>Washington D.C.</b>

# The L&D and Training Toolkit

This 20 day course combines:

**Managing the L&D Function: 10 days**

**Train the Trainer [LPI certified]: 10 days**

It delivers a comprehensive learning solution for anyone responsible for developing staff or delivering training in their organisation.

During the first week, delegates will gain a clear understanding of the important role L&D should play and how it needs to align with organisational goals. They will explore the key contemporary methods of delivering learning, how to undertake a Learning Needs Analysis and then apply this to create an organisation-wide Training Plan.

In the second part of the Toolkit, through highly interactive and practice-based learning, delegates will learn how to become an effective trainer, with the option of completing a Trainer Performance Monitoring & Assessment (TPMA) award at the end of the course.

## COURSE OBJECTIVES: On completion, you will be able to:

- Understand the requirements of a successful L&D function and what it can offer the organisation
- Expand your knowledge of different methods of learning and how these can be used to build a learning culture
- Put together a departmental/organisation-wide training plan from information gathered during the Learning Needs Analysis

- Create a course with consideration of the Learning Cycle, delegates' learning styles, learning barriers and the principles of adult learning
- Identify the qualities of an effective trainer
- Plan and deliver a successful training session, evaluate and give feedback

## KEY TOPICS:

- ✓ Role of the L&D function and aligning L&D with organisational needs
- ✓ Learning styles – the changing world of learning
- ✓ Conducting Learning Needs Analyses
- ✓ Creating training plans and running successful learning events
- ✓ Becoming a confident trainer
- ✓ Questioning techniques and facilitating feedback
- ✓ Undertaking the Trainer Observation Report and Trainer Assessment

Includes one year's LPI Affiliate Membership and attendance at Learning Live, the LPI annual conference.

<b>Duration:</b> 20 days	<b>Fees:</b> £7,250
<b>Dates:</b> 03 Sep 2018 - 28 Sep 2018	<b>London</b>

## Managing the L&D Function

The Learning and Development (L&D) function in any organisation is there to ensure that the learning solutions on offer are aligned to the organisation's objectives and outcomes, offer the best opportunities for staff development and will build a learning culture in the organisation.

As a modern L&D professional, you are expected to have a broad range of skills and an understanding of the latest ways to engage staff through a variety of learning events. This will include exploring areas of learning such as coaching and mentoring, facilitation, consultation and tools to assist in undertaking learning needs analyses.

This practical ten-day course will explore all of the requirements of a successful L&D function and equip delegates with the confidence and inspiration to improve how staff learn and develop in their organisation.

Includes attendance at Learning Live, the LPI annual conference.

### COURSE OBJECTIVES: On completion, you will be able to:

- Expand your knowledge of different methods of learning and how these can be used to build a learning culture
- Understand the modern Learning Cycle
- Undertake a Learning Needs Analysis (LNA)
- Put together a training plan from information gathered during the LNA
- Run a range of learning events with confidence

- Interact effectively with staff to gain insight into their needs and ambitions
- Explore Coaching and Mentoring and models and techniques to enhance your development

### KEY TOPICS:

- ✓ Role of the L&D function
- ✓ Aligning L&D strategy with organisational needs
- ✓ Conducting Learning Needs Analyses and putting together a training plan
- ✓ The use of Coaching and Mentoring in the learning world
- ✓ Organising a range of learning events with confidence
- ✓ Marketing L&D within the organisation to gain buy-in at all levels

Includes one year's LPI Affiliate Membership

This course is week one and two of **The L&D and Training Toolkit** (p.43)

**Duration: 10 days**

**Fees: £3,995**

**Dates: 03 Sep 2018 - 14 Sep 2018**

**London**

## Train the Trainer (LPI certified)



The world of professional training is constantly evolving. Trainers are now required to create and deliver courses that embrace blended learning, new technology and consider the way different people learn.

This practice-based course is aimed both at experienced trainers wishing to gain enhanced skills, and non-training professionals who wish to gain valuable training skills.

Through highly interactive and practice-based learning, delegates will learn how to become an effective trainer.

### GAIN THE TPMA AWARD

Crown Agents provides the option for delegates to complete a Trainer Performance Monitoring & Assessment (TPMA) award at the end of the course. Undertaking the assessment will require additional work and preparation in your own time. Upon successful completion of a TPMA Assessment, you will be awarded with the Institute Certified Training Practitioner (ICTP) Certificate, which is awarded by The Learning and Performance Institute and is a benchmark for high quality training standards.

### COURSE OBJECTIVES: On completion, you will be able to:

- Identify the qualities of an effective trainer
- Become a more confident and skilled trainer
- Understand the requirements of a training needs analysis
- Explain how and why we learn
- Handle challenging trainees

- Create a course with consideration of the Learning Cycle, delegates' learning styles, learning barriers and the principles of adult learning
- Design a conducive training environment
- Plan and deliver a successful training session, evaluate and give feedback

### KEY TOPICS:

- ✓ Learning styles – the changing world of learning
- ✓ Key attributes, skills and techniques of the effective trainer
- ✓ Questioning techniques and facilitating feedback
- ✓ Trainer Observation Report and Trainer Assessment

Includes one year's LPI Affiliate Membership

This course is week three and four of **The L&D and Training Toolkit** (p.43)

**Duration: 10 days**

**Fees: £4,350**

**Dates: 17 Sep 2018 - 28 Sep 2018**

**London**

# PREMIUM PROGRAMME

## Public Sector Entrepreneurship



The development of internal markets and private/public sector partnership models has resulted in an increasing need for public sector managers to adopt private sector techniques and approaches. This course will be relevant to all those involved in public sector strategic management, parastatal organisations or PPP projects. It will develop an understanding of the possibilities of entrepreneurship within the public sector, fostering creative-problem solving and encouraging an enterprising approach through action-based learning, group work, e-learning and case study analysis.

### KEY TOPICS:

- ✓ The key characteristics of the entrepreneur
- ✓ Three stages of entrepreneurship - process, innovation and growth - within a public sector context
- ✓ The enterprise environment and its impacts on society
- ✓ Theories of corporate and social entrepreneurship
- ✓ The relevance of the enterprising network and its application in the public sector environment

### Gain new intellectual, practical and transferable skills:

- Gain a critical understanding of the practical applications of entrepreneurship and business planning within today's public sector environment
- Understand the functional, strategic and socio-political issues impacting on entrepreneurship
- Develop the key skills needed in the construction of a realistic business proposal
- Build essential research, critical thinking and problem-solving skills
- Improve your team working, communication and presentation skills

**New for 2018, Crown Agents is delighted to offer courses in collaboration with London South Bank University (LSBU)\*.**

These courses are aligned with modules of the University's Executive Masters in Public Administration (XMPA). On successful completion of all module requirements, delegates will receive accreditation for credits earned from LSBU.

### Assessment

- Online blogs/discussion posts (minimum of 10) towards developing a project plan which demonstrates business planning skills and interaction with others. Deadlines to be advised
- Project plan presentation (max. 10 minutes). Deadlines to be advised
- Please note the deadline for assignments align to LSBU's examination timetable. Late submissions will not be accepted
- Some reading and preparation prior to the course will be required

### Accreditation from LSBU

- On successful completion of this courses and all assignments, delegates will receive accreditation for 10 credits from LSBU against the XMPA
- Delegates can take further modules to build to a PgCert (60 credits), or the full XMPA

**Duration: 10 days**

**Fees: £4,650**

**Dates: 03 Sep 2018 - 14 Sep 2018**

**London**

\*Subject to verification process and contract



“

It was really an eye opener. A lot of knowledge and experience tapped to be used to help improve my job schedule, career and in the transformation of my organisation into one that is IPSAS compliant.

”

*Asare Nyarko, Finance Manager, Driving and Vehicle Licensing Authority, Ghana, a delegate on Best Practice Financial Management and Reporting on IPSAS and IFRS® Standards, May 2017*

Work on the Nairobi to Mombasa section of the Standard Gauge Railway Project in Kenya

# Financial Management



## Portfolio Schedule

<b>Training Courses</b>	<b>Start date</b>	<b>End date</b>
Public Financial Management: Issues and Solutions	14 May 2018 08 Oct 2018	25 May 2018 19 Oct 2018
Integrated Financial Management Systems: Strategy and Implementation	12 Mar 2018 13 Aug 2018	23 Mar 2018 24 Aug 2018
Best Practice Financial Management and Reporting on IPSAS and IFRS® Standards	23 Apr 2018 22 Oct 2018	04 May 2018 02 Nov 2018
Treasury Management	16 Jul 2018 03 Dec 2018	27 Jul 2018 14 Dec 2018
Strategic Financial Management and Effective Budget Execution	05 Mar 2018 19 Nov 2018	16 Mar 2018 30 Nov 2018
Forensic Audit	19 Feb 2018 24 Sep 2018	23 Feb 2018 28 Sep 2018
International Tax and Transfer Pricing	01 Oct 2018	12 Oct 2018
Mastering Finance for Senior Executives	20 Aug 2018 22 Oct 2018	24 Aug 2018 26 Oct 2018

# Financial Management

## Featured Director of Studies – Richard Odoom

Richard is a fellow of the Institute of Chartered Accountants in England and Wales and a Chartered member of the British Computer Society. He has over 30 years' experience providing financial management and IT systems' integration services to Ministries of Finance, Central Banks and other public-sector entities around the world, using his unique combination of IT, business management and accounting expertise.

With many years of capacity building experience, Richard has devised and delivered many Crown Agents training courses on financial management and accounting, audit, monitoring and evaluation in the UK and abroad.



## Indicative Study Visit

### Lloyd's of London

Lloyd's of London is the originator of the world's insurance industry. Unique in history, it is not an insurance company, but a corporate body governed by the Lloyd's act of 1871 and subsequent acts of parliament. Founded over 300 years ago, Lloyd's boasts an expertise earned over centuries. The global business is led by expert underwriters and brokers who cover more than 200 territories.

## Public Financial Management: Issues and Solutions

Public financial management (PFM) systems are essential for the achievement of government policy and development objectives.

This course explores the fundamentals of government reforms and the key issues and solutions across the PFM landscape. This includes budget preparation and execution; accounting; financial reporting and trends towards results-based performance measurement; integrated financial management information systems (IFMIS) and auditing.

Delegates will also explore the important management theories and strategic planning frameworks essential to understanding the current issues and trends in integrated PFM reforms.

### COURSE OBJECTIVES: On completion, you will be able to:

- Lead or participate in developing solutions to contemporary PFM challenges
- Define the benefits of Medium Term Expenditure Framework (MTEF) reforms and budget processes and assist in the realisation of these benefits
- Execute budgets and understand cash management, public procurement and internal controls so as to help raise transparency and reduce 'leakage'
- Improve PFM compliance by taking account of developments in public sector financial reporting standards
- Define the PFM oversight function, the role of the Public Accounts Committee and external audit agencies
- Shape reforms to address deficiencies in transparency and accountability frameworks

### KEY TOPICS:

- ✓ Overview of PFM and origins of PFM reforms
- ✓ Public sector budgeting and the concept of programme and performance budgeting
- ✓ Overview of MTEF and linkages with policy objectives
- ✓ Public Expenditure and Financial Accountability (PEFA)
- ✓ Service delivery and performance management in the public sector
- ✓ Budget implementation, cash management and forecasting
- ✓ Monitoring and evaluation
- ✓ Financial accounting and reporting
- ✓ Integrated Financial Management Information Systems
- ✓ Governance and fraud prevention

<b>Duration:</b> 10 days	<b>Fees:</b> £3,995
<b>Dates:</b> 14 May 2018 - 25 May 2018 08 Oct 2018 - 19 Oct 2018	<b>Washington D.C.</b> <b>Dubai</b>

## Integrated Financial Management Systems: Strategy and Implementation



For several years, Governments and public sector entities around the world have been implementing Integrated Financial Management Information Systems (IFMIS). The objective is to improve budget preparation and execution and achieve better value for money, efficiency, transparency and accountability in the delivery of government services.

This course explores the key business, people, process and technology issues that are critical to a successful IFMIS implementation. Delegates will receive guidance on practical IFMIS project implementation, key components of the system and how they fit in with the public financial management (PFM) cycle. The course will also explore other relevant issues such as the processes needed to secure the IFMIS against internet and information threats.

### COURSE OBJECTIVES: On completion, you will be able to:

- Define the IFMIS and its architecture and how it supports and strengthens PFM and electronic governance services
- Critically examine the factors involved in the effective planning and implementation of an IFMIS project, taking account of practical change management, system integration, legal, political and institutional issues
- Explain how an IFMIS solution can enhance internal controls, minimise risk, maximise value for money and enhance transparency
- Identify the additional operational risks arising from computerising financial management systems and the audit procedures required to address them
- Assess the scope for enhancing monitoring and evaluation

- Communicate results effectively to management and key stakeholders

### KEY TOPICS:

- ✓ IFMIS implementation: the core business and technology components
- ✓ Public sector budgeting and the budget cycle
- ✓ Importance of the Chart of Accounts (COA)
- ✓ Effective public sector cash management within the scope of the IFMIS
- ✓ Results-based performance measurement, monitoring and evaluation
- ✓ International public sector accounting standards and reporting
- ✓ Auditing the IFMIS
- ✓ Internet and information security considerations of the IFMIS
- ✓ Systems acquisition, customisation and development
- ✓ Developing and implementing IFMIS and electronic governance strategies

<b>Duration:</b> 10 days	<b>Fees:</b> £3,995
<b>Dates:</b> 12 Mar 2018 - 23 Mar 2018 13 Aug 2018 - 24 Aug 2018	<b>Toronto</b> <b>London</b>

## Best Practice Financial Management and Reporting on IPSAS and IFRS® Standards

International Accounting Standards are a global response to a set of global problems, with IFRS primarily aimed at the private sector and IPSAS tailored to the specific circumstances of the public sector.

In the modern world, it is essential that financial information can be assessed consistently. These standards are designed to assist organisations to improve their financial reporting, financial management, transparency and accountability, introducing a common accrual-based approach that should enhance financial accountability and corporate governance.

In this programme, delegates will learn how to achieve improvements in financial management and reporting while moving to full compliance with the standards. The course explores the standards' requirements and how they can be complied with. It assists delegates to analyse the impacts on their organisations and to plan the journey towards compliance, using case studies to illustrate the practical application of the Standards.

### COURSE OBJECTIVES: On completion, you will understand:

- Key principles and the application of the Standards in both the public and private sectors
- Financial reporting under the IFRS and IPSAS regimes including: the core statements; the style of annual reporting; the consequences for governments, organisations etc.
- Changed approaches and improving financial management under the Standards

- Using the systems to improve financial monitoring and control in an accruals environment
- Systems' requirements for successful implementation

### KEY TOPICS:

- ✓ How core concepts such as accruals, capital and revenue spending depreciation and financial instruments should be reported on
- ✓ The requirements of specific areas such as oil and gas, taxation and land (adapted to match delegates' business areas)
- ✓ How actions will affect reported financial performance and how financial management should be amended to deal with these

In order to ensure the highest learning standards for delegates, Crown Agents delivers training courses using excerpts from the official IFRS Standards under licence from the IFRS Foundation.

**Duration: 10 days**

**Fees: £3,995**

**Dates: 23 Apr 2018 - 04 May 2018  
22 Oct 2018 - 02 Nov 2018**

**London  
Dubai**

## Treasury Management

Treasury Management lies at the heart of the financial strategy of all organisations. It brings together the strategic management of cash, investments and debt to enable an organisation to manage and plan its liquidity.

Cash has to be closely managed on a daily basis, but also with regard to longer-term needs in terms of financing capital investment and investing surplus funds.

Effective Treasury Management is vital in ensuring that the entity has the cash resources it needs when it needs them, while managing risk, minimising the cost of debt and optimising the returns on investment. Expertise in this area is required by every public and private sector organisation.

At a national level, governments usually need to borrow. However, sovereign debt can spiral out of control as it takes a higher proportion of GDP. It is vital that investments are managed within a Treasury Management strategy that is integrated with the overall national economic policy.

This programme is essential learning for anyone with responsibilities for cash management or managing debt and investments at an organisational or national level.

Case studies illustrate the practical application of the techniques covered and the trainers work with delegates on the real-life issues they face in their own organisations.

### COURSE OBJECTIVES: On completion, you will be able to:

- Monitor and report on Treasury Management
- Develop a Treasury Management strategy and associated policies
- Manage risk and performance, cash flow management and modelling
- Understand the borrowing and investing instruments and their risks and benefits
- Assess the Treasury implications of International Accounting Standards

### KEY TOPICS:

- ✓ Treasury Management strategy, reporting and performance measures
- ✓ Financial risk management tools and techniques
- ✓ Cash flow management and modelling
- ✓ Investments and borrowing – short, medium and long term
- ✓ Developing capital markets and liquidity
- ✓ Proactive management of the debt portfolio and refinancing
- ✓ Counter-fraud measures
- ✓ Sovereign debt and sustainability

**Duration: 10 days**

**Fees: £3,995**

**Dates: 16 Jul 2018 - 27 Jul 2018  
03 Dec 2018 - 14 Dec 2018**

**Washington D.C.  
London**

## Strategic Financial Management and Effective Budget Execution

Strategic financial management provides the essential ingredients for achieving a sound budget preparation and execution system.

This course focuses on the issues and challenges likely to impede the seamless operation of management and financial accounting processes and examines the techniques and tools needed to address them. It will underline what constitutes strategic financial management and effective budget execution within the context of management and financial accounting, by exploring its role in providing entities with the means to achieve their strategic and operational objectives.

The course will enhance participants' understanding of all the key processes within the accounting cycles leading up to the preparation of financial statements, including the use of performance management tools.

### COURSE OBJECTIVES: On completion, you will be able to:

- Apply strategic financial management to add value to the budget execution process
- Describe the differences between a management accounting system and a financial accounting system
- Undertake cost analysis and apply strategic management and costing principles to support improved decision-making
- Understand types of cost information and how to put that information to best use
- Design robust and meaningful financial performance measures to help enhance financial control
- Understand the main processes involved in the preparation of accounts for strategic and operational use by all level of management

- Appreciate the accounting adjustments which are necessary to transform internal management accounts into statutory and regulatory financial statements

### KEY TOPICS:

- ✓ The budget execution process
- ✓ The framework of management control and expenditure monitoring
- ✓ Traditional financial reporting and results-based performance measurement
- ✓ Design and implementation of the Chart of Accounts (COA)
- ✓ Procurement planning and the use of Public-Private Partnerships (PPPs)
- ✓ Costing principles and techniques
- ✓ Principles of effective cash management
- ✓ Planning and budgeting and their impact on cash-flows and profitability
- ✓ Integrated financial management information systems
- ✓ Sources of finance



**Duration: 10 days**

**Fees: £3,995**

**Dates: 05 Mar 2018 - 16 Mar 2018  
19 Nov 2018 - 30 Nov 2018**

**Singapore  
London**

## Forensic Audit

The role of internal audit has changed a great deal over the last few years.

Some estimates suggest that fraud or corruption reduces the turnover of the average organisation by up to 5%. Alongside organisational theft, your firewall or financial systems might be under attack from cyber criminals. The increase in computer processing and online transactions bring new risks to which auditors need to be able to respond.

Expertise in identifying high-risk areas and the skills to combat these kinds of fraud are more important than ever. Combating crime of this kind as an auditor also requires expertise in gathering information, investigations, interviewing, analysis, record-keeping and document management.

Where police forces do not have the time or skills to undertake investigations of this nature, the chances of a successful investigation or recovering losses are slim unless you have the forensic skills to undertake this investigation yourself. This practical course will equip you with the skills and knowledge to undertake and lead forensic auditing and be an anti-fraud champion in your organisation.

### COURSE OBJECTIVES: On completion, you will be able to:

- Understand what forensic auditing is and its role in both internal and external audit

- Champion integrity, good governance and anti-fraud or corruption activity in your organisation
- Use counter-fraud techniques to detect, prevent and correct fraud
- Incorporate forensic auditing into audit plans
- Know what to do when fraud is discovered and how to start an investigation
- Manage investigation documents, records and confidentiality protocols
- Work effectively with the police and criminal justice system

### KEY TOPICS:

- ✓ Forensic auditing and its importance in modern audit
- ✓ 21st century risks and where they are coming from
- ✓ Creating forensic auditing strategies and operational plans
- ✓ Integrity and anti-corruption behaviours and protocols
- ✓ Evidence-based investigations
- ✓ Working with the police and justice system



**Duration: 5 days**

**Fees: £2,295**

**Dates: 19 Feb 2018 - 23 Feb 2018  
24 Sep 2018 - 28 Sep 2018**

**London  
London**

# International Tax and Transfer Pricing

This course explores international corporate taxation and will equip you to understand the complexities of international tax and adopt best practice approaches to transfer pricing.

The impact of cross-border transactions on revenue collection, and the design of effective tax systems, should be of key importance to tax policy makers and administrators. Structures and prices are not always set fairly, resulting in significant implications for the collection of taxes. At the same time, tax systems and administration can deter the inbound investment that can be critical for economic growth.

Week one focuses on the relationship of corporate taxation to investment, with particular attention to the role of international tax treaties. Week two focuses on mechanisms for collecting tax, with particular attention to the effect of transfer pricing rules that address pricing distortions in transactions within multinationals.

## COURSE OBJECTIVES: On completion, you will be able to:

- Identify the key direct tax principles that underpin an effective framework for cross-border taxation
- Understand the OECD and UN Model Tax Conventions and develop the knowledge to approach tax treaty issues with confidence
- Explain how transfer pricing is legislated in local tax laws and strategies
- Appreciate where mispricing and potential tax revenue leakage may occur

- Understand the tools and techniques undertaken by a tax administration to identify and mitigate against transfer pricing problems

## KEY TOPICS:

- ✓ Principles of direct taxation and their implications in designing a cross-border tax framework
- ✓ Interaction of domestic tax laws and international tax treaties
- ✓ Features of model treaties (OECD and UN)
- ✓ Taxation of foreign income and gains
- ✓ Withholding taxes and double taxation relief
- ✓ Definition and occurrence of transfer pricing
- ✓ Adjustment of transfer prices and taxable profits
- ✓ Advanced Pricing Agreements (APAs)
- ✓ Negotiations through tax treaty competent authority
- ✓ Domestic tax avoidance and thin capitalisation rules

Duration: 10 days

Fees: £3,995

Dates: 01 Oct 2018 - 12 Oct 2018

London

# Mastering Finance for Senior Executives

New

To advance in today's business environment, senior managers and executives require a good working knowledge of budgets, forecasts and overall financial management in order to set strategy, control costs and make the case for investment. They will also be held accountable for any financial errors or misconduct within their teams.

Whatever your business or technical specialism, having a sound grasp of finance empowers you to make more informed and confident strategic and operational decisions. Those with a strong financial understanding are also more likely to be involved in strategically important projects, facilitating career advancement as a Board Member, committee member or Trustee, or any role where scrutiny of budgets or contracts is required.

This course is designed to give any professional from a non-financial background the skills and confidence to add that critical financial dimension to all decision making.

## Course objectives: On completion, you will be able to:

- Quickly and accurately read and interpret accounts, including forecasts, balance sheets and profit and loss reports
- Understand the difference between revenue, profit, cash flow, overhead and margin
- Use that knowledge to make better financial decisions and produce budgets and forecasts with confidence – practical classroom exercises bring this learning to life
- Make more informed choices about suppliers, contracts or tenders

- Effectively communicate financial performance to your management
- Present a business case for investment

## KEY TOPICS:

- ✓ Essential accounting and financial concepts for non-financial managers
- ✓ Producing budgets, forecasts and financial plans with confidence
- ✓ Making astute financial decisions about suppliers, contracts or tenders
- ✓ Spotting financial errors or misconduct

Duration: 5 days

Fees: £2,295

Dates: 20 Aug 2018 - 24 Aug 2018  
22 Oct 2018 - 26 Oct 2018

London  
Dubai

CUSTOMISED  
TRAINING  
CASE STUDY

## Supporting the Commercial Bank of Ethiopia

Customised training with the Commercial  
Bank of Ethiopia

2014 - Present, Ethiopia

Trainer Nigel Freeman with delegates on the Corporate Governance for Branches course in Adama, Ethiopia, July 2016

Crown Agents Training and Professional Development has been privileged to support the Commercial Bank of Ethiopia (CBE) since 2014, with regular capacity building initiatives in a range of areas. Our regular scheduled events train bank staff from across the country and cover a mix of technical and management requirements. These have included:

- Corporate Governance
- Attitudinal Change
- ICC Rules and Regulations
- Strategic and Advanced Strategic Management
- Strategic Thinking
- Procurement for Senior Executives and Mid-Level Managers
- Communicating Effectively
- Trade Finance
- IT Audit

Since the beginning of 2016 we have run training programmes for over 900 delegates from the Commercial Bank of Ethiopia.

Observing the quality of staff capacity development that was being created by this training in CBE, the National Bank of Ethiopia, through its Ethiopian Institute of

Financial Studies, started using the same framework contract in January 2016 to train staff from all private and public banks in Ethiopia. The learning materials and objectives for each course are specifically tailored for the context within which the banks operate.

It has also been our pleasure to hold some courses for regional branch staff outside of Addis, including in the Adama, Jimma, and Dire Dawa districts of Ethiopia.

“Crown Agents is one of the training service providers of the Commercial Bank of Ethiopia, and it has been in service for more than two and half years. So far, Crown Agents and our Bank have established a strong, smooth and fruitful relationship in the area of training provision. In this business journey so far, Crown Agents is an organisation that gives value to quality and long-lasting relationships”

*Lubaba Damtie,  
Director of HR Development,  
Commercial Bank of Ethiopia*

The programme is progressing well, evidenced by the increasing volume of courses being commissioned and the seniority of the delegates.

“We have been working with CBE/NBE for several years now and they have renewed our framework agreement on a much greater scale for the coming three years starting from July 2017. This clearly shows that they are happy with our training and also that Crown Agents is delivering on its promise of developing successful leaders and effective organisations through training and professional development programmes. What makes me truly proud about Crown Agents is that in all of the feedback I receive from different delegates, quality of training is particularly associated with Crown Agents”

*Samron Adane, Regional Manager  
for East and Southern Africa,  
Crown Agents Training and  
Professional Development*



**Brilliant facilitators and trainers. Duncan did an awesome job taking us through the course.**



*Olive Gitau, Trustee, Central Bank, Kenya, a delegate on Managing Pensions in a Development Environment, May 2017*

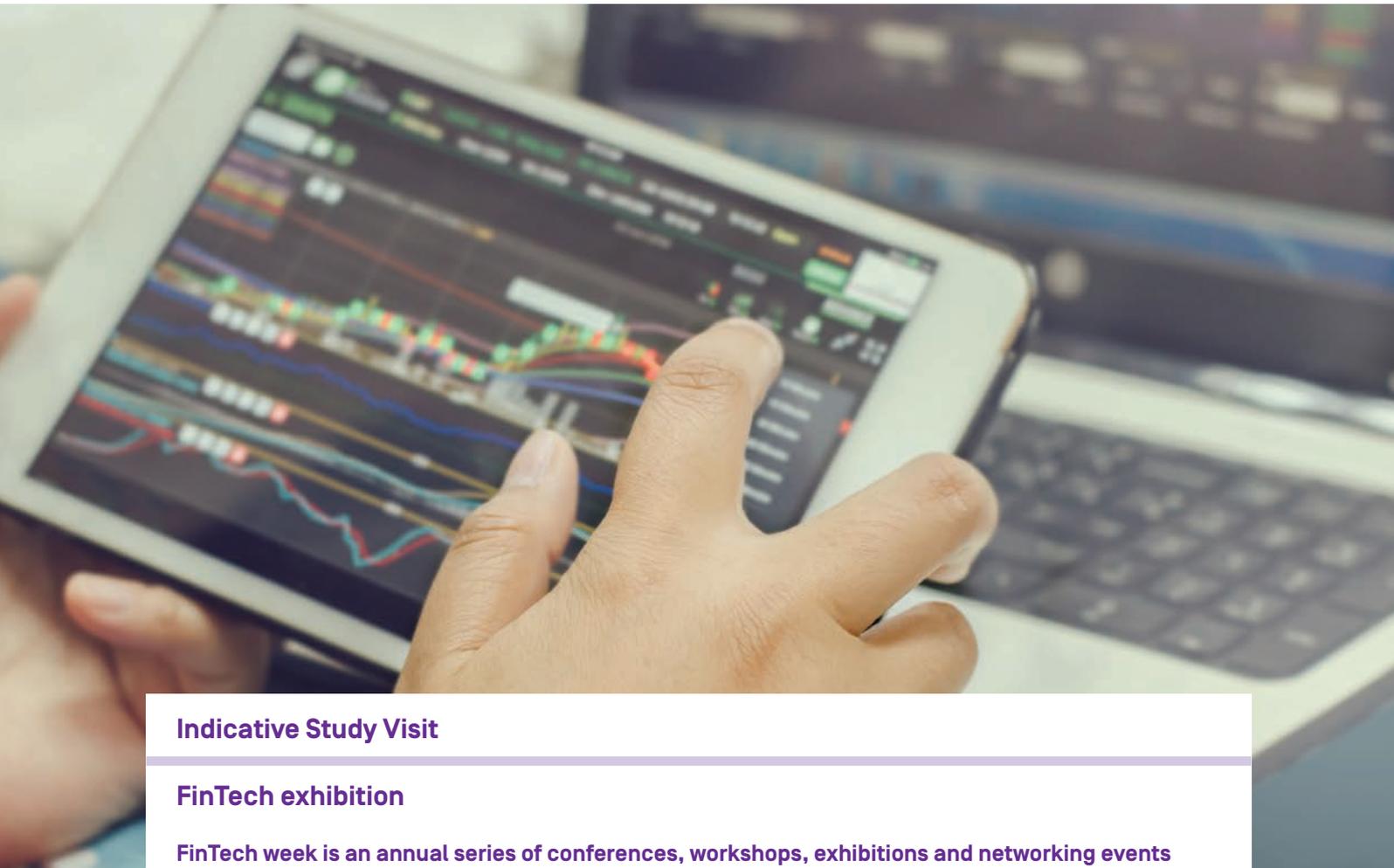
## Portfolio Schedule

<b>Training Courses</b>	<b>Start date</b>	<b>End date</b>
The Banking Masterclass	25 Jun 2018	20 Jul 2018
Banking Strategy: Evolution and Development in Emerging Markets	25 Jun 2018 03 Dec 2018	06 Jul 2018 14 Dec 2018
Mobile Money, FinTech and Agency Banking	09 Jul 2018 22 Oct 2018	20 Jul 2018 02 Nov 2018
Insurance Strategy: Evolution and Development in Emerging Markets	28 May 2018 12 Nov 2018	08 Jun 2018 23 Nov 2018
The Pensions Masterclass Cycle	09 Apr 2018	27 Apr 2018
Pension Scheme Fundamentals for the Modern Era	09 Apr 2018 18 Jun 2018	13 Apr 2018 22 Jun 2018
Investment of Pension Fund Assets	16 Apr 2018 06 Aug 2018	20 Apr 2018 10 Aug 2018
Pension Scheme Governance and Regulation	23 Apr 2018 13 Aug 2018	27 Apr 2018 17 Aug 2018
Managing Pensions: Essentials for Trustees	01 Oct 2018	12 Oct 2018
Managing Pensions in a Development Environment	12 Mar 2018 10 Sep 2018	23 Mar 2018 21 Sep 2018

# Financial Services and Pensions

## Featured Director of Studies - Duncan Hughes

Duncan has over 25 years of experience in financial services across the banking, asset management and insurance sectors. He has held many senior positions at major financial firms including NM Rothschild and Columbia Threadneedle. In recent years, he has specialised in developing market financial services and pensions and has lectured and consulted widely in South-East Asia and Africa. He is the author of a number of publications in the fields of investment and financial risk management.



### Indicative Study Visit

#### FinTech exhibition

FinTech week is an annual series of conferences, workshops, exhibitions and networking events and is the premier event for the world's burgeoning FinTech sector. The event is hosted in the heart of London and attracts thousands of financial experts from across the globe. Delegates on the Mobile Money, FinTech and Agency Banking course will attend a day of the exhibition, learning from highly relevant seminars and networking with FinTech professionals from many countries.

# The Banking Masterclass



This 20 day course combines:

**Banking Strategy: Evolution and Development in Emerging Markets: 10 days**

**Mobile Money, FinTech and Agency Banking: 10 days**

This course will equip banking professionals with a comprehensive set of tools and skills to face new challenges, create new strategies and optimise opportunities for growth in a fast-changing landscape.

Weeks one and two will tackle the challenges faced by banks in emerging markets, including capital requirements, lack of infrastructure, over-reliance on collateral, poor repayment cultures and competition from the international banking sector. Delegates will explore forward-looking banking strategy based around fee-based business, expanding operations via technology and the use of agents to increase coverage in remote regions.

In weeks three and four, delegates will explore the challenges and opportunities emerging from the new financial frontier of Mobile Money and FinTech technologies, including the role of cybercurrencies and Blockchain. Great opportunities abound as pressures mount on traditional sources of revenue, but challenges such as meeting KYC and due diligence requirements and smartphone vulnerability still pose big risks. Delegates will also evaluate how Agency Banking can assist financial inclusion and expand your banking footprint beyond major cities.

## COURSE OBJECTIVES: On completion, you will be able to:

- Develop strategies based around fee-based products and services
- Understand the potential for FinTech to reshape financial services
- Evaluate the benefits of Mobile Money, potential market risks and disruption and the environmental conditions required for success
- Develop an outline plan for the rollout of Agency Banking services

## KEY TOPICS:

- ✓ Future-proofing the organisation: developing a unique proposition
- ✓ FinTech and its role in the evolving Financial Services landscape
- ✓ Applications: electronic wallets, payment services and other banking services
- ✓ How Blockchain and cybercurrencies will shape the future of banking
- ✓ Risk management of Mobile Money and Agency Banking applications
- ✓ Developing a sustainable Agency Banking model

**Duration: 20 days**

**Fees: £6,950**

**Dates: 25 Jun 2018 - 20 Jul 2018**

**London**

## Banking Strategy: Evolution and Development in Emerging Markets

Banks in emerging nations face significant challenges in the current environment. These include: the regulatory capital requirements faced by all banks; a dearth of reliable data upon which to base credit decisions; a poor repayment culture and consequent over-reliance on collateral; competition from other banks; the challengers powered by FinTech innovation; and global banks with larger balance sheets.

Increasingly, banks operating in emerging markets find themselves subject to the same regulatory strictures as those in the developed world but without access to the same level of talent pool, technological infrastructure and treasury risk management products available in the G7. They also find themselves competing principally on price with other banks, putting pressure on net interest margins and profitability.

Forward-looking banking strategy should therefore be based more around fee-based business, the expansion of operations via technology and the use of agents to increase coverage in remote regions. This course will equip banking professionals with the tools and ideas to create new strategies and optimise opportunities for growth and development.

## COURSE OBJECTIVES: On completion, you will be able to:

- Appreciate the principal drivers of banking strategy in the modern era
- Understand the critical difference between strategy and operational issues
- Develop strategies based around fee-based products and services

- Analyse the implications of regulatory capital and other strictures on strategy
- Understand the potential for FinTech to reshape financial services
- Appreciate HR's crucial role in delivering strategic objectives
- Understand the limitations of Net Interest Margin business in strategic growth

## KEY TOPICS:

- ✓ Developing SMART banking business strategies
- ✓ Bank regulatory capital, liquidity and Stable Funding constraints
- ✓ Future-proofing the organisation: developing a unique proposition
- ✓ Business expansion: beyond a pure "bricks and mortar" approach
- ✓ Principal fee-based banking business products and services
- ✓ FinTech in banking, including Mobile Money and Blockchain
- ✓ Strategic HR management: building organisational talent

This course is week one and two of **The Banking Masterclass** programme from 25 June - 20 July.

**Duration: 10 days**

**Fees: £3,995**

**Dates: 25 Jun 2018 - 06 Jul 2018  
03 Dec 2018 - 14 Dec 2018**

**London  
Dubai**

# Mobile Money, FinTech and Agency Banking

Increasing pressure on banks' profit margins and traditional sources of revenue, and the success of technology-driven innovations such as M-PESA in Kenya, has given rise to increased interest in Mobile Money and other Financial Technology (FinTech) applications. However, the requirement for Know Your Customer (KYC), due diligence and the risks of linking Smartphone applications to deposit accounts are still major challenges that often require local solutions.

Banks are also increasingly exploring alternatives to costly traditional bank branch models. Agency Banking can leverage the existing physical presence and local cultural empathy and language skills of potential banking agents, particularly outside major cities whilst providing a pathway for greater financial inclusion.

This course will deliver a comprehensive understanding of the opportunities and challenges involved at this new financial frontier and critically review current applications, such as the use of Blockchain in Trade Finance and the pros and cons of cybercurrencies such as Bitcoin.

## COURSE OBJECTIVES: On completion, you will be able to:

- Understand the environmental conditions required for Mobile Money
- Analyse the limitations of Mobile Money versus traditional banking
- Appreciate the benefits to bank clients of Agency Banking
- Understand the role of the bank as principal in managing agents

- Develop an outline plan for the rollout of Agency Banking services

## KEY TOPICS:

- ✓ Strategic role of Mobile Money and Agency Banking in Financial Inclusion
- ✓ What is FinTech and how is it changing the Financial Services landscape?
- ✓ Applications: electronic wallets, payment services and other banking services
- ✓ How Blockchain and cybercurrencies are changing the landscape
- ✓ Know Your Client (KYC) requirements in Mobile Money applications
- ✓ What does a sustainable Agency Banking business model look like?
- ✓ Risk management issues

July dates includes attendance at FinTech Week exhibition.

This course is week three and four of **The Banking Masterclass** programme from 25 June - 20 July (p.57)

**Duration: 10 days**

**Fees: £3,995**

**Dates: 09 Jul 2018 - 20 Jul 2018  
22 Oct 2018 - 02 Nov 2018**

**London  
London**

# Insurance Strategy: Evolution and Development in Emerging Markets



Robust insurance provision has long underpinned economic growth and social welfare in developed nations, but penetration rates have remained stubbornly low in many emerging markets. This has prevented such nations from benefitting from the risk management benefits that insurance systems offer.

The challenges facing insurance firms and policymakers seeking to significantly increase insurance coverage in emerging markets are often seemingly insurmountable. Key issues include legal enforceability of insurance contracts; costs; cultural issues – e.g. relating to the intangibility of the benefits of insurance – and the dearth of experienced underwriting and other professional staff.

This programme carefully examines the reasons behind the historically slow penetration of insurance products in emerging economies and possible solutions. Delegates will examine current barriers to market development and the opportunities presented by new technologies for organisations to develop appropriate products, including microinsurance for individuals, companies and other parties which can provide robust risk cover on a sustainable basis.

## COURSE OBJECTIVES: On completion, you will be able to:

- Understand the nature of risk and the role of insurance in managing it
- Appreciate the key elements comprising sustainable insurance systems
- Analyse existing systems, including informal mutual community insurance

- Understand the potential role of technology in facilitating higher penetration
- Contextualise issues and potential solutions in your own market
- Identify opportunities to increase insurance coverage in new areas

## KEY TOPICS:

- ✓ The critical economic role of insurance as a risk transfer mechanism
- ✓ Robust insurance systems: how does the market manage its risks?
- ✓ Fundamental legal concepts underpinning sound insurance contracts
- ✓ Financial and accounting principles relating to insurance firms
- ✓ InsurTech and the increasing role of technology in insurance provision
- ✓ Overcoming cultural issues relating to the formal insurance systems

**Duration: 10 days**

**Fees: £3,995**

**Dates: 28 May 2018 - 08 Jun 2018  
12 Nov 2018 - 23 Nov 2018**

**Cape Town  
London**

# The Pensions Masterclass Cycle

This intensive 15 day programme is comprised of the following five day courses:

**Pension Scheme Fundamentals for the Modern Era: 5 days**

**Investment of Pension Fund Assets: 5 days**

**Pension Scheme Governance and Regulation: 5 days**

There are unique financial and societal challenges and complexities facing those who manage, regulate or provide governance for pension schemes. This course has been designed to build delegates' knowledge step-by-step to equip them with a 360° understanding of the modern pensions landscape.

### Course objectives: On completion, you will be able to:

- Understand how pension schemes work, including scheme structure, investment fundamentals, liability estimations, pension scheme responsibilities and the workings of the asset markets
- Grasp the detail of modern portfolio theory, including the key risks of different asset types, asset valuation techniques, the benefits of private market and public security investments
- Understand the critical importance of the role of Regulators, Governors and Trustees, and the challenges, risks, issues and processes involved in discharging this role so that the best interests of pension scheme members are protected

### KEY TOPICS:

- ✓ The implications of fiduciary and regulatory pension scheme responsibility
- ✓ Key asset valuation techniques for equities, bonds and property
- ✓ Equity market analysis and valuation techniques
- ✓ The role of bonds and money market securities in pension funds
- ✓ Understanding asset-liability risk from a pension fund perspective
- ✓ Risk management and the role of derivatives
- ✓ Roles of Regulators, Trustees and other responsible parties
- ✓ The pivotal role of pensions in contemporary economies
- ✓ Building confidence in pension systems and individual schemes
- ✓ Challenging advisors and service providers to deliver greater value
- ✓ The wider stewardship role of pension schemes in the future

**Duration: 15 days**

**Fees: £5,850**

**Dates: 09 Apr 2018 - 27 Apr 2018**

**Cape Town**

## Pension Scheme Fundamentals for the Modern Era

Contemporary pension schemes face some of the stiffest challenges in the history of pension provisioning. These include the issues presented by increasing pension member longevity, deep-seated scepticism of the financial services industry and the historic low investment (or even negative) returns being generated in asset markets in the "New Normal".

Those responsible for pension governance and regulation have an increasingly demanding role in navigating the difficult waters of the modern pension environment, frequently facing seemingly intractable problems and dilemmas in policy setting and strategic management.

It has never been more critical that Governors, Regulators and Trustees with a fiduciary duty towards pension scheme members have a sound understanding of the key processes in pension provisioning.

This course will deliver that understanding and essential knowledge, from the assumptions underlying actuarial estimation of liabilities, through investment fundamentals as well as the different pension scheme structures and their respective strengths and weaknesses.

### COURSE OBJECTIVES: On completion, you will be able to:

- Understand the principal assumptions underlying liability estimation
- Analyse investment and compute theoretical asset values
- Appreciate the principles of asset-liability risk management

- Understand the headwinds faced in member engagement
- Appreciate the challenges of investment in contemporary asset markets
- Analyse the trade-offs required in effective scheme management

### KEY TOPICS:

- ✓ The implications of fiduciary and regulatory pension scheme responsibility
- ✓ Inputs and assumptions underlying actuarial liability estimation
- ✓ Characteristics and dynamics of the principal investment asset classes
- ✓ Economic and political factors' relationship to asset markets
- ✓ Key asset valuation techniques for equities, bonds and property
- ✓ Impact on the financial services industry of recent financial market history

This course is week one of **The Pensions Masterclass Cycle** programme from 09 - 27 April.

**Duration: 5 days**

**Fees: £2,295**

**Dates: 09 Apr 2018 - 13 Apr 2018  
18 Jun 2018 - 22 Jun 2018**

**Cape Town  
Accra**

## Investment of Pension Fund Assets

Against the backdrop of “New Normal” financial conditions of historic low interest rates, bond yields combined with low property rental yields, and disappointing equity market returns, pension schemes are under great pressure. They need to deliver higher returns to meet their increasing liabilities due to the greater longevity of pension scheme members.

Asset allocation remains a critical consideration as pension schemes seek to leverage their natural liquidity in order to generate higher returns from longer term investment in new capital assets. The traditional approach of allocating to existing securities markets – which may only result in increasingly inflated prices for existing capital – is increasingly being called into question.

Pension scheme Governors and Trustees with a fiduciary responsibility to act in the best interests of members have also increasingly been questioning the value added by external asset managers, and their often disappointing performance, and taking on these responsibilities themselves.

There are many complex decisions to be made and this course will arm those responsible for investment of pension fund assets with the knowledge to make these critical choices with greater confidence.

### COURSE OBJECTIVES: On completion, you will be able to:

- Understand the principal asset valuation techniques
- Appreciate the limitations of public security investment

- Analyse the risks and return potential of the major asset classes
- Understand the tenets of modern portfolio theory
- Appreciate the potential benefits of private market investment
- Analyse the key risks of different asset types

### KEY TOPICS:

- ✓ Risk pricing across the principal asset classes
- ✓ Equity market analysis and valuation techniques
- ✓ The role of bonds and money market securities in pension funds
- ✓ Bond valuation and key risk measures including duration
- ✓ Understanding asset-liability risk from a pension fund perspective
- ✓ The critical role of liquidity in contemporary investment
- ✓ Risk management and the role of derivatives

This course is week two of **The Pensions Masterclass Cycle** programme from 09 - 27 April [p.59]

**Duration: 5 days**

**Fees: £2,295**

**Dates: 16 Apr 2018 - 20 Apr 2018  
06 Aug 2018 - 10 Aug 2018**

**Cape Town  
London**

## Pension Scheme Governance and Regulation

The roles of Regulators, Governors and Trustees with a fiduciary responsibility to act in the best interests of pension scheme members have evolved in recent years to become of critical importance to the future of pension provisioning.

As pension scheme assets globally fall further behind the liabilities that they are intended to fund, and yields continue to fall, the requirement for regulatory reform driven from the “bottom up” under advisement from those responsible for schemes “at the coal face” has increased.

In addition to these challenges, the requirement for a more “hands on” approach to the stewardship of scheme assets has become evident against a backdrop of disappointing investments.

This course takes delegates through the roles, risks, issues and processes involved in protecting the rights and members of all beneficiaries; the challenges of pensions’ roles in improving financial inclusion; and the different regulatory models and challenges involved in protecting the interests of pension schemes.

### COURSE OBJECTIVES: On completion, you will be able to:

- Appreciate the increasingly important societal and economic role of pensions
- Understand fiduciary responsibilities to stakeholders in scheme management
- Analyse the cash flow needs of the scheme vis-a-vis investment opportunities

- Appreciate the role of pension system regulators
- Understand recent initiatives towards more holistic and inclusive systems
- Challenge status quo systems in a reasoned and structured manner

### KEY TOPICS:

- ✓ Pension scheme roles of Regulators, Trustees and other responsible parties
- ✓ The pivotal role of pensions in contemporary economies
- ✓ Poor performance of pension scheme assets and investment managers
- ✓ Building confidence in pension systems and individual schemes
- ✓ Challenging advisors and service providers to deliver greater value
- ✓ Strategic initiatives, e.g. increased scale, internal investment management
- ✓ The wider stewardship role of pension schemes in the future

This course is week three of **The Pensions Masterclass Cycle** [p.59]

**Duration: 5 days**

**Fees: £2,295**

**Dates: 23 Apr 2018 - 27 Apr 2018  
13 Aug 2018 - 17 Aug 2018**

**Cape Town  
London**

## Managing Pensions: Essentials for Trustees

Trustees are playing an increasingly critical role in pension scheme management, as the burden of pension provisioning weighs more heavily on all involved parties in the face of increasing longevity and low, or negative investment returns.

This programme highlights trustees' regulatory and fiduciary responsibilities as well as addressing associated knowledge and technical expertise requirements. Current thinking regarding governance structures and practices is presented for discussion.

It provides holistic coverage of the range of risks faced in pension scheme management, ranging from fraud and operational risks through to the exponentially expanding gap between assets and liabilities and offers insights into best practices in each area.

### COURSE OBJECTIVES: On completion, you will be able to:

- Appreciate the principal responsibilities of pension scheme trustees
- Identify the key risks facing pension schemes
- Effectively assess the principal issues facing your pension scheme
- Understand best practices in contemporary pension scheme governance
- Interpret key information relating to pension scheme liabilities
- Understand the essential elements of pension fund investment management

### KEY TOPICS:

- ✓ Pension scheme Trustees' responsibilities: regulatory compliance and fiduciary duties
- ✓ Risk management: are adequate sources of assurance in place for key risks?
- ✓ Governance: structures to engender healthy challenge where appropriate
- ✓ Pension scheme liabilities: actuarial role and cash flow projection analysis
- ✓ Pension fund investment: asset allocation strategy and liquidity and risk management

**Duration: 10 days**

**Fees: £3,995**

**Dates: 01 Oct 2018 - 12 Oct 2018**

**Dubai**

## Managing Pensions in a Development Environment

Governments and private sector employers are reviewing their pension commitments and the difficult decisions that have to be considered in order to maintain a sustainable commitment to pension provision.

Schemes are becoming less generous against a backdrop of profound demographic changes, as the risks and burdens of adequate pension funding shift to the individual. This is necessitating substantial changes to the management of schemes.

This course addresses these emerging challenges and provides an in-depth insight into the investment management issues facing pension schemes in a development environment.

With a focus on real-life examples delivered by trainers with extensive on-the-ground international experience, it examines best practice concepts, and delivers clear practical guidance steps that will empower delegates to contribute to the development and delivery of sustainable pension schemes in their own environment.

### COURSE OBJECTIVES: On completion, you will be able to:

- Understand pension principles and engender more robust pension scheme provision
- Apply best practice governance to ensure more effective management of pension scheme risks
- Design and implement change in pension schemes to make them more sustainable and with operationally efficient

- Shape objectives and informed decision-making on the proper investment of pension scheme assets
- Identify the specific opportunities and threats relating to investment of pension fund assets in the local market

### KEY TOPICS:

- ✓ Scheme types
- ✓ Changes in pension provision
- ✓ The role of the actuary
- ✓ The valuation process
- ✓ Funding and investment
- ✓ Portfolio management and performance measurement
- ✓ Scheme administration and governance
- ✓ Legislation and regulation
- ✓ Trusteeship



**Duration: 10 days**

**Fees: £3,995**

**Dates: 12 Mar 2018 - 23 Mar 2018  
10 Sep 2018 - 21 Sep 2018**

**Cape Town  
Mauritius**



“

**A fantastic and memorable experience. It will have a lasting impact on nationals and organisations worldwide. Bravo to Crown Agents for their excellent resources and staff.**

”

*Jacob Aawurb-Nang Kor Maabobr, Former Director General, Ghana Education Service, a delegate on Financial Management of Development Projects, May 2016*

# Project Management and Evaluation



## Portfolio Schedule

<b>Training Courses</b>	<b>Start date</b>	<b>End date</b>
The Development Project Toolkit	24 Sep 2018	19 Oct 2018
Project Management of Development Projects [PMD Pro Level 1 Certification]	12 Mar 2018 24 Sep 2018	23 Mar 2018 05 Oct 2018
Financial Management of Development Projects	28 May 2018 08 Oct 2018	08 Jun 2018 19 Oct 2018
The PMD Pro Qualifications Toolkit	24 Sep 2018	19 Oct 2018
PMD Pro Level 2 Certification	08 Oct 2018	19 Oct 2018
Essential Project and Programme Management Skills	12 Mar 2018 13 Aug 2018	23 Mar 2018 24 Aug 2018
Evaluation and Impact Assessment of Policies and Projects	14 May 2018 05 Nov 2018	18 May 2018 09 Nov 2018
Results-Based Monitoring and Evaluation	04 Jun 2018 19 Nov 2018	15 Jun 2018 30 Nov 2018

# Project Management and Evaluation

## Featured Director of Studies – Dr. Philip Davies

Dr. Philip Davies is a leading figure in the development of evidence-based policy in the UK. He has a wealth of knowledge in the area and has lectured and consulted throughout the world. Philip is a graduate of the Universities of Oxford, London and California and was a faculty member of Oxford University for much of his career. Philip has also been a senior civil servant in the UK Cabinet Office and HM Treasury.



### Indicative Study Visit

#### Olympic Park – London

Delegates benefit from a fascinating visit exploring the complex project management challenges and solutions involved in the creation of the Olympic Park. Built for the 2012 London Olympics, the Olympic Park in Stratford, East London, covers over 2km<sup>2</sup> and hosts many award-winning sporting arenas. The project to transform this area into the home of the Olympics was one of the biggest in the UK's history.

# The Development Project Toolkit

This 20-day programme combines:

**Project Management of Development Projects  
[PMD Pro Level 1 Certification]: 10 days**

**Financial Management of Development Projects: 10 days**

It is ideal for anyone who needs to gain an end-to-end and comprehensive understanding of the key elements involved in delivering successful development projects.

Part I of the Toolkit delivers in-depth training in project management concepts, processes and practice. The course is aligned to the PMD Pro Level 1 syllabus and includes integrated preparation for the PMD Pro Level 1 exam which can be taken at the end of the 10 days.

Sound financial management is critical to the success of all types of development projects and Part II covers areas including budgeting, accounting policies, financial management, staffing considerations and procurement and contract management.

**COURSE OBJECTIVES: On completion, you will be able to:**

- Understand each phase of the development project life cycle
- Map key project stakeholders and create an effective engagement plan
- Plan an appropriate approach to M&E for a given project
- Evaluate risks and establish an appropriate financial control environment

- Assess weaknesses in your own financial systems
- Align financial management of procurement with international best practice

**KEY TOPICS:**

- ✓ Phases of a programme and project life cycle
- ✓ Documentation and project management
- ✓ Project governance, organisation and control
- ✓ Design, initiation, planning and implementation of projects
- ✓ Logframe tool and theories of change
- ✓ Monitoring, reporting, review and evaluation
- ✓ Tools to assess project financial management systems
- ✓ Budgeting and accounting policies and procedures
- ✓ Reporting and monitoring
- ✓ Governance and fraud prevention

Includes attendance at the Project Challenge Expo event during Financial Management of Development Projects in October.

<b>Duration: 20 days</b>	<b>Fees: £7,250</b>
<b>Dates: 24 Sep 2018 - 19 Oct 2018</b>	<b>London</b>

## Project Management of Development Projects [PMD Pro Level 1 Certification]



Organisations in the international development sector see improvements in project management practice as a top priority.

It is crucial to embed a common approach to project management so that the fundamental and complex challenges faced by managers of development projects can be consistently and effectively addressed.

The programme provides a thorough grounding in project management concepts, processes and practice. It considers how projects can be consistently organised and managed, effectively and efficiently delivered, completed on time and to agreed budget, scope and quality.

This course is aligned to the PMD Pro Level 1 syllabus. It includes integrated preparation for the optional PMD Pro Level 1 certificate exam which may be taken at the end of week two.

**COURSE OBJECTIVES: On completion, you will be able to:**

- Describe typical activities in each phase of the project life cycle
- Assess the quality of a project logframe
- Map key project stakeholders and create an effective engagement plan
- Plan an appropriate approach to M&E for a given project

**KEY TOPICS:**

- ✓ Phases of a programme and project life cycle
- ✓ Project governance and organisation

- ✓ Project design, initiation and planning
- ✓ Logframe tool and theories of change
- ✓ Complex stakeholder management
- ✓ Project implementation, project control and project triangle
- ✓ Risk and issue management
- ✓ Monitoring, reporting and evaluation
- ✓ Project review and change

**ABOUT THE PMD PRO LEVEL 1 CERTIFICATE**

PMD Pro is an internationally-recognised certification programme, developed by PM4NGOs and APMG International. PMD Pro is platform-independent and tailored to the complexities, challenges and objectives that are common to development projects. Award of the PMD Pro Level 1 Certification by APMG, will require passing an online multiple-choice examination.

This course is week one and two of **The Development Project Toolkit** and **The PMD Pro Qualifications Toolkit** [p. 66].

<b>Duration: 10 days</b>	<b>Fees: £4,350</b>
<b>Dates: 12 Mar 2018 - 23 Mar 2018</b>	<b>London</b>
<b>24 Sep 2018 - 05 Oct 2018</b>	<b>London</b>

# Financial Management of Development Projects

Sound financial management is critical to the success of all development projects.

This course defines the components of effective financial management within the context of the development project life cycle. It examines the financial tools and techniques available for the efficient implementation of projects and for assessing the effectiveness of project financial management systems. It covers: budgeting; accounting standards; procurement and contract management; performance measurement; financial management staffing; audit and internal controls.

During the ten days, delegates will explore the processes needed to implement appropriate project risk mitigation strategies and set up monitoring of performance indicators and reporting for effective decision making. They will assess their own financial management systems and develop action plans for improvement of these systems.

## COURSE OBJECTIVES: On completion, you will be able to:

- Adopt appropriate financial tools and techniques for managing projects
- Understand the dynamics and principles involved in the use of donor systems
- Assess existing project financial management systems and effect needed improvements
- Understand how to appraise and choose between various prospective project investment opportunities using discounted cash-flow analysis
- Formulate project plans and budgets and understand their impact on project profitability and cash-flows

- Align project procurement and contracting processes with international best practice
- Use integrated financial management information systems to enhance project efficiency and effectiveness
- Evaluate project implementation risks and minimise them by establishing appropriate internal controls

## KEY TOPICS:

- ✓ Project life-cycle, project documentation and project management
- ✓ Project implementation structures, financial management and controls
- ✓ Tools to assess project financial management systems
- ✓ International public sector accounting standards
- ✓ Budgeting, and accounting policies and procedures
- ✓ Reporting, monitoring and evaluation
- ✓ Governance and fraud prevention
- ✓ Procurement for development projects
- ✓ Information systems
- ✓ Country and donor financial systems
- ✓ Project appraisal techniques and internal and external audit

This course is week three and four of **The Development Project Toolkit** (p. 65).

<b>Duration: 10 days</b>	<b>Fees: £3,995</b>
<b>Dates: 28 May 2018 - 08 Jun 2018</b> <b>08 Oct 2018 - 19 Oct 2018</b>	<b>Cape Town</b> <b>London</b>

# The PMD Pro Qualifications Toolkit



This 20 day programme combines:

**Project Management of Development Projects (PMD Pro Level 1 Certificate course): 10 days**

**PMD Pro Level 2 Certification: 10 days**

This course gives delegates the opportunity to complete Levels 1 and 2 of the internationally recognised Project Management in Development for Professionals (PMD Pro) certifications. These have been specifically developed for the development sector by experts from leading NGOs and charities.

In the first two weeks, delegates will gain a comprehensive grounding in project management concepts, processes and practice. The planning and management of projects that are high quality, on time, and on budget, will be a key focus. This is a foundation-level course.

During the final two weeks, delegates will demonstrate that they can put what they have learned into practice. The Level 2 syllabus is practitioner-level and has a focus on the practical application of the terminologies, tools and techniques learned during the PMD Pro Level 1 programme.

The course includes integrated preparation for the optional PMD Pro Level 1 certificate exam which may be taken at the end of week

two, and the Level 2 exam which may be taken at the end of week four. Please note that only those delegates that pass Level 1 may take the Level 2 exam.

## KEY TOPICS:

- ✓ Phases of a programme and project life cycle
- ✓ Project design, initiation and planning
- ✓ Project governance and organisation
- ✓ Logframe tool and theories of change
- ✓ Complex stakeholder management
- ✓ Project implementation, project control and project triangle
- ✓ Risk and issue management
- ✓ Monitoring, reporting and evaluation

Includes attendance at the Project Challenge Expo event

## ABOUT THE PMD PRO LEVEL 1 and 2 CERTIFICATES

PMD Pro is an internationally-recognised certification programme, developed by PM4NGOs and APMG International. Award of the PMD Pro Level 1 and 2 Certifications by APMG will require passing online multiple-choice examinations.

<b>Duration: 20 days</b>	<b>Fees: £7,250</b>
<b>Dates: 24 Sep 2018 - 19 Oct 2018</b>	<b>London</b>

# PMD Pro Level 2 Certification



The Project Management in Development for Professionals (PMD Pro) are internationally recognised certifications which have been developed by experts from leading NGOs and charities.

They have been designed to reflect the unique factors which impact on development projects and to embed a consistent approach to project management in the sector.

PMD Pro 2 is the progression from the foundation-level PMD Pro 1 and is designed for professionals who would like to develop their skills further and gain a practitioner-level qualification.

It moves on from the grounding in project management concepts and processes covered in PMD Pro Level 1 to focus on the practical application of the terminologies, tools and techniques learned. During this interactive programme, delegates will work through real-life project scenarios and hear from experienced development professionals.

The course includes integrated preparation for the optional PMD Pro Level 2 certificate exam which may be taken at the end of week two.

## COURSE OBJECTIVES: On completion, you will be able to:

- Demonstrate that you can analyse, apply and adapt what you have learned to address the challenges of a given project scenario
- Give confidence to donors and other project stakeholders that you are working to international best practice standards

## KEY TOPICS:

- ✓ The programme and project life cycle
- ✓ Project design and initiation
- ✓ Project governance and organisation
- ✓ Stakeholder management
- ✓ Risk and issue management
- ✓ Reporting and M&E

## ABOUT THE PMD PRO LEVEL 2 CERTIFICATE

PMD Pro is an internationally-recognised certification programme, developed by PM4NGOs and APMG International. Award of the PMD Pro Level 2 certification by APMG will require passing an online multiple-choice examination. Please note that delegates taking the Level 2 exam must have already passed the Level 1 exam.

This course is week three and four of **The PMD Pro Qualifications Toolkit** [p. 66].

**Duration: 10 days**

**Fees: £4,350**

**Dates: 08 Oct 2018 - 19 Oct 2018**

**London**

# Essential Project and Programme Management Skills

Trained project and programme management practitioners are essential for the successful delivery of strategic outcomes, but as professionals from many disciplines are now becoming increasingly involved in projects, all managers now need a good understanding of the principles of sound project management.

This course is designed for anyone involved in the delivery of projects and programmes who needs to improve their skills to ensure a project's success.

It will equip you with the practical tools and techniques to identify, develop, plan, control and implement programmes and projects which are aligned to the objectives of your organisation. Group work on a series of realistic practical hands-on case study exercises will reinforce your learning.

The tools and techniques studied are designed to be adaptable to meet an organisation's specific needs and circumstances. These may range from performance improvement projects, through to complex national capacity-building programmes.

The course is delivered by practising project management professionals with experience in many sectors and countries, and includes relevant site visits.

## COURSE OBJECTIVES: On completion, you will be able to:

- Define, appraise, plan, implement and control programmes and projects to deliver strategic benefits to your organisation
- Effectively supervise, monitor and evaluate a range of programmes and projects

- Avoid the common causes of project failure by applying best practice in project and programme management
- Develop an excellent basis of knowledge and skills to advance to professional project and programme qualifications such as PRINCE2® or PMI®.

## KEY TOPICS:

- ✓ Identifying the scope of projects and programmes to ensure clear links to organisational goals
- ✓ How to identify, analyse and engage with a range of project and programme stakeholders
- ✓ Applying effective methods of project planning, scheduling and control
- ✓ Identifying and tracking benefits and risks
- ✓ Managing the challenges of team management in a project environment
- ✓ Systematic tracking and reporting on progress



**Duration: 10 days**

**Fees: £3,995**

**Dates: 12 Mar 2018 - 23 Mar 2018  
13 Aug 2018 - 24 Aug 2018**

**Mombasa  
London**

# Evaluation and Impact Assessment of Policies and Projects

The ability to evaluate which project or policy will have the most impact and yield the best results for the greatest number of people is truly valuable when time and resources are inevitably under pressure.

This five-day programme will help policy makers, project managers and public service practitioners understand how to assess the likely impacts of potential policies and projects at the planning stage, and then evaluate whether the expected impacts and outcomes of these initiatives have been achieved.

It will cover the core principles of impact evaluation and assessment and equip participants with the skills to make more informed decisions and evaluations.

This programme will benefit participants from public and private sector organisations, NGOs, local government departments and agencies.

## COURSE OBJECTIVES: On completion, you will be able to:

- Improve the planning, procurement and management of impact evaluations and assessments
- Use the methods of impact evaluation to identify the most effective, efficient and value-for-money policy initiatives
- Improve the accountability of policy-making and public services in your locality, region or country

## KEY TOPICS:

- ✓ Why measuring impact and outcomes is so important
- ✓ The difference between impact assessment and impact evaluation and when these should be applied in the policy process
- ✓ Using systematic reviews of evidence to assess impact
- ✓ How to establish a 'counter-factual' to understand the possible outcome of implementing an alternative policy
- ✓ Key qualitative methodologies
- ✓ The principles of cost benefit analysis
- ✓ Taking best practice examples of impact evaluations and assessments from around the world

<b>Duration:</b> 5 days	<b>Fees:</b> £2,295
<b>Dates:</b> 14 May 2018 - 18 May 2018 05 Nov 2018 - 09 Nov 2018	<b>London</b> <b>London</b>

# Results-Based Monitoring and Evaluation

Monitoring and Evaluation (M&E) provides a framework for effective measurement of results for both private and public sector entities.

These frameworks provide a new set of tools, complementary to traditional results measurement systems, that offer governments and organisations new methods for ensuring the achievement of their strategic, policy and project goals.

Results-Based M&E (RBM&E) enables the public sector to focus its efforts on monitoring performance rather than just spending, and on evaluating long term results rather than short term outputs.

For the private sector, an RBM&E system allows management to make efficient ongoing assessments about progress towards attainment of the goals and objectives of their organisation and their stakeholders.

This course will equip participants with the knowledge to understand where and how M&E fits within the organisational or national framework, and the strategies required for its successful design, build and integration.

## COURSE OBJECTIVES: On completion, you will be able to:

- Understand the essentials of M&E, how to design and implement an M&E system and the factors involved in setting up an M&E unit
- Know where and how M&E fits within the organisational or national framework and strategies for successful integration
- Set up a database to collect, analyse, interpret and report on performance

- Design monitoring systems incorporating routine and ad-hoc data collection and reporting techniques
- Set objectives and design performance indicators and apply M&E techniques to the measurement of outcomes
- Design and implement a computerised M&E database information system
- Create and deliver outcome focused data-based reports that provide value-for-money solutions

## KEY TOPICS:

- ✓ From traditional financial reporting towards results-based performance management
- ✓ RBM&E methods and performance indicators
- ✓ Building a national M&E system or organisational M&E unit
- ✓ M&E for improvements in value for money
- ✓ Computerised M&E and database management systems
- ✓ Logic Models; baselines; data sources; designing performance indicators
- ✓ Evaluation, Impact Assessments, reporting and making recommendations

<b>Duration:</b> 10 days	<b>Fees:</b> £3,995
<b>Dates:</b> 04 Jun 2018 - 15 Jun 2018 19 Nov 2018 - 30 Nov 2018	<b>London</b> <b>London</b>



Cultural Tour - The National Gallery, Trafalgar Square, Westminster, June 2017

CUSTOMISED  
TRAINING  
CASE STUDY

## Management for Development Results training course for Strengthening Monitoring and Evaluation Capabilities

Delivered for the Implementation Monitoring and Evaluation Division (IMED), Ministry of Planning, Government of the People's Republic of Bangladesh

*April - June 2017, London and Singapore*

In Spring/Summer 2017, Crown Agents Training and Professional Development developed and delivered a capacity building programme for the Implementation Monitoring and Evaluation Division (IMED) from the Ministry of Planning, Government of the People's Republic of Bangladesh.

The training was implemented in three tranches, with the first taking place in Singapore and the second two in London. Each course had between 10 and 12 delegates and lasted between six and twelve days. IMED delegates were joined by colleagues from the Prime Minister's Office and the Ministry of Finance.

IMED sought a training provider of international renown, with an established capability in the field of monitoring, evaluation and management for development, to support them in building capacity in these key areas, primarily to support their role as the monitoring agents of developmental programmes and projects in Bangladesh. The programme provided a firm knowledge-base for Monitoring and Evaluation (M&E) managers and officers, who need to plan, manage, control and supervise M&E on their projects and programmes.

This was a highly tailored customised programme which taught delegates the practical skills and tools for strategic planning, risk management, progress monitoring, and outcome evaluation.

### On completing the course, delegates were able to:

- Define programmes and projects
- Undertake stakeholder analysis
- Use the methods and tools used in managing for results
- Carry out impact assessments
- Define key performance indicators
- Understand value for money
- Understand how to use M&E results

Several study visits were arranged throughout the course so that delegates could experience classroom based theory in practice. In London, these visits included a tour of The Queen Elizabeth Olympic Park in Stratford, London with a talk on the planning, construction, management and post-Olympic strategy of the 2012 London Olympic Games. It also included an informative walking tour taking in various government and historical sites, including the Houses of Parliament, Downing Street and Whitehall, concluding with Trafalgar Square and the London Eye experience.

In Singapore, delegates visited sites such as the CH2M International Engineering Firm. Delegates were able to view the live construction site at the 3rd Tuas Desalination Plant (TDP3) and hear a guest speaker presentation and discussion from site project management. CH2M are the Owner's Engineer on TDP3, which is under construction. This provided a good chance to see a complex plant which is essential for Singapore's water supply.

Overall, the quality of training was rated excellent and 100% of participants would recommend Crown Agents to their colleagues. All delegates who attended this programme felt that their learning objectives were met, and that there would be either a significant or substantial impact on their workplace performance.

*"Excellent. I really enjoyed the course, management and faculty."*



The course was excellent. Very informative, and I liked the case studies on actual tasks that have been executed by Crown Agents...Highly recommended training.



*Betty Gatere, Procurement Assistant Manager, Central Bank of Kenya, a delegate on Supply Chain Management, June 2017*

*Kiev, Ukraine. Crown Agents is working closely with the Ukraine government to implement procurement reform – this is one of the biggest EU-funded reform support initiatives in the country.*



## Portfolio Schedule

<b>Training Courses</b>	<b>Start date</b>	<b>End date</b>
3Ps of Public Sector Procurement: Principles, Practices and Performance	29 Jan 2018 15 Oct 2018	09 Feb 2018 26 Oct 2018
Ethics and Integrity in Procurement [Crown Agents Certificate]	23 Apr 2018 13 Aug 2018	04 May 2018 24 Aug 2018
Effective Procurement Strategies for Senior Executives [Crown Agents Certificate]	23 Apr 2018 19 Nov 2018	04 May 2018 30 Nov 2018
Electronic Government Procurement: Making it Work	13 Aug 2018 15 Oct 2018	24 Aug 2018 26 Oct 2018
PPP Procurement and Contract Management	29 Jan 2018 25 Jun 2018	09 Feb 2018 06 Jul 2018
Public Sector Procurement for Works and Consultancy Services	30 Jul 2018	10 Aug 2018
Contract Strategies and Category Management	03 Dec 2018	14 Dec 2018
The CIPS Corporate Award	01 Oct 2018	19 Oct 2018
The Supply Chain Management Toolkit	12 Mar 2018 24 Sep 2018	23 Mar 2018 05 Oct 2018
Strategic Leadership in Supply Chain Management	09 Apr 2018 19 Nov 2018	13 Apr 2018 23 Nov 2018

# Procurement and Supply Chain

## Featured Director of Studies – Robert Graham

Robert has over 25 years of experience in procurement, spanning both the public and private sectors. Robert worked in procurement consulting for Crown Agents for eight years, and has a wealth of international experience, project managing numerous capacity development programmes for a range of international donors. He also developed and delivered training on scheduled and customised procurement courses in both the UK and overseas and was an assessor and internal verifier on customised award programmes. Robert has a BSc in Quantity Surveying and is a Fellow of the Chartered Institute of Procurement and Supply (FCIPS).



### Indicative Study Visit

#### Transport for London (TfL)

TfL is the government body responsible for the transport system in Greater London, including the London Underground, Overground, TfL Rail, all buses and taxis, cycling provision and for river services. In 2015-16, TfL had a budget of £11.5 billion. Its procurement requirements are extremely complex and delegates gain a fascinating insight into TfL's e-procurement operation on visits to its HQ.

# About the Portfolio

## Our expertise in procurement and supply chain

Crown Agents has an unparalleled 180 year history in procurement and supply chain and we bring that wealth of insight and experience to our flagship programmes.

A number of current senior Crown Agents consultants are part of the training faculty, sharing 'front-line' learning and advice from recent projects.

Re-designed for 2018, the portfolio delivers focused and highly practical skills' improvement, whatever your level of seniority.

## Our collaboration with CIPS

The Chartered Institute of Procurement & Supply (CIPS) is the leading international body for the procurement and supply chain sector.



Crown Agents is delighted to be partnering with CIPS, sharing our expertise and decades of experience on a number of exciting international projects.

Within Training and Professional Development, this includes the addition of The CIPS Corporate Award (see p. 78) to our Procurement Portfolio. In addition, all delegates completing courses in this portfolio will receive a one year affiliate membership of CIPS.

# 3Ps of Public Sector Procurement: Principles, Practices and Performance



Procurement's critical role in organisational success is recognised as never before, but it can only succeed if it is strategic, proactive and meticulously planned and managed.

This programme offers a comprehensive and essential guide to the entire procurement cycle and will equip procurement managers with the vital tools and techniques to manage the procurement process for goods and services efficiently, effectively, and in line with international best practices.

It's focused on the '3Ps': **Principles** (including transparency and accountability), **Practices** (including potential weak spots such as planning, tender evaluation and contract management) and **Performance** (including getting best value from procurement and risk management). Delegates will also drill down into approaches to compliance and managing complaints, supplier relationship and category management, and the need-to-know essentials of the World Bank New Procurement Framework.

Delivered using a highly interactive style, with practical case studies, simulations and visits, delegates will return to the office confident to put what they have learned to work.

Delegates receive one year's affiliate membership of CIPS.

### COURSE OBJECTIVES: On completion, you will be able to:

- Understand the procurement cycle and its key risks, challenges and opportunities

- Develop contract strategies that deliver
- Plan and implement a transparent tendering process including bidding and evaluation
- Improve your contract and supplier management to get the best from your supply base
- Successfully implement category management
- Develop a process for receiving and resolving complaints

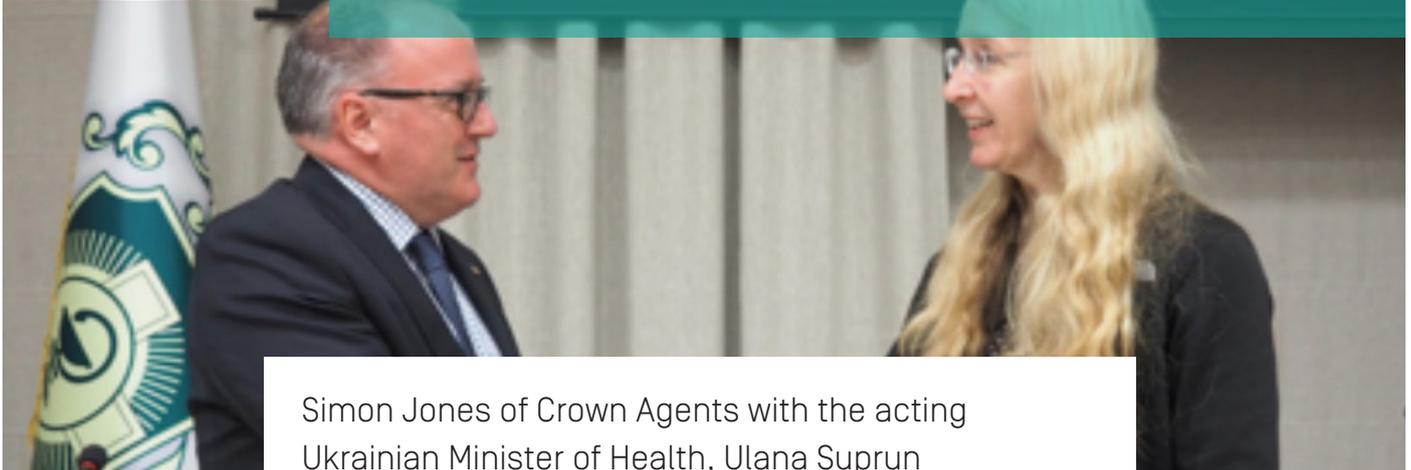
### KEY TOPICS:

- ✓ The strategic importance of procurement
- ✓ The procurement cycle from identification of need to contract closure
- ✓ Techniques and processes to manage and maintain procurement strategies and supplier performance
- ✓ Tender design and methodologies
- ✓ Contract management
- ✓ Supplier relationship management
- ✓ Monitoring and evaluation tools
- ✓ Principles of category management
- ✓ World Bank New Procurement Framework, including its focus on value for money

<b>Duration:</b> 10 days	<b>Fees:</b> £3,995
<b>Dates:</b> 29 Jan 2018 - 09 Feb 2018 15 Oct 2018 - 26 Oct 2018	<b>London</b> <b>Cape Town</b>

CASE STUDY

**Fighting corruption through public health procurement in Ukraine**



Simon Jones of Crown Agents with the acting Ukrainian Minister of Health, Ulana Suprun

In 2016, the Ministry of Health in Ukraine launched a bold four-year programme to tackle the systemic corruption in the health sector blighting the lives of Ukrainian citizens. By outsourcing procurement of medicines to international agencies including Crown Agents, the domination of supply by a handful of organisations has been replaced with a competitive and transparent bidding system.

This has driven exceptional price performance to deliver millions of vital drugs to patients in need of access to quality medicines. All financial documentation and reporting of suppliers must now be in line with Ukrainian legislation and international practices. Suppliers must also undergo additional due diligence by the financial and legal departments of Crown Agents.

Thanks to these effective procedures and the transparent tender process, the ongoing procurement programme has led to significant total savings by the state, with a 37.9% saving since 2014 on adult and paediatric procurement programmes.

**37.9%**  
saving since 2014

**15%** of the medicines have been delivered ahead of schedule

"The health ministry contracted Crown Agents, a British-based development agency, and two United Nations bodies to buy medicines on its behalf. Their year has not been easy, with red tape causing delays. But when the first year's results came back in December, they showed a 38% saving compared with 2015, without compromising on the quality of the drugs. Whereas before two or three suppliers dominated supply, Crown Agents have brought in almost 30, thus defeating the tricks previously used to corner the market."

*The Economist, June 2017*

"The Ministry of Healthcare in Ukraine has shown great courage and determination in reforming the way that life-saving medicines are purchased. I'm incredibly proud that Crown Agents was chosen as their partner in this endeavour, and delighted that our procurement expertise is helping more Ukrainians to access the treatments they need."

*Bryan Richmond, Director of Supply Chain Services, Crown Agents*

Current results for procurement showing savings of up to **50%**

Crown Agents has been working closely with the Government of Ukraine for over 10 years to tackle corruption and create positive change by providing consultancy, capacity building, supply chain and financial services in the health, nuclear safety, revenue enhancement and trade sectors.

## Ethics and Integrity in Procurement [Crown Agents Certificate]

Institutional integrity and the consequences of corruption are a top priority on all national agendas. Transparent and ethical procurement is recognised as a vital weapon, as is an increasing awareness of the need to develop ethical supply chains across all sectors.

It is essential that the skills to monitor, investigate and audit procurement operations are developed, and strategies established, to minimise the opportunities for corrupt or unethical practices to take place.

This qualification course addresses this critical global priority. It will equip procurement professionals with the tools needed to take a proactive lead in fighting corruption and improving integrity across both the public and private sectors.

It focuses on the causes of malpractice and the areas where procurement is at its most vulnerable. It also covers a range of management controls and best-practice techniques and takes a challenging look at issues of ethics and integrity among procurement practitioners.

Includes case studies of real anti-corruption procurement initiatives delivered by Crown Agents and other organisations.

Delegates receive one year's affiliate membership of CIPS.

### COURSE OBJECTIVES: On completion, you will be able to:

- Assess and address vulnerabilities in procurement processes

- Promote a code of ethics and protect 'whistleblowers'
- Design and implement a transparent and ethical procurement system
- Develop corruption mitigation strategies and controls
- Minimise malpractice through effective auditing and monitoring

### KEY TOPICS:

- ✓ The link between procurement rules and regulations and integrity
- ✓ Leadership and communication skills to improve integrity in the workplace
- ✓ Vulnerability assessment and integrity risk management
- ✓ Ethical codes and policies and developing toolkits
- ✓ eProcurement's contribution to integrity

**ASSESSMENT:** Assessment will be through a series of exercises completed during this course. Please see the course outline at [www.crownagents.com/training](http://www.crownagents.com/training) for full details.

**QUALIFICATION:** Participants who successfully complete the course assessments will receive a qualification that is validated and awarded by the Scottish Qualifications Authority (SQA).

**Duration:** 10 days

**Fees:** £4,350

**Dates:** 23 Apr 2018 - 04 May 2018  
13 Aug 2018 - 24 Aug 2018

**London**  
**London**

## Effective Procurement Strategies for Senior Executives [Crown Agents Certificate]

The strategic importance of transparent and accountable procurement in the cost-efficient delivery of quality goods, works and services, and as a vital weapon in the battle against corruption, is now recognised by governments worldwide.

It has never been more important for senior procurement specialists to ensure their skills are in line with international best-practice principles and thinking.

This qualification course develops the contemporary strategic skills and techniques required to implement the most up-to-date procurement strategies and policies. It drills down into the key areas of risk management, corruption and ethics and the monitoring and evaluation of procurement performance, addressing all of the key challenges which procurement functions will face.

Provisions in the World Bank New Procurement Framework, with its greater focus on value for money, are also comprehensively covered.

Delegates receive one year's affiliate membership of CIPS.

### COURSE OBJECTIVES: On completion, you will be able to:

- Promote the vital strategic importance of the procurement function
- Develop detailed and realistic procurement strategies
- Implement risk management processes, considering risks including cyber attacks, modern day slavery and geopolitical threats
- Create strategies that minimise corruption and encourage greater integrity

- Design and confidently use tools for monitoring procurement performance
- Apply the latest team development techniques to improve performance

### KEY TOPICS:

- ✓ Implementing successful and results-driven strategies and policies throughout the procurement cycle
- ✓ Fighting corruption and embedding ethical procurement
- ✓ Assessing procurement systems and the benefits/challenges of eProcurement
- ✓ Assessing impact, measuring risk, KPIs and benchmarking
- ✓ M&E of procurement performance
- ✓ Review and approval of procurement reports
- ✓ Building team capacity and professionalism

**ASSESSMENT:** Assessment will be through a series of exercises completed during this course. Please see the course outline at [www.crownagents.com/training](http://www.crownagents.com/training) for full details.

**QUALIFICATION:** Participants who successfully complete the course assessments will receive a qualification that is validated and awarded by the Scottish Qualifications Authority (SQA).

**Duration:** 10 days

**Fees:** £4,350

**Dates:** 23 Apr 2018 - 04 May 2018  
19 Nov 2018 - 30 Nov 2018

**London**  
**London**

## Electronic Government Procurement: Making it Work

Electronic Government Procurement (e-GP) systems have become an integral component of procurement reform for governments around the world as they move to institute efficient and transparent procurement systems that address issues of corruption.

These systems can deliver significant efficiency gains and financial savings for governments while enabling the provision of improved citizen services. The World Bank and all major donors are strong supporters of e-GP roll-out.

This course identifies how paper-based public procurement systems can be transformed using e-GP, demonstrating how it can be used to optimise procurement performance and reduce bureaucracy for bidders by exploiting powerful ICT tools.

An essential course for all practitioners looking to introduce or improve an e-GP system.

### COURSE OBJECTIVES: On completion, you will be able to:

- Undertake an 'As is' analysis to assess your readiness for implementing e-GP
- Evaluate the benefits, including lower prices/transaction costs; improved access by SMEs; spend visibility and accelerated timescales
- Understand the end-to-end e-GP system model: procurement planning; e-notification; e-tendering; e-evaluation; e-catalogues and e-auctions

- Compare the benefits of standard vs. tailor-made systems
- Tackle mistakes, irregularities and fraud in your e-GP system
- Benefit from Open Contracting and Big Data
- Measure success using the World Bank's KPIs

### KEY TOPICS:

- ✓ Understanding the key concepts of e-GP
- ✓ Assessing your readiness to adopt e-GP and creating a strategy
- ✓ Aligning business, e-GP and e-Government strategy
- ✓ Planning the procurement of an e-GP system and ensuring sustainability
- ✓ ICT and e-GP foundations
- ✓ Risks, governance and legal frameworks
- ✓ System integration and modification
- ✓ e-GP system procurement
- ✓ Open Contracting and the Open Contracting Data Standard
- ✓ Compliance and complaints management

Delegates receive one year's affiliate membership of CIPS

Duration: 10 days

Fees: £3,995

Dates: 13 Aug 2018 - 24 Aug 2018  
15 Oct 2018 - 26 Oct 2018

London  
Cape Town

## PPP Procurement and Contract Management

This course will take delegates through the key elements and challenges of the process for procuring a private partner to deliver a PPP project, addressing the key differences between PPP procurement and conventional public procurement.

Participants will gain a thorough understanding of how to procure, negotiate and manage PPP contracts, dealing effectively with the issues that might arise over the operational life of a PPP contract.

Learning from consultants with many years' front-line experience of PPP procurement and contract management, they will leave equipped with the essential skills needed to create a strategy, manage the transaction, close the deal and monitor and manage partner performance.

### COURSE OBJECTIVES: On completion, you will be able to:

- Understand the key principles of PPP and the implications of PPP for sound public financial management
- Develop a realistic procurement strategy and plan for a given PPP project
- Appreciate the perspectives of the private sector – tenderers and financiers – in achieving a successful outcome to the procurement process
- Explain the importance of value for money and affordability in the evaluation of bids and the award of a PPP contract
- Appreciate the benefits of competitive negotiation and the skills required to effectively negotiate a PPP contract
- Describe the key differences between a PPP procurement and conventional procurement

- Understand the main components of a sound PPP contract management framework
- Monitor PPP partner technical and financial performance and manage issues and disputes which arise during the life of the contract
- Appreciate the importance of monitoring and managing public sector risk over the operational life of a PPP project

### KEY TOPICS:

- ✓ Procurement strategies and process
- ✓ Investor interests
- ✓ Dialogue with potential partners
- ✓ Tendering for a PPP
- ✓ Contracting issues and management framework
- ✓ Bid criteria, evaluation and award
- ✓ Payment and performance mechanisms
- ✓ Negotiation skills and partner relationship management
- ✓ Monitoring performance
- ✓ Dispute resolution



Duration: 10 days

Fees: £3,995

Dates: 29 Jan 2018 - 09 Feb 2018  
25 Jun 2018 - 06 Jul 2018

Accra  
Brussels

# Public Sector Procurement for Works and Consultancy Services



This specialised 10-day programme focuses on two areas of procurement that, while closely connected, can require specific skillsets and present challenges for procurement professionals.

In week one, delegates will explore Procurement for Works. Establishing and following sound processes are key to success in works' procurement. Topics covered include: Global Standards for Works Procurement; Identifying the correct procurement procedure; selection of contract providers; pre and post-qualification; development of design criteria; evaluation of competitive bids; assignment framework and organisation; supervision of works; and payment processes. Delegates will also receive training in project management skills. The experienced trainers will include an engineer who will share practical experiences of civil works projects.

There is often the need to build technical consultancy capacity in procurement and in week two, delegates will turn their attention to procurement for Consultancy Services. The particular focus will be on the types of consultancy services needed for large infrastructure projects such as Supervision and Project Management. Topics explored include: Identifying your technical capacity requirements; consultancy procurement process; shortlisting candidates; request for proposal and quality/cost evaluation.

### COURSE OBJECTIVES: On completion, you will be able to:

- Undertake procurement for Works or Consultancy Services with greater confidence
- Adhere to international standards in procurement and contract documentation

- Set up and implement the required processes and procedures for successful procurement
- Select the best contractors and service providers
- Create sound design criteria for Works projects
- Evaluate competitive bids
- Put improved project-management skills to work
- Evaluate your technical requirements on a project and procure the right personnel
- Negotiate and award contracts that align with your budget and project goals

### KEY TOPICS:

- ✓ International procurement standards for Works and Services
- ✓ Key processes for Works procurement
- ✓ Improving project management skills
- ✓ Selection of providers
- ✓ Evaluating bids
- ✓ Supervision of works
- ✓ Contract negotiation and award

Delegates receive one year's affiliate membership of CIPS

<b>Duration: 10 days</b>	<b>Fees: £3,995</b>
<b>Dates: 30 Jul 2018 - 10 Aug 2018</b>	<b>London</b>

# Contract Strategies and Category Management



### Week 1: Contract Strategies [Pre and post-award]

### Week 2: Category Management

This highly practical 10-day course focuses on two areas critical to the success of the procurement function in all sectors.

In week one, the programme addresses the strategic and practical essentials of contract management and how to avoid the many pitfalls through effective pre-contract management. Delegates will cover topics including understanding contract types, legalities and risk factors; contract set-up; negotiation techniques; evaluating Total Cost of Ownership and team resourcing issues.

Post-award contract management is equally important and topics explored include best practice contract, project and performance management; supplier relationships; what to do if a contract goes wrong; management of disputes and claims; and taking proactive control of close-out and knowledge capturing.

Week two is ideal for those either rolling-out a category management framework from scratch, or looking to review and improve existing sourcing tools and techniques. It will explore category management methodologies and strategy options in detail, covering areas including category segmentation; strategic sourcing; e-SRM; spend research and analysis; baselining and measurement and minimising supply chain risk.

Delegates receive one year's affiliate membership of CIPS.

### COURSE OBJECTIVES: On completion, you will be able to:

- Evaluate or create contracts with greater confidence, understanding key legal concepts, common pitfalls and pinch points
- Use improved negotiation skills to secure a contract that meets strategic and financial objectives and can be successfully delivered
- Project-manage the contract from end-to-end, including dispute resolution
- Understand the nuances of category management and how to create or improve a category management strategy and framework that works

### KEY TOPICS:

- ✓ Contract evaluation and negotiation skills
- ✓ Contract management from outset to close-out
- ✓ Improving Supplier Relationship Management, including e-SRM
- ✓ Category Management strategies and frameworks
- ✓ Segmentation and strategic sourcing

<b>Duration: 10 days</b>	<b>Fees: £3,995</b>
<b>Dates: 03 Dec 2018 - 14 Dec 2018</b>	<b>London</b>

# PREMIUM PROGRAMME

## The CIPS Corporate Award

New



We are delighted to offer **The CIPS Corporate Award**, new for 2018.

This course delivers practical learning, resulting in an internationally recognised award and measurable workplace results. It's an ideal route on the journey to MCIPS.

Develop your teams' skills with a programme that drives learning directly back into your workplace. The CIPS Applied Learning Corporate Award is highly practical, coursework-based training in procurement and supply that can be contextualised to your business area.

Ideal for teams and individuals alike, CIPS Applied Learning transforms individuals into internal 'consultants', using what they learn to drive business improvements, competitive advantage and raise the profile of your in-house expertise.

There are three levels of the award and this is the practitioner level which is equivalent to a diploma level qualification. It develops a robust understanding of, and capabilities in, the procurement essentials.

### Some of the topics covered:

- Driving value
- Managing expenditure
- Developing contracts
- Sourcing essentials
- Effective negotiation

### Benefits of the Corporate Award include:

- **Accreditation:** Results in a globally recognised award for you and your team
- **Maximum relevance:** Training is contextualised to your organisation
- **Business improvement:** Work-based assignments and projects completed during the award mean improvements are driven directly back into the organisation
- **Value:** ROI and other measurable cost benefits have been proven outcomes of this training for many global organisations

- **Professionalisation:** helps to promote positive changes in performance and behaviour that benefit organisational reputation and effectiveness

### Award

On successfully completing all requirements, delegates will gain an award that is equivalent to the CIPS Level 4 qualification and confers CIPS Diploma Membership.

### Course requirements:

- Four assignments (of 3000 words each) to be successfully completed within nine months of completing the training course. All teaching required for completion of these assignments will be delivered during the three-week training course
- Delegates will start to work on the first assignment during the training and will submit this within two weeks of the course's conclusion
- A timetable will be provided for submission of the further three assignments over the following nine months. Please note all deadlines are strictly adhered to and late submissions will not be accepted. This course is only suitable for delegates who can commit to completing all assignments within the designated timeframe.

A detailed FAQ document on the course will be available at [www.crownagents.com/training](http://www.crownagents.com/training) in early 2018.

"It is a fantastic way of developing individuals while offering an opportunity for genuine business improvements."  
*Network Rail, UK*

**Duration: 15 days**

**Fees: £6,650**

**Dates: 01 Oct 2018 - 19 Oct 2018**

**London**

# The Supply Chain Management Toolkit



## The essential programme for all supply chain managers

Supply chain management (SCM) is a vital and integral component in an organisation's success. It's essential to efficiency and profitability and should be frequently reviewed at a senior and strategic level.

However, many organisations fail to get the most out of their supply chains and their relationships with key suppliers, wasting both time and money. This comprehensive and step-by-step programme provides practitioners with the tools and techniques to develop effective supply chains.

It first defines the supply chain, demonstrating its importance, illustrating different structural options in the marketplace and identifying the core competencies needed by staff. It explores the strategic role of SCM, with delegates covering the key techniques involved in developing a successful SCM strategy.

Delegates define the enablers for successful SCM, including organisational infrastructure; strategic alliances; human resource management; data and technology; compliance and M&E. The issue of risk within the Supply Chain, including corruption, is tackled head-on.

### COURSE OBJECTIVES: On completion, you will be able to:

- Define the supply chain, its component parts and stakeholder relationships
- Create a successful supply chain strategy

- Apply current SCM best practices in your organisation
- Analyse and manage risks within the supply chain
- Motivate and build capacity of supply chain staff
- Implement monitoring systems to ensure goals are achieved
- Improve your data management and optimisation

### KEY TOPICS:

- ✓ Fundamentals of SCM and understanding supply chain flows
- ✓ Key enablers for successful SCM including relationship management and technology integration
- ✓ Supply chain management in international development
- ✓ Contract Management
- ✓ Managing risk and tackling corruption
- ✓ Total Quality Management and ensuring sustainable SCM
- ✓ Improving the performance of a supply chain team



Duration: 10 days

Fees: £3,995

Dates: 12 Mar 2018 - 23 Mar 2018  
24 Sep 2018 - 05 Oct 2018

Mombasa  
London

# Strategic Leadership in Supply Chain Management



This one-week programme is the ideal progression course for senior supply chain professionals who have completed **The Supply Chain Management Toolkit** or who wish to take their knowledge and skills to the next level.

Covering the key challenges impacting on today's supply chain team leader, it will drill down into areas including: Strategic alignment of the supply chain strategy with organisational objectives; horizon scanning for new developments/challenges in SCM; leading internal and external risks; budget and cost management; relationship management and negotiation skills; key demand and supply challenges; creating an ethical and compliant supply chain and developing your leadership skills.

### COURSE OBJECTIVES: On completion, you will be able to:

- Review and improve your existing supply chain strategy
- Evaluate ethical and CSR standards in your supply chain and risks including modern day slavery
- Streamline the supply chain process, improving cost and budget control
- Improve your supplier relationship and negotiation skills
- Recognise and mitigate against risks found in demand and supply, common internal planning and control errors, and broader environmental and geopolitical threats
- Evaluate potential compliance and corruption weak spots and take action

- Use improved leadership and management skills to assess current strengths and skill gaps in your team and devise a strategy to build capacity and improve efficiencies and motivation

### KEY TOPICS:

- ✓ Improving the structure and delivery of your supply chain management strategy
- ✓ Streamlining processes to improve budget and cost management
- ✓ Improved supplier relationship management
- ✓ Rooting out non-compliance, corruption and unethical practices
- ✓ Strategic sourcing and buying decisions and honing your negotiation skills
- ✓ Internal and external risk management
- ✓ Developing as a leader and people manager

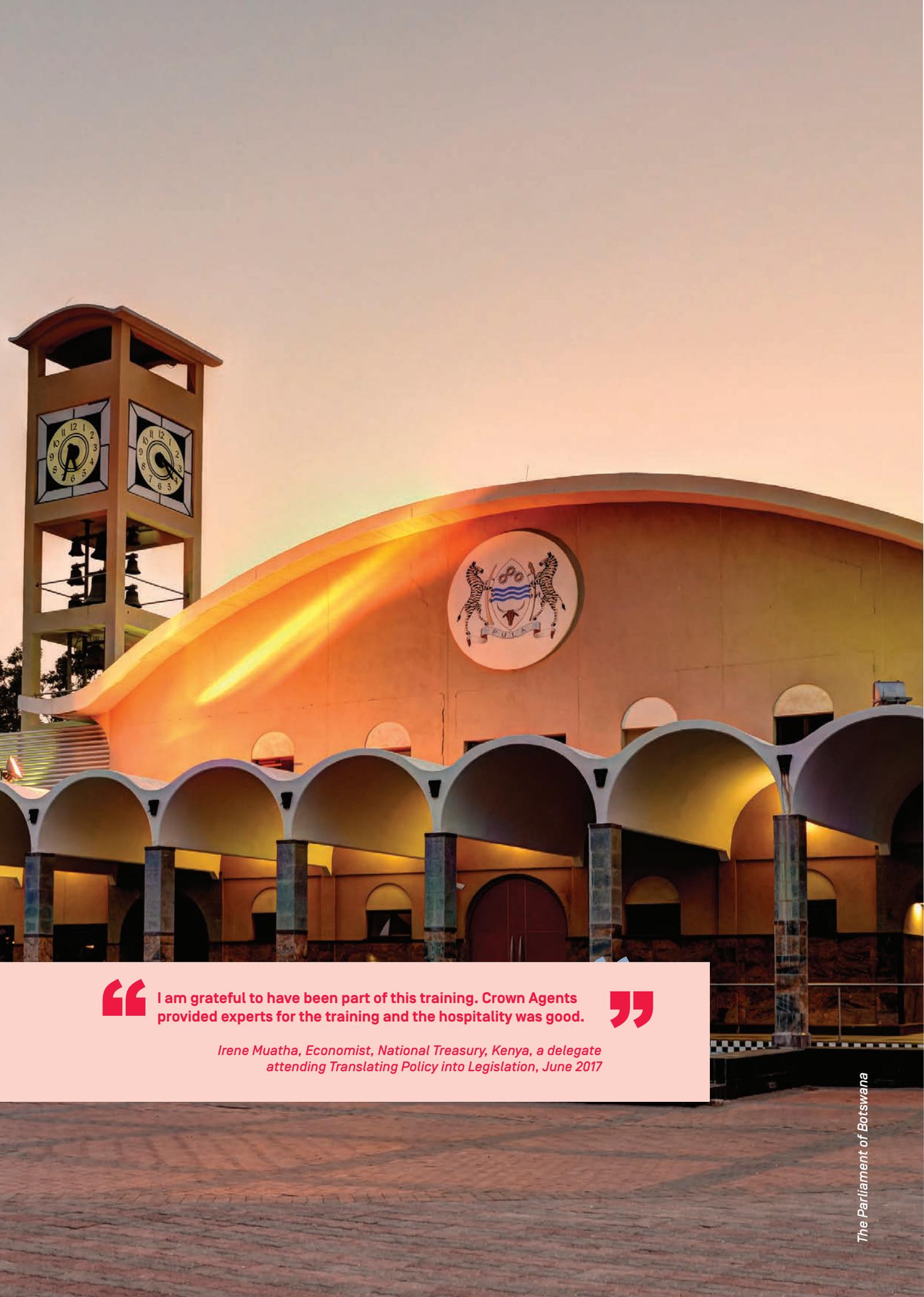
Delegates receive one year's affiliate membership of CIPS

Duration: 5 days

Fees: £2,295

Dates: 09 Apr 2018 - 13 Apr 2018  
19 Nov 2018 - 23 Nov 2018

London  
London



I am grateful to have been part of this training. Crown Agents provided experts for the training and the hospitality was good.



*Irene Muatha, Economist, National Treasury, Kenya, a delegate attending Translating Policy into Legislation, June 2017*

## Portfolio Schedule

<b>Training Courses</b>	<b>Start date</b>	<b>End date</b>
Leaders in Transforming Public Service Delivery	30 Apr 2018	04 May 2018
	13 Aug 2018	17 Aug 2018
The Complete Policy Maker	04 Jun 2018	15 Jun 2018
Developing Effective Policies: Analysis, Evidence and Impact	04 Jun 2018	08 Jun 2018
	03 Dec 2018	07 Dec 2018
Translating Policy into Legislation	11 Jun 2018	15 Jun 2018
	15 Oct 2018	19 Oct 2018
The Complete Legislative Drafter	11 Jun 2018	29 Jun 2018
Legislative Drafting: Essential Skills	18 Jun 2018	29 Jun 2018
Parliamentary Administration	03 Sep 2018	14 Sep 2018
Judicial Case Management and Legal Ethics	05 Feb 2018	16 Feb 2018
	02 Jul 2018	13 Jul 2018
Judicial Case Management	05 Feb 2018	09 Feb 2018
	02 Jul 2018	06 Jul 2018
Judicial and Legal Ethics	12 Feb 2018	16 Feb 2018
	09 Jul 2018	13 Jul 2018

# Government, Policy and Justice

## Featured Director of Studies – Roger Rose

Roger has a wealth of international experience in policy and legislative drafting. After practising for some years at the English Bar as a barrister, Roger worked with the governments of Malawi and Kenya, where he specialised in legislative drafting.

Roger was First Parliamentary Counsel of Kenya for six years. He has delivered customised drafting courses in countries including Nigeria, Liberia and the Maldives.



## Indicative Study Visit

### Houses of Parliament, UK

The Palace of Westminster is the meeting place of the two UK houses of Parliament, the House of Commons and the House of Lords. As part of a tour led by expert staff, delegates enjoy enviable access to parliamentary debates and Select Committee hearings during their visit, experiencing politics in action in the beating heart of the UK government.

## PREMIUM PROGRAMME

### Leaders in Transforming Public Service Delivery

This programme is for senior leaders who have a role in strategically shaping the future role of Government and improving the lives of citizens, through personalised, effective and modern public service delivery.

It's not just about a set of tools and techniques, although many practical examples are used that can add real value. You will be shown how to work from outcomes to come up with the best solutions to meet citizens' and community needs.

You will be challenged to think beyond your own perspective and to understand the vital role of behavioural insight in helping to get policy right, first time.

It will encourage you to think about improvement in terms of programmes and not just functional responsibility, and what it means to work at a community level to deliver solutions around real local issues and not just department priorities.

You will also examine the strengths and weaknesses of your unique leadership style and how it can be used to implement real change.

#### COURSE OBJECTIVES: On completion, you will be able to:

- Be a leader in delivering total systems change in public service improvement
- Work from outcomes and improve service planning and delivery
- Understand a Demand Management and Commissioning Tree approach
- Apply the latest tools and techniques in public sector reform

#### KEY TOPICS:

- ✓ Using citizen segmentation and behavioural insight
- ✓ Developing your role in Partnership Building
- ✓ Adopting an Area Working and Programme way of working
- ✓ Optimising the key role of digital engagement in Demand Management
- ✓ Gaining real insight into your own personal Leadership Style

#### Special benefits of this course include:

- Senior-level cadre of speakers and visits
- One-to-one mentoring session
- Networking dinner with prestigious guest speaker



This programme is led by Lord Scriven, an internationally recognised leader in the field of public service reform.

Duration: 5 days

Fees: £2,950

Dates: 30 Apr 2018 - 04 May 2018  
13 Aug 2018 - 17 Aug 2018

London  
London

## The Complete Policy Maker

This ten-day programme combines:

**Developing Effective Policies: Analysis, Evidence and Impact: 5 days**

**Translating Policy into Legislation: 5 days**

The successful policy maker is able to make the right decisions throughout the policy making process, confident that their policies are based on sound evidence. In week one delegates will look at how robust analysis and use of evidence can be used to improve policy making. Focused on delegates' real-life policy or programme challenges, this workshop will develop the ability to appraise different sources of evidence and determine what value they will bring to policy-making, or any project or programme.

Policy-makers are also responsible for translating policy into legislation. Good quality legislation is understandable and accessible, whereas poor quality legislation can incur heavy political and social costs.

In week two, delegates will develop an understanding of the analytical skills required to convert policy into legislation and learn practical skills around how it should be structured and drafted.

Communicating policy to is also vital, and this week includes a module on how to obtain a receptive audience for your ideas.

On completing this combined programme, you will be better equipped to oversee the policy-making process from the development stage through to legislation.

#### COURSE OBJECTIVES: On completion, you will be able to:

- Understand the principles behind good policy making
- Make use of different types of evidence and evaluation to create successful policies, projects or programmes
- Analyse policy for the purposes of drafting legislation
- Work more effectively with policy-making or drafting colleagues
- Improve your skills in the use of appropriate legislative expression
- More effectively communicate policy ideas

#### KEY TOPICS:

- ✓ Applying critical appraisal of research evidence to formulate sound policy
- ✓ Understanding the processes involved in analysing policy from a drafter's perspective
- ✓ Drafting skills – improve through practical exercises
- ✓ Communicating and 'selling' policy ideas to key decision makers

Duration: 10 days

Fees: £3,995

Dates: 04 Jun 2018 - 15 Jun 2018

London

## Developing Effective Policies: Analysis, Evidence and Impact

The most robust policies are underpinned and driven by strong and demonstrable evidence.

This five-day workshop will help all those within governmental, public, private or NGO organisations who are responsible for the design, planning and implementation of policies improve their decision-making skills throughout the different stages of the policy process.

Focused on problem-solving delegates' own real-life policy, programme or project challenges, each delegate will choose a real-life issue to work through over the week.

They will journey from initial planning through to post implementation monitoring and evaluation. The different types and resources of evidence will be examined to assess their value and contribution and how they can best be combined with other factors that affect the policy making process.

Areas covered include: systematic reviews; data from censuses and surveys; experimental evidence; economic appraisal methods; implementation evidence; qualitative methods and public consultations.

This highly practical workshop also includes guidance on how to improve your communication of policy ideas to decision makers, including Ministers.

### COURSE OBJECTIVES: On completion, you will be able to:

- Understand and implement the benefits of evidence-based policy-making
- Use the best available evidence to improve your decision-making about policies and their substance
- Appraise the worth and quality of available evidence
- Understand the various factors that can influence policy making
- Commission and manage research, evaluation and analytical services

### KEY TOPICS:

- ✓ Using research evidence to develop, implement and monitor robust and strategic policy
- ✓ The different types of research and evaluation
- ✓ Compiling high-quality evidence in performance-managed government and resource allocation
- ✓ Looking at examples of evidence-based policy-making from different countries

Follow this course with **Translating Policy into Legislation** to attend **The Complete Policy Maker** course in June (p.83)

**Duration: 5 days**

**Fees: £2,295**

**Dates: 04 Jun 2018 - 08 Jun 2018  
03 Dec 2018 - 07 Dec 2018**

**London  
London**

## Translating Policy into Legislation

This programme delivers an overview of the analytical skills needed to convert policy into comprehensible and legally enforceable legislation. It gives an insight into the techniques needed to draft and structure legislation that meets that standard.

It is designed both for the policy maker who needs to instruct drafters on the preparation of legislation, and for the legislative drafter who needs to actually translate that policy.

For policy makers, it is important to understand the job of the legislative drafter and what he or she needs to know, so as to reduce the time spent on clarification.

For drafters, the programme will assist in the production of rules that are not only readily understandable, but are also workable and capable of being enforced.

The instruction is practical and interactive, and participants will be able to put the translation process into practice by undertaking written exercises, which will be assessed in a supportive feedback session.

### COURSE OBJECTIVES: On completion, you will be able to:

- Understand the stages of the legislative process
- For the policy-makers: be aware of policy from a legislative drafter's viewpoint
- For the drafters: analyse policy for the purposes of drafting legislation

- Apply the skills learned in practical writing class and written exercises

### KEY TOPICS:

- ✓ How to follow the stages of the legislative process
- ✓ Analysis of policy for the purposes of drafting legislation
- ✓ Effective legislative language: Using plain English and avoiding jargon

### Further options

- Legislative Drafters/Legal Counsel can follow this week with **Legislative Drafting: Essential Skills** (p.85) to attend **The Complete Legislative Drafter** course in June (p.85).
- Attend after **Developing Effective Policies: Analysis, Evidence and Impact** in June for **The Complete Policy Maker** (p.83)

**Duration: 5 days**

**Fees: £2,295**

**Dates: 11 Jun 2018 - 15 Jun 2018  
15 Oct 2018 - 19 Oct 2018**

**London  
Mombasa**

# The Complete Legislative Drafter

This 15 day programme combines:

**Translating Policy into Legislation: 5 days**

**Legislative Drafting: Essential Skills: 10 days**

It will improve your skills as a legislative drafter through hands-on exercises and tutoring from highly experienced former legislative drafters and policy makers.

During the **Translating Policy into Legislation** programme, you will join policy makers to receive an overview of the analytical skills needed to convert policy into understandable and legally enforceable legislation.

As a legislative drafter, you will gain a valuable insight into how those creating the policies think and work, improving how you work with these colleagues.

Building on this knowledge, **Legislative Drafting: Essential Skills** is expressly designed for legislative drafters, lawyers, or those who want to learn how legislative drafters go about their job. It will also be of benefit to people who instruct legislative counsel in the preparation of legislation.

In a supportive classroom environment, participants will familiarise themselves with these principles in a highly practical way

through a series of drafting sessions which will receive feedback and critique.

Working together to identify common challenges and solutions, delegates will be able to work through specific drafting issues they are facing in their own organisations, benefitting from peer inputs and the expertise of the course director.

#### **COURSE OBJECTIVES: On completion, you will be able to:**

- Appreciate the essential characteristics of good legislative drafting
- Work more efficiently with those formulating policy and briefing you
- Significantly improve your drafting skills through practical exercises

#### **KEY TOPICS:**

- ✓ Identify the key stages of the legislative process and how roles interact
- ✓ Working more effectively with your policy-making or drafting colleagues
- ✓ Preparing, planning and writing your draft

**Duration: 15 days**

**Fees: £5,850**

**Dates: 11 Jun 2018 - 29 Jun 2018**

**London**

## Legislative Drafting: Essential Skills

This 10 day programme will deliver the essentials needed to equip delegates with the ability to draft legislation, creating original legal rules and delivering legislation that is well-written and legally enforceable.

Modern legislative drafting requires the application of essential principles and techniques. Delegates will learn what these are, and how a legislative sentence needs to be constructed. The course will stress the importance of using everyday language and indicate the common challenges that arise in the drafting process.

In a supportive environment, delegates will familiarise themselves with these principles in a hands-on way through a series of drafting sessions, receiving feedback and critique. This involves both working to improve pre-drafted texts and creating brand new legislative rules.

Working together to identify common challenges and solutions, delegates will be able to work through specific drafting issues faced in their own organisations, benefitting from peer inputs and the expertise of the course director.

It is designed for lawyers who are called upon to draft legislation, or those who want to learn exactly how legislative drafters need to go about their tasks. It will also be of benefit to people who instruct counsel in the preparation of legislation.

#### **COURSE OBJECTIVES: On completion, you will be able to:**

- Understand the essential characteristics of good drafting

- Improve your drafting skills through practical exercises
- Better assist the process of amending and updating statute law
- Understand how to use language that maintains consistency and is clear
- Identify areas of drafting in your jurisdiction which can be improved upon

#### **KEY TOPICS:**

- ✓ Understanding the key elements of good legislative drafting
- ✓ Best use of plain English and avoiding jargon
- ✓ Improving through practical exercises and expert feedback

#### **Further options**

Attend this programme following **Translating Policy into Legislation** (p.84) to attend **The Complete Legislative Drafter**

**Duration: 10 days**

**Fees: £3,995**

**Dates: 18 Jun 2018 - 29 Jun 2018**

**London**

# Parliamentary Administration



Wherever their legislature is located, parliamentary administrators face the constant challenge of change.

This programme is designed for parliamentary administrators interested in benchmarking against parliamentary procedure in the UK Parliament. It will deliver a valuable insight into the latest thinking at Westminster on how to meet and manage the many demands from the users who depend on the facilities they provide.

While maintaining the highest standards in delivering the everyday services Members demand, administrators must also respond to pressures including technological change, an increasingly vocal electorate and media, and the constant requirement to be more cost efficient

Attending this ten day course offers participants the opportunity to meet face to face with people who have dealt with these challenges head on. They will visit the two Houses of the Westminster Parliament and see them in session (including Committees at work where the schedule allows). There will also be a visit to the Supreme Court, the highest court in the British judicial system.

### COURSE OBJECTIVES: On completion, you will be able to:

- Gain insights into the administrative and financial structure behind the operation of one of the world's busiest parliaments
- Examine Westminster's adoption of digital technology
- Learn from the procedures governing the management of a major change programme

- Understand how staff structures, recruitment and career development is approached

### KEY TOPICS:

- ✓ The administrative structures of the two Houses of Parliament and their interface with Government
- ✓ Recruitment and the training system for reporting the proceedings
- ✓ The work of the Table Office and of Select Committees
- ✓ The televising of the proceedings and media relations
- ✓ The future of printing and document distribution
- ✓ Change management, staffing, and the organisation of work
- ✓ Outreach programmes for an increasingly sceptical electorate
- ✓ An expert tour of the Palace of Westminster and a visit to the Supreme Court

Duration: 10 days

Fees: £3,995

Dates: 03 Sep 2018 - 14 Sep 2018

London

# Judicial Case Management and Legal Ethics



This 10-day course combines:

Judicial Case Management: 5 days

Judicial and Legal Ethics: 5 days

This in-depth programme will equip delegates to face challenges related to case management and ethics within the judicial system, two issues which impact on judiciaries around the world.

Week one will take delegates through the principles of effective case management to ensure efficiency and transparency. The programme will explore the need for efficient case flow management and securing the cooperation of the many agencies involved in judicial administration. You will study international reforms and best practices including lessons learned from recent justice system reforms in England and Wales. Delegates will hear from expert guest speakers on the judge's role in court and visit a court to see lessons learned in action.

Week two will outline the key principles and globally recognised standards of ethical legal and judicial behaviour, including the importance of transparent procedures for judicial appointments. Delegates will explore the importance of public perception and trust in judicial integrity, codes of conduct, dealing with complaints and tackling corruption.

### COURSE OBJECTIVES: On completion, you will be able to:

- Recognise the key tenets and tools of a modern case management strategy, including electronic case management
- Demonstrate judicial independence and integrity through effective case handling
- Assess judicial independence and accountability and undertake performance evaluation
- Understand common ethical issues and risks and learn to manage them effectively
- Put in place strategies to reduce any corruption in your judiciary

### KEY TOPICS:

- ✓ Improving judicial case management practices
- ✓ Monitoring and evaluation of case management procedures
- ✓ Practising case management skills in a supportive environment
- ✓ Developing judicial codes of conduct, guidance, monitoring and training based on international recognised standards and best practice
- ✓ Combating corruption in judicial systems
- ✓ Creating a system for dealing fairly with complaints about judicial behaviour

Duration: 10 days

Fees: £3,995

Dates: 05 Feb 2018 - 16 Feb 2018  
02 Jul 2018 - 13 Jul 2018

London  
London

## Judicial Case Management

Increasingly, judges and other judicial officers have to tackle ever more complex issues in managing cases. With this has come more emphasis on the need for effective case flow management, giving courts new responsibilities to secure the cooperation of the many agencies involved in judicial administration.

This course will take a detailed look at the principles and techniques for the development and management of a modern, efficient, fair and transparent system – not only from the court's perspective, but also considering the obligations and responsibilities of others involved in the administrations of justice.

It includes a comprehensive review of the lessons learned from recent justice system reforms in England and Wales, designed to improve efficiency and effectiveness.

The course includes inputs from expert guest speakers on the judge's role in court, supplemented with a site visit to observe the system in practice.

### COURSE OBJECTIVES: On completion, you will be able to:

- Recognise the key ingredients of a modern and successful case management strategy
- Demonstrate your judicial independence and integrity through effective case handling
- Influence the behaviour of others by the appropriate use of case management directions
- Conduct a pre-trial review hearing and proactively monitor the progress of a case

- Make use of special measures to protect the vulnerable
- Use technology to support case management
- Set appropriate and challenging performance targets and monitor your team's performance

### KEY TOPICS:

- ✓ Establishing an improved case management system
- ✓ Promoting judicial leadership as an essential case management tool
- ✓ Practising your case management skills in a supportive learning environment
- ✓ Deployment of limited resources in the efficient and transparent administration of justice
- ✓ Critical examination of judicial case management practices through attendance at a live courtroom session
- ✓ Monitoring and evaluation of case management procedures

This is week one of **Judicial Case Management and Legal Ethics** (p.86).



<b>Duration:</b> 5 days	<b>Fees:</b> £2,295
<b>Dates:</b> 05 Feb 2018 - 09 Feb 2018 02 Jul 2018 - 06 Jul 2018	London London

## Judicial and Legal Ethics

Ethical judicial challenges seem to increase year on year. The public's confidence in a justice system depends upon its perception of the integrity and standards of ethical behaviour and professional conduct demonstrated by the judiciary within their official role and in their private life.

Key elements in establishing integrity are high quality procedures for judicial appointments, investigating complaints about judicial behaviour as well as ensuring the fair and transparent conduct of proceedings. At the same time, safeguards are required to protect judicial independence.

This new programme explores the key principles and recognised standards of ethical legal and judicial behaviour and examines suitable frameworks to promote their importance and secure the demonstration of proper judicial conduct.

### COURSE OBJECTIVES: On completion, you will be able to:

- Define the recognised principles and standards of ethical behaviour and judicial conduct required to uphold principles of independence, equality, diversity and fairness both in and outside of the court environment
- Examine the need for clearly defined codes of conduct based on common judicial values to establish clear standards of behaviour that promote judicial independence whilst safeguarding the integrity of the judicial system and its staff
- Assess judicial accountability and undertake performance evaluation
- Understand common ethical issues and risks and learn to manage them effectively

- Put in place strategies to reduce any corruption in your judiciary
- Establish fair, transparent and effective recruitment, performance evaluation and disciplinary processes that meet internationally recognised standards
- Establish and maintain a productive relationship between the judiciary and the media

### KEY TOPICS:

- ✓ Examining internationally recognised standards of ethical behaviour and judicial conduct
- ✓ Developing judicial codes of conduct, guidance, monitoring and training
- ✓ Designing fair and transparent judicial recruitment and performance evaluation processes
- ✓ Combating corruption in judicial systems
- ✓ Creating a system for dealing fairly with complaints about judicial behaviour
- ✓ Understanding the working relationship between the judiciary and the media

This is week two of **Judicial Case Management and Legal Ethics** (p.86).



<b>Duration:</b> 5 days	<b>Fees:</b> £2,295
<b>Dates:</b> 12 Feb 2018 - 16 Feb 2018 09 Jul 2018 - 13 Jul 2018	London London



“

Excellent delivery by Mr. Paul Richards. Highly knowledgeable and credible. This gives me an excellent impression of the company. Credible and high-quality service delivery.

”

*Joanna Frances Adda, Public Relations Manager, Ghana Ports and Harbours Authority, May 2017*

# Communications



## Portfolio Schedule

<b>Training Courses</b>	<b>Start date</b>	<b>End date</b>
Public Relations and Working with the Media	14 May 2018 03 Dec 2018	25 May 2018 14 Dec 2018
Marketing and Communications Excellence	05 Mar 2018 03 Dec 2018	16 Mar 2018 14 Dec 2018
The Writing and Presentation Skills Toolkit	23 Jul 2018 19 Nov 2018	03 Aug 2018 30 Nov 2018
Business Writing With Impact	23 Jul 2018 19 Nov 2018	27 Jul 2018 23 Nov 2018
Writing and Delivering Speeches and Presentations with Impact	30 Jul 2018 26 Nov 2018	03 Aug 2018 30 Nov 2018

# Communications

## Featured Director of Studies – Paul Richards

Paul Richards has run international training courses for over ten years, delivering in London, Pakistan, Iraq, Tanzania, Kenya, Ghana, South Africa and Ethiopia. He specialises in courses on public relations and marketing, speech-writing, and the workings of Government. He is a former special adviser to UK Cabinet Ministers, and has worked in and around Westminster for nearly 30 years. He has written speeches for MPs, Ministers, and public leaders. For the past ten years, Paul has lectured at the School of Oriental and African Studies (SOAS) on speeches and speech-writing.

Paul is the author of four books, including *How to Win an Election*, and has written for newspapers and magazines. He regularly appears on radio and television, including the BBC. Paul is a member of the National Union of Journalists (NUJ), Chartered Institute for Public Relations (CIPR) and the Royal Television Society (RTS).



### Indicative Study Visit

#### Chartered Institute of Public Relations, London

The CIPR is the Royal Chartered professional body for public relations in the UK and the largest membership organisation for practitioners in Europe. Comprising over 10,000 members, the Institute drives professionalism in public relations by making its members accountable to their employers and the public through an ethical code of conduct. The CIPR supports members with training, qualifications, awards, accreditations and professional development resources. Excellence is recognised by the assessment and awarding of Chartered Status.

Delegates will hear an overview of CIPR's activity and take part in an informal discussion about current key challenges facing PR professionals in the UK, Europe and globally.

## Public Relations and Working with the Media

Organisations can be damaged at warp speed in the age of social media. Reputations and brands that have been built over decades can be destroyed in a matter of hours over a multitude of media platforms.

The aim of this course is to give you a thorough understanding of how to work with and influence the media to ensure your organisation's reputation and profile is managed effectively.

It covers the latest techniques and systems for dealing with the media, from crafting news stories, handling crises and holding media interviews. The ways in which the digital age is shaping the way we engage with the media, and the public, is fully explored.

Aimed at those who have a public relations, communications or marketing role, it will bring your PR and media handling skills up to date and ensure you can act as a guardian of your organisation's reputation.

### COURSE OBJECTIVES: On completion, you will be able to:

- Work with the media to maximum effect
- Handle the modern 24-hour media and the demands it makes on governments and businesses
- Deal quickly with a crisis to protect your reputation
- Use digital media in a more effective way
- Write more compelling news stories and press releases

### KEY TOPICS:

- ✓ Applying public relations techniques more effectively
- ✓ Reviewing existing communications and PR strategies and skillsets and putting improvements in action
- ✓ Taking your organisation through a 'media storm' with its reputation intact
- ✓ Contemporary media handling techniques – learn from industry professionals and real life examples

Fee includes Global Affiliate Membership of the Chartered Institute of Public Relations.

**Duration: 10 days**

**Fees: £3,995**

**Dates: 14 May 2018 - 25 May 2018  
03 Dec 2018 - 14 Dec 2018**

**Dubai  
London**

## Marketing and Communications Excellence

New

We are living in a 24-hour news world, where effective internal and external communications are essential to an organisation's success. Marketing and Communications professionals must constantly engage and interest internal stakeholders and the public over an ever-increasing range of platforms. They need both the strategic and practical operational skills to successfully navigate today's constantly evolving landscape to continually deliver best marketing practice.

This practical and interactive new course will equip delegates with the essential skills needed for the new communications age. Both more traditional forms of marketing and communications delivery and the very latest digital and social media platforms and styles will be covered. It will also address the Communications' team role in Corporate Social Responsibility (CSR) and how to create sustainable CSR strategies.

The March dates include attendance at the industry-leading Marketing Week Live event.

### Course Objectives: On completion, you will be able to:

- Devise a marketing and communications strategy that aligns with the strategic goals of your organisation
- Create and implement successful marketing campaigns, and analyse your successes and ROIs
- Feel more confident creating online content and running social media projects
- Manage campaigns and projects on time and on budget
- Deliver effective internal communications to ensure that your internal messages are in line with your external strategy

- Write concise and compelling copy with greater confidence
- Manage relationships with suppliers and negotiate better deals

### KEY TOPICS:

- ✓ Producing compelling marketing content – key writing and design techniques
- ✓ Harnessing the power of social media for your business
- ✓ Email marketing to drive profit and engagement
- ✓ Analytical skills for the digital age – driving traffic and increasing engagement online
- ✓ Creating high quality printed products
- ✓ Understanding key components of successful CSR campaigns
- ✓ Project management and financial budget skills
- ✓ Creating a design brief and working with designers and external agencies

Fee includes Global Affiliate Membership of the Chartered Institute of Public Relations.

15%  
discount  
If you book Jan - Mar dates

**Duration: 10 days**

**Fees: £3,995**

**Dates: 05 Mar 2018 - 16 Mar 2018  
03 Dec 2018 - 14 Dec 2018**

**London  
London**

# The Writing and Presentation Skills Toolkit



This two-week programme combines:

**Business Writing with Impact: 5 days**

**Writing and Delivering Speeches and Presentations with Impact: 5 days**

The art of rhetoric remains one of the most important modes of persuasion and influence, while written communications are often the basis for critical business decisions. The Writing and Presentations Skills Toolkit combines two specialist programmes and is designed to give you the skills and confidence needed to write and deliver speeches, presentations and business reports essential to your organisation and career development. These two weeks will equip delegates with the tools needed to write concise and compelling business copy in any format, and deliver speeches or presentations that engage and convince your audience.

In week one, delegates will be guided through the entire process of writing within a business context, including planning, structure, style and common English-language pitfalls. In week two, the focus is on the writing and delivery of speeches and presentations. The programme will culminate in a practical exercise; drawing upon the skills learned throughout the two weeks. Delegates will write and present a presentation or speech which will be videoed and given a professional and constructive critique.

## COURSE OBJECTIVES: On completion, you will be able to:

- Plan, structure and write with increased skill and confidence
- Understand key writing techniques to achieve clear and concise language that has an impact
- Employ essential project management skills to work effectively and hit deadlines
- Overcome nerves to present with authority and clarity
- Tackle disruptions or difficult questions with fluency and avoid classic traps and pitfalls

## KEY TOPICS:

- ✓ Identifying different types of business writing and the best format and structure
- ✓ Structure and sentence construction, best use of English and jargon busters
- ✓ Writing captivating and memorable speeches and presentations
- ✓ Delivering speeches and presentations that influence and engage your audience

**Duration: 10 days**

**Fees: £3,995**

**Dates: 23 Jul 2018 - 03 Aug 2018  
19 Nov 2018 - 30 Nov 2018**

**London  
London**

# Business Writing with Impact



At some stage, all managers will be called on to write. This could be anything from a 500-page report or detailed business plan to an email.

These written communications are often used as the basis for critical decision-making and can have far reaching consequences. Being able to provide clear, concise and well thought-through written communications is a highly valuable skill and an important tool for career advancement.

Whether short or long, simple or complex, the principles of effective business writing are the same and can be learned.

This highly practical and hands-on course will cover all stages of how to write effectively in the business context. It looks at how to devise a clear plan having identified what needs to be communicated, decide the most effective structure and write sentences that communicate exactly what you want to say without padding or waffle.

At the end of the course you will present part of your work to your fellow delegates and receive constructive feedback.

## COURSE OBJECTIVES: On completion, you will be able to:

- Plan, structure and write with increased skill and confidence
- Understand key writing techniques to achieve clear and concise language that has an impact
- Employ essential project management skills to work effectively and hit deadlines

- Present your ideas with assurance

## KEY TOPICS:

- ✓ Identifying different types of business writing and the best format and structure
- ✓ Structure and sentence construction – jargon busters
- ✓ Design options – use of graphics, illustrations and presenting technical or specialist contents
- ✓ Finding the data you need for reports and presentations
- ✓ The review and editing process

This course is week one of **The Writing and Presentation Skills Toolkit**.

**Duration: 5 days**

**Fees: £2,295**

**Dates: 23 Jul 2018 - 27 Jul 2018  
19 Nov 2018 - 23 Nov 2018**

**London  
London**

# Writing and Delivering Speeches and Presentations with Impact

Even in the modern age, the art of rhetoric remains one of the most important modes of persuasion and influence.

The ability to write and deliver an impactful speech or presentation is a truly valuable skillset and one that will increase your confidence in all areas of professional life.

As this intensive and highly interactive one-week course proves, anyone can learn, improve, hone and polish the key tools and techniques of the speech or presentation writer and maker.

Delegates will watch and undertake close textual analyses of real-life examples of great speeches and presentations, with plenty of lively debate and discussion about their structure, devices, use of language and other 'tricks of the trade'.

The week culminates in a practical exercise with a speech or presentation writing and delivery assignment. Your performance will be videoed and given a professional critique in a supportive environment.

Whether you write them for yourself or for other people, bring along a real-life example and return to the office with a professional speech or presentation and the confidence to deliver it with impact.

## COURSE OBJECTIVES: On completion, you will be able to:

- Write and structure an impactful speech or presentation for yourself or other people
- Use the techniques and rhetorical devices used by professionals
- Overcome nerves to present with authority and clarity
- Tackle disruptions or difficult questions with fluency
- Avoid classic traps and pitfalls

## KEY TOPICS:

- ✓ Writing captivating and memorable speeches and presentations
- ✓ Drawing out the messages and optimum structure for impact
- ✓ Delivering speeches and presentations that influence and engage your audience

This course is week two of **The Writing and Presentation Skills Toolkit** [p.92]

**Duration: 5 days**

**Fees: £2,295**

**Dates: 30 Jul 2018 - 03 Aug 2018  
26 Nov 2018 - 30 Nov 2018**

**London  
London**

CUSTOMISED  
TRAINING  
CASE STUDY

## Ghana Ports and Harbours Authority

### Writing and Delivering Speeches with Impact

29-31 May, 2017, Tema, Ghana

In May 2017, Crown Agents Training and Professional Development ran a course for 10 delegates from Ghana Ports and Harbours Authority to build capacity in the areas of both writing and delivering speeches.

This intensive and practical three-day course guided delegates through the speech writing and delivery process. Training was delivered by Paul Richards, an expert in speech writing with an extensive career in journalism, broadcasting and political and business speech writing.

Delegates learned the skills to write and structure an impactful speech

for themselves or other people using the techniques and rhetorical devices used by professionals, to overcome nerves to deliver speeches with authority and clarity, and to tackle disruptions or difficult questions with fluency.

The week culminated in a practical exercise with a speech writing and delivery assignment, where each delegate's performance was videoed and given a professional critique in a supportive environment.

The success of the course was evident in the feedback of delegates, with all who attended saying they

would recommend Crown Agents to colleagues.

**"Excellent delivery by Mr. Paul Richards. Highly knowledgeable and credible. This gives me an excellent impression of the company. Credible and high-quality service delivery."**

*Joanna Frances Adda, Public Relations Manager, Ghana Ports and Harbours Authority, May 2017.*

CUSTOMISED  
TRAINING  
CASE STUDY

## Evaluation and impact assessment of policies and projects



Delivered for The Public Investment Management Secretariat (PIMSEC), Ministry of Finance and Public Service, Government of Jamaica, April 2017

Crown Agents Training and Professional Development was commissioned to run a five-day training programme with the Public Investment Management Secretariat (PIMSEC) of the Government of Jamaica in April 2017.

The objective of the course was to improve the accountability of policy making and public services. It covered the core principles of impact evaluation and assessment to equip delegates with the skills to make more informed decisions and evaluations. Delegates were trained to use methods of impact evaluation to identify the most effective and efficient policy initiatives with the best value for money. The training also

taught delegates how to improve the planning, procurement and management of impact evaluations and assessments.

### TAKING BEST PRACTICE EXAMPLES FROM AROUND THE WORLD, THE KEY TOPICS COVERED:

- Measuring impact and outcomes
- Applying impact assessment and evaluation in the policy process
- Using systematic reviews of evidence to assess impact
- Establishing a 'counter-factual' to understand the possible outcome of implementing an alternative policy
- Key qualitative methodologies
- The principles of cost benefit analysis

"I believe that significant capacity was built last week, and we look forward to its implementation in the weeks and months to come."

*Douglas M Levermore, Executive Director, PIMSEC*

### DIRECTOR OF STUDIES, DR. PHIL DAVIES

Dr. Phil Davies, a leading figure in the development of evidence-based policy in the UK, has lectured and consulted in this area across the world. He was a faculty member of Oxford University for much of his career and has also been a senior civil servant in the UK Cabinet Office and HM Treasury.

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# Schedule Of Courses



**N = NEW course for 2018**

Course		Duration [days]	Start	Finish	Price [£]	Location	Page No
<b>JANUARY</b>							
Organisational Design and Development	<b>N</b>	10	29 Jan 2018	09 Feb 2018	£3,995	London	43
3Ps of Public Sector Procurement: Principles, Practices and Performance	<b>N</b>	10	29 Jan 2018	09 Feb 2018	£3,995	London	73
Risk-Based Internal Auditing		10	29 Jan 2018	09 Feb 2018	£3,995	Dubai	29
PPP Procurement and Contract Management		10	29 Jan 2018	09 Feb 2018	£3,995	Accra	76
Management Development for Executives (ILM endorsed)		10	29 Jan 2018	09 Feb 2018	£4,150	London	16
<b>FEBRUARY</b>							
Judicial Case Management and Legal Ethics	<b>N</b>	10	05 Feb 2018	16 Feb 2018	£3,995	London	86
Developing High Performing Teams	<b>N</b>	10	05 Feb 2018	16 Feb 2018	£3,995	Dubai	23
Judicial Case Management		5	05 Feb 2018	09 Feb 2018	£2,295	London	87
Judicial and Legal Ethics	<b>N</b>	5	12 Feb 2018	16 Feb 2018	£2,295	London	87
Forensic Audit		5	19 Feb 2018	23 Feb 2018	£2,295	London	51
Managing the HR Function		5	19 Feb 2018	23 Feb 2018	£2,295	London	40
Emotional Intelligence (ILM endorsed)	<b>N</b>	5	26 Feb 2018	02 Mar 2018	£2,450	Dubai	17
Executive Leadership In Action (ILM endorsed)		10	26 Feb 2018	09 Mar 2018	£4,650	Dubai	19
<b>MARCH</b>							
Marketing and Communications Excellence	<b>N</b>	10	05 Mar 2018	16 Mar 2018	£3,995	London	91
ICT Strategy, Governance and Project Management		10	05 Mar 2018	16 Mar 2018	£3,995	London	34
Strategic Financial Management and Effective Budget Execution		10	05 Mar 2018	16 Mar 2018	£3,995	Singapore	51
Project Management of Development Projects (PMD Pro Level 1 Certification)		10	12 Mar 2018	23 Mar 2018	£4,350	London	66
Managing Pensions in a Development Environment		10	12 Mar 2018	23 Mar 2018	£3,995	Cape Town	61
Strategic HR: Aligning with the Corporate Vision		10	12 Mar 2018	23 Mar 2018	£3,995	Dubai	42
Recruitment and Selection		5	12 Mar 2018	16 Mar 2018	£2,295	London	41
The Supply Chain Management Toolkit	<b>N</b>	10	12 Mar 2018	23 Mar 2018	£3,995	Mombasa	79
Integrated Financial Management Systems: Strategy and Implementation		10	12 Mar 2018	23 Mar 2018	£3,995	Toronto	49
Essential Project and Programme Management Skills		10	12 Mar 2018	23 Mar 2018	£3,995	Mombasa	67
<b>APRIL</b>							
Strategic Leadership in Supply Chain Management	<b>N</b>	5	09 Apr 2018	13 Apr 2018	£2,295	London	79
The Pensions Masterclass Cycle		15	09 Apr 2018	27 Apr 2018	£5,850	Cape Town	59
Pension Scheme Fundamentals for the Modern Era		5	09 Apr 2018	13 Apr 2018	£2,295	Cape Town	59
Investment of Pension Fund Assets		5	16 Apr 2018	20 Apr 2018	£2,295	Cape Town	60
Corporate Governance for Boards and Senior Executives		5	16 Apr 2018	20 Apr 2018	£2,950	London	28
Women in Leadership		10	16 Apr 2018	27 Apr 2018	£3,995	Washington D.C.	18
Pension Scheme Governance and Regulation		5	23 Apr 2018	27 Apr 2018	£2,295	Cape Town	60
Ethics and Integrity in Procurement (Crown Agents Certificate)		10	23 Apr 2018	04 May 2018	£4,350	London	75
Effective Procurement Strategies for Senior Executives (Crown Agents Certificate)		10	23 Apr 2018	04 May 2018	£4,350	London	75

Course	Duration [days]	Start	Finish	Price [£]	Location	Page No
Best Practice Financial Management and Reporting on IPSAS and IFRS® Standards	10	23 Apr 2018	04 May 2018	£3,995	London	50
Strategic Change Management	10	23 Apr 2018	04 May 2018	£3,995	London	22
Leaders in Transforming Public Service Delivery	5	30 Apr 2018	04 May 2018	£2,950	London	83
<b>MAY</b>						
Evaluation and Impact Assessment of Policies and Projects	5	14 May 2018	18 May 2018	£2,295	London	68
Making the Transition from Manager to Leader (ILM endorsed)	10	14 May 2018	25 May 2018	£4,150	London	17
Executive Leadership In Action (ILM endorsed)	10	14 May 2018	25 May 2018	£4,650	London	19
Countering, Investigating and Prosecuting Fraud and Corruption	10	14 May 2018	25 May 2018	£3,995	London	31
Countering and Audit of Fraud and Corruption	5	14 May 2018	18 May 2018	£2,295	London	32
Public Relations and Working with the Media	10	14 May 2018	25 May 2018	£3,995	Dubai	91
Public Financial Management: Issues and Solutions	10	14 May 2018	25 May 2018	£3,995	Washington D.C.	49
Detection, Forensic Investigation and Prosecution of Fraud and Corruption	5	21 May 2018	25 May 2018	£2,295	London	32
Insurance Strategy: Evolution and Development in Emerging Markets <b>N</b>	10	28 May 2018	08 Jun 2018	£3,995	Cape Town	58
Financial Management of Development Projects	10	28 May 2018	08 Jun 2018	£3,995	Cape Town	65
<b>JUNE</b>						
Delivering Good Governance in Practice <b>N</b>	10	04 Jun 2018	15 Jun 2018	£3,995	Toronto	30
Results-Based Monitoring and Evaluation	10	04 Jun 2018	15 Jun 2018	£3,995	London	68
The Complete Policy Maker	10	04 Jun 2018	15 Jun 2018	£3,995	London	83
Developing Effective Policies: Analysis, Evidence and Impact	5	04 Jun 2018	08 Jun 2018	£2,295	London	84
Translating Policy into Legislation	5	11 Jun 2018	15 Jun 2018	£2,295	London	84
Effective Management Skills (ILM Level 3 Award)	10	11 Jun 2018	22 Jun 2018	£4,350	Singapore	16
Dispute Resolution and Negotiation with Employees and Trade Unions	10	11 Jun 2018	22 Jun 2018	£3,995	Cape Town	42
The Complete Legislative Drafter	15	11 Jun 2018	29 Jun 2018	£5,850	London	85
Legislative Drafting: Essential Skills	10	18 Jun 2018	29 Jun 2018	£3,995	London	85
Pension Scheme Fundamentals for the Modern Era	5	18 Jun 2018	22 Jun 2018	£2,295	Accra	59
The Strategy Masterclass <b>N</b>	15	18 Jun 2018	06 Jul 2018	£5,850	Washington D.C.	33
Creating Innovative Practices and Strategies <b>N</b>	10	18 Jun 2018	29 Jun 2018	£3,995	Washington D.C.	33
The Banking Masterclass <b>N</b>	20	25 Jun 2018	20 Jul 2018	£6,950	London	57
Banking Strategy: Evolution and Development in Emerging Markets	10	25 Jun 2018	06 Jul 2018	£3,995	London	57
PPP Procurement and Contract Management	10	25 Jun 2018	06 Jul 2018	£3,995	Brussels	76
<b>JULY</b>						
Directing and Managing Organisational Strategy <b>N</b>	5	02 Jul 2018	06 Jul 2018	£2,295	Washington D.C.	34
The Complete HR Professional	20	02 Jul 2018	27 Jul 2018	£6,950	London	40
Managing the HR Function	5	02 Jul 2018	06 Jul 2018	£2,295	London	40
Judicial Case Management and Legal Ethics <b>N</b>	10	02 Jul 2018	13 Jul 2018	£3,995	London	86
Judicial Case Management	5	02 Jul 2018	06 Jul 2018	£2,295	London	87
Governance, Risk Management and Assurance	10	02 Jul 2018	13 Jul 2018	£3,995	London	31
Developing High Performing Teams <b>N</b>	10	02 Jul 2018	13 Jul 2018	£3,995	Toronto	23

Course	Duration (days)	Start	Finish	Price (£)	Location	Page No
Recruitment and Selection	5	09 Jul 2018	13 Jul 2018	£2,295	London	41
Judicial and Legal Ethics <b>N</b>	5	09 Jul 2018	13 Jul 2018	£2,295	London	87
Mobile Money, FinTech and Agency Banking	10	09 Jul 2018	20 Jul 2018	£3,995	London	58
Treasury Management	10	16 Jul 2018	27 Jul 2018	£3,995	Washington D.C.	50
Succession Planning, Talent and Performance Management	10	16 Jul 2018	27 Jul 2018	£3,995	London	41
The Writing and Presentation Skills Toolkit <b>N</b>	10	23 Jul 2018	03 Aug 2018	£3,995	London	92
Business Writing With Impact <b>N</b>	5	23 Jul 2018	27 Jul 2018	£2,295	London	92
Writing and Delivering Speeches and Presentations with Impact	5	30 Jul 2018	03 Aug 2018	£2,295	London	93
Management Development for Executives (ILM endorsed)	10	30 Jul 2018	10 Aug 2018	£4,150	Washington D.C.	16
Public Sector Procurement for Works and Consultancy Services <b>N</b>	10	30 Jul 2018	10 Aug 2018	£3,995	London	77
<b>AUGUST</b>						
Investment of Pension Fund Assets	5	06 Aug 2018	10 Aug 2018	£2,295	London	60
Pension Scheme Governance and Regulation	5	13 Aug 2018	17 Aug 2018	£2,295	London	60
Risk-Based Internal Auditing	10	13 Aug 2018	24 Aug 2018	£3,995	London	29
Ethics and Integrity in Procurement (Crown Agents Certificate)	10	13 Aug 2018	24 Aug 2018	£4,350	London	75
Electronic Government Procurement: Making it Work	10	13 Aug 2018	24 Aug 2018	£3,995	London	76
Leaders in Transforming Public Service Delivery	5	13 Aug 2018	17 Aug 2018	£2,950	London	83
Integrated Financial Management Systems: Strategy and Implementation	10	13 Aug 2018	24 Aug 2018	£3,995	London	49
Essential Project and Programme Management Skills	10	13 Aug 2018	24 Aug 2018	£3,995	London	67
The Crown Agents Leadership Retreat <b>N</b>	6	19 Aug 2018	24 Aug 2018	£3,595	Sussex, U.K.	21
Mastering Finance for Senior Executives <b>N</b>	5	20 Aug 2018	24 Aug 2018	£2,295	London	52
<b>SEPTEMBER</b>						
The L&D and Training Toolkit	20	03 Sep 2018	28 Sep 2018	£7,250	London	43
Managing the L&D Function	10	03 Sep 2018	14 Sep 2018	£3,995	London	44
Parliamentary Administration <b>N</b>	10	03 Sep 2018	14 Sep 2018	£3,995	London	86
Public Sector Entrepreneurship <b>N</b>	10	03 Sep 2018	14 Sep 2018	£4,650	London	45
Leadership, Public Management and Governance <b>N</b>	15	03 Sep 2018	21 Sep 2018	£6,250	London	20
Managing Pensions in a Development Environment	10	10 Sep 2018	21 Sep 2018	£3,995	Mauritius	61
Strategic Management in the Public and Not for Profit Sectors <b>N</b>	10	10 Sep 2018	21 Sep 2018	£4,650	London	35
Delivering Good Governance in Practice	10	10 Sep 2018	21 Sep 2018	£3,995	London	30
Making the Transition from Manager to Leader (ILM endorsed)	10	10 Sep 2018	21 Sep 2018	£4,150	Toronto	17
Train the Trainer (LPI certified)	10	17 Sep 2018	28 Sep 2018	£4,350	London	44
Strategic Change Management	10	17 Sep 2018	28 Sep 2018	£3,995	Brussels	22
Women in Leadership	10	17 Sep 2018	28 Sep 2018	£3,995	London	18
Strategic HR: Aligning with the Corporate Vision	10	17 Sep 2018	28 Sep 2018	£3,995	London	42
The Development Project Toolkit	20	24 Sep 2018	19 Oct 2018	£7,250	London	65
The PMD Pro Qualifications Toolkit <b>N</b>	20	24 Sep 2018	19 Oct 2018	£7,250	London	66
Project Management of Development Projects (PMD Pro Level 1 Certificate)	10	24 Sep 2018	05 Oct 2018	£4,350	London	66
Forensic Audit	5	24 Sep 2018	28 Sep 2018	£2,295	London	51
The Supply Chain Management Toolkit <b>N</b>	10	24 Sep 2018	05 Oct 2018	£3,995	London	79

Course	Duration (days)	Start	Finish	Price (£)	Location	Page No
<b>OCTOBER</b>						
International Tax and Transfer Pricing	10	01 Oct 2018	12 Oct 2018	£3,995	London	52
Managing Pensions: Essentials for Trustees	10	01 Oct 2018	12 Oct 2018	£3,995	Dubai	61
The CIPS Corporate Award	N 15	01 Oct 2018	19 Oct 2018	£6,650	London	78
Financial Management of Development Projects	10	08 Oct 2018	19 Oct 2018	£3,995	London	65
PMD Pro Level 2 Certification	N 10	08 Oct 2018	19 Oct 2018	£4,350	London	67
Management Development and Mastering Finance for Executives	N 15	08 Oct 2018	26 Oct 2018	£5,850	Dubai	22
Management Development for Executives (ILM endorsed)	10	08 Oct 2018	19 Oct 2018	£4,150	Dubai	16
Public Financial Management: Issues and Solutions	10	08 Oct 2018	19 Oct 2018	£3,995	Dubai	49
Translating Policy into Legislation	5	15 Oct 2018	19 Oct 2018	£2,295	Mombasa	84
Crown Agents' inaugural Accelerate Summit	N 3	15 Oct 2018	17 Oct 2018	£2,450	Mauritius	95
Emotional Intelligence (ILM endorsed)	N 5	15 Oct 2018	19 Oct 2018	£2,450	London	17
3Ps of Public Sector Procurement: Principles, Practices and Performance	N 10	15 Oct 2018	26 Oct 2018	£3,995	Cape Town	73
Electronic Government Procurement: Making it Work	10	15 Oct 2018	26 Oct 2018	£3,995	Cape Town	76
Best Practice Financial Management and Reporting on IPSAS and IFRS® Standards	10	22 Oct 2018	02 Nov 2018	£3,995	Dubai	50
Mastering Finance for Senior Executives	N 5	22 Oct 2018	26 Oct 2018	£2,295	Dubai	52
Mobile Money, FinTech and Agency Banking	N 10	22 Oct 2018	02 Nov 2018	£3,995	London	58
Governance, Risk Management and Assurance	10	29 Oct 2018	09 Nov 2018	£3,995	Dubai	31
<b>NOVEMBER</b>						
Evaluation and Impact Assessment of Policies and Projects	5	05 Nov 2018	09 Nov 2018	£2,295	London	68
ICT Strategy, Governance and Project Management	10	05 Nov 2018	16 Nov 2018	£3,995	London	34
Insurance Strategy: Evolution and Development in Emerging Markets	N 10	12 Nov 2018	23 Nov 2018	£3,995	London	58
Executive Leadership and Corporate Governance	N 15	12 Nov 2018	30 Nov 2018	£6,250	Singapore	29
Executive Leadership In Action (ILM endorsed)	10	12 Nov 2018	23 Nov 2018	£4,650	Singapore	19
Organisational Design and Development	N 10	12 Nov 2018	23 Nov 2018	£3,995	Washington D.C.	43
Countering, Investigating and Prosecuting Fraud and Corruption	10	12 Nov 2018	23 Nov 2018	£3,995	London	31
Countering and Audit of Fraud and Corruption	5	12 Nov 2018	16 Nov 2018	£2,295	London	32
Detection, Forensic Investigation and Prosecution of Fraud and Corruption	5	19 Nov 2018	23 Nov 2018	£2,295	London	32
Results-Based Monitoring and Evaluation	10	19 Nov 2018	30 Nov 2018	£3,995	London	68
Strategic Financial Management and Effective Budget Execution	10	19 Nov 2018	30 Nov 2018	£3,995	London	51
Effective Procurement Strategies for Senior Executives (Crown Agents Certificate)	10	19 Nov 2018	30 Nov 2018	£4,350	London	75
Strategic Leadership in Supply Chain Management	N 5	19 Nov 2018	23 Nov 2018	£2,295	London	79
The Writing and Presentation Skills Toolkit	N 10	19 Nov 2018	30 Nov 2018	£3,995	London	92
Business Writing With Impact	N 5	19 Nov 2018	23 Nov 2018	£2,295	London	92
Corporate Governance for Boards and Senior Executives	N 5	26 Nov 2018	30 Nov 2018	£2,950	Singapore	28
Writing and Delivering Speeches and Presentations with Impact	5	26 Nov 2018	30 Nov 2018	£2,295	London	93
The Strategy Masterclass	N 15	26 Nov 2018	14 Dec 2018	£5,850	London	33
Creating Innovative Practices and Strategies	N 10	26 Nov 2018	07 Dec 2018	£3,995	London	33

Course	Duration (days)	Start	Finish	Price [£]	Location	Page No
<b>DECEMBER</b>						
Developing Effective Policies: Analysis, Evidence and Impact	5	03 Dec 2018	07 Dec 2018	£2,295	London	92
Contract Strategies and Category Management <b>N</b>	10	03 Dec 2018	14 Dec 2018	£3,995	London	77
Treasury Management	10	03 Dec 2018	14 Dec 2018	£3,995	London	50
Effective Management Skills (ILM Level 3 Award)	10	03 Dec 2018	14 Dec 2018	£4,350	Washington D.C.	16
Banking Strategy: Evolution and Development in Emerging Markets	10	03 Dec 2018	14 Dec 2018	£3,995	Dubai	57
Marketing and Communications Excellence <b>N</b>	10	03 Dec 2018	14 Dec 2018	£3,995	London	91
Public Relations and Working with the Media	10	03 Dec 2018	14 Dec 2018	£3,995	London	91
Succession Planning, Talent and Performance Management	10	03 Dec 2018	14 Dec 2018	£3,995	London	41
Directing and Managing Organisational Strategy <b>N</b>	5	10 Dec 2018	14 Dec 2018	£2,295	London	34

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