

YOUR TRUSTED
TRAINING PROVIDER
SINCE 1960



TRAINING AND PROFESSIONAL DEVELOPMENT

DIRECTORY OF COURSES 2022

www.crownagents.com/training



CROWN AGENTS
ACCELERATING SELF-SUFFICIENCY & PROSPERITY

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KEY
🎓 Qualification
✓ Approved
👑 Premium course
🏛️ Dates on demand
NEW New course

MEET OUR TEAM

The training team has its headquarters in London and staff and representatives in a further eight countries. Our staff pride themselves on their deep local knowledge of the countries and clients they serve and will work closely with you to understand your needs and deliver the very best training solution. We are committed to enabling our clients to exceed their learning objectives and create lasting individual and institutional impact.



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BUILDING BACK TOGETHER

Dear Colleagues,

What an extraordinary time we have lived through since the early months of 2020. Our hearts go out to those of our global family who have lost loved ones.

As we near the end of 2021, the situation remains extremely challenging around the world, but there are green shoots of recovery as many countries begin to bring infection rates under control and start to find ways to live with COVID-19 as an ongoing reality.

CROWN AGENTS IS AT THE FOREFRONT OF GLOBAL VACCINE DELIVERIES

Working at Crown Agents has been a source of quiet pride for us since the pandemic began. We have procured and delivered vaccines to some of the most remote places on earth, using our long experience of last-mile logistics to ensure vaccines reach even the most isolated communities. You can read more about our pandemic response on page 12.

OUR 360° OFFERING: IN-PERSON, REMOTE AND E-LEARNING. WE ARE PROUD TO NOW BE A FULL-SERVICE TRAINING ORGANISATION

As travel became impossible, we utilised the experience of our in-house digital learning expert to develop a **remote training offering** which delivers the highest level of learning engagement and interaction online. As of November 2021, we have delivered customised remote training programmes to staff at more than 20 organisations. Learn more on page 9.

We can also deliver larger-scale, multi-country **e-learning via our Learning Management System**. See page 10 to find out about our project for the European Bank for Reconstruction and Development which has so far reached more than 17,000 micro and small businesses across 30 countries.

FACE-TO-FACE TRAINING IS BACK

We were one of a very few international training companies that resumed in-person training during the pandemic. We achieved this through extensive research into the safest global locations and by adhering to strict COVID-safe protocols. We have so far run courses in Dubai, Ghana, Nigeria and the UK and are delighted to be resuming training in the US as entry requirements ease. We are hopeful that we will be able to offer a wider range of locations throughout the course of next year.

NEW TRAINING COURSES IN 2022

We're excited to launch **six new courses** in 2022, focused on four key speciality areas for TPD: procurement, governance, financial management and the banking sector.



We are feeling positive as we look towards the coming year, and sincerely hope that we will be able to meet many of you in person once again.

With the warmest of wishes for the continued good health of you and your families.

Penny Gruber
Head of Training and Professional Development

OUR CAPACITY BUILDING SERVICES

Through our innovative training and professional development programmes, we harness an individual's potential to accelerate positive change in their organisation and play a greater role in their nation's progress.

For over 60 years we have worked with governments, private and public sector organisations and NGOs to help them find lasting solutions to the challenges they face. Since 1960, we've built the capacity of nearly 60,000 professionals in over 100 countries who have returned to their governments or organisations better equipped and inspired to drive and lead change.


Using the expertise of our in-house consultants and global network of associates, Crown Agents designs highly relevant and impactful training programmes, whether they are open scheduled courses or developed specifically for our clients.

At this challenging time, we want to assure you that we will continue to be at your side as your trusted training provider, as we have been since 1960.

OPEN SCHEDULED COURSES

Our comprehensive portfolio of 79 courses in 2022, offers a wide choice of dates and locations and is structured to deliver a clear step-by-step development pathway as you progress through your career. Always highly interactive and engaging, our training is dedicated to delivering practical skills that can be swiftly implemented and built upon to deliver real and lasting results. To enhance the impact of our training, we use a wide range of innovative techniques and methodologies that bring the learning alive; these include group exercises, visits to peer organisations and personal coaching.

DATES ON DEMAND

 Some of our courses have not been scheduled for any set dates in 2022 but can be delivered on request. You'll see these programmes appearing throughout the Directory accompanied by the calendar symbol. If you would like to book, please contact us and a representative will be in touch to discuss your requirements.



CUSTOMISED TRAINING PROGRAMMES

Alongside our comprehensive portfolio of scheduled courses, we work with organisations to develop customised training programmes on a range of bespoke topics to meet their specific capacity-building needs.

When delivering customised training programmes, we communicate closely with our clients to establish a detailed knowledge of their unique issues and what they want to achieve. We then design tailored solutions that can be delivered whenever and wherever suits their requirements.

Our customised training programmes can either be adapted from a scheduled programme to fit any specific business or cultural context, or created from scratch to match your organisation's exact needs.



Delivering customised programmes at a time and in a location that suits you often results in significant savings on travel and accommodation and is a cost-effective way to train groups of staff.

We also know that our clients need to fit training into their busy working schedules, so our customised programmes can be delivered with flexible durations and timetables. Our training can be delivered full-time or spread over a number of weeks to allow staff to do their work around the programme (when delivered remotely).

Our clients' customised programmes are often sponsored by major international donors and institutions, such as the World Bank, African Development Bank, United Nations, USAID and GIZ.

During the pandemic we knew we had to adapt our customised training offer to meet the needs of our valued clients and delegates. Therefore we have incorporated strict safety precautions and hygiene measures into our face-to-face programmes. As one of the only training providers to still deliver in-person courses in 2020 and 2021 we are very confident with the measures we have in place and have been delighted to run a number of both scheduled and customised programmes for our clients since the start of the pandemic.



SOME OF OUR RECENT IN-PERSON CUSTOMISED DELIVERIES HAVE INCLUDED:

BANKING STRATEGY AND MANAGEMENT TRAINING FOR BERHAN BANK S.C.

This was our first face-to-face course following the outbreak of the COVID-19 pandemic. By incorporating safety measures such as the use of PPE, paperless teaching, social distancing measures and strict hygiene protocols in the training room and venue, we were able to demonstrate that face-to-face training can be delivered safely and effectively with the right precautions in place. [see page 71].

STRATEGIC MANAGEMENT AND LEADERSHIP SKILLS TRAINING FOR ABAY BANK

Through highly practical methods and engaging discussions this course built delegates' skills in strategic management, change management and leadership. The training supported the bank's strategic management aims through an exploration of the issues facing the organisation and how the Board could overcome these. [see page 71].

BUILDING CORPORATE GOVERNANCE CAPACITY FOR THE BOARD OF DIRECTORS OF ZEMEN BANK

With content tailored to the financial services context in which the bank operates, Crown Agents delivered practical customised training to nine Board Members from Zemen Bank on Corporate Governance, Risk and Internal Control and Corporate Performance in Dubai. [see p.43]

We're proud to include further case studies throughout this directory showcasing our recent customised projects worldwide.

OUR DELEGATES ENJOYING A SAFE EXPERIENCE BOTH IN THE CLASSROOM AND ON CULTURAL VISITS



THE CROWN AGENTS GUARANTEE OF QUALITY TRAINING – DELIVERED REMOTELY

Due to the global impact of the COVID-19 pandemic, in 2020 we had to rapidly pivot as face-to-face training became an impossibility due to travel restrictions and tough lockdowns imposed around the world. We rose to this challenge by quickly developing remote training and coaching capabilities so that we could reach our valued clients online during the crisis.

While we know that our clients greatly value the face-to-face training in which we specialise, we are proud of how we have been able to adjust our training offering to deliver customised courses remotely at the same high standard and in-depth quality. We have a digital training specialist in our team, who uses their in-depth understanding of how to deliver successful remote learning to create an excellent delegate experience.

Our customised remote courses can be delivered using a variety of training methods to suit your specific needs and requirements:



REGULAR FORMAT TRAINING

Crown Agents can deliver customised remote training courses that closely follow the schedule of our face-to-face courses, replicating all of the standard face-to-face course content and timetable in a digital format that ensures interactivity and high levels of engagement.



ENRICHED VIRTUAL MODEL

Our enriched courses combine elements of both online and offline training. During these programmes, extensive use is made of online discussion-based activities that build upon offline activities and focus on key challenges and issues that participants are facing in their workplace.



TRAINING FOR LARGER GROUPS

Virtual deliveries mean there are few limits to how many participants we can train at once on customised programmes. To enhance the learning experience, the training can be enriched with the inclusion of polls, contextualised Q&A features and quizzes to keep delegates engaged.



FLEXIBLE TRAINING SCHEDULES

Our online courses can be delivered with flexible durations and schedules. They can be taken as full-time training or spread over several weeks to allow staff to do their work around the course, with sessions in evenings and weekends so as not to disrupt working patterns.



USING BLENDED LEARNING APPROACHES

This year we have introduced elements of blended learning into some of our training courses, combining access to online educational materials and opportunities for digital interaction with traditional classroom-based training methods. These programmes may include blended aspects such as online pre and post-course activities, self-paced e-learning or other developmental methods such as remote coaching or mentoring alongside the face-to-face training. This provides delegates with the opportunity for further study and accommodates various learning speeds to ensure full engagement throughout the programme.

SOME OF OUR REMOTE CUSTOMISED DELIVERIES HAVE INCLUDED:

EVALUATION OF POLICY AND PROGRAMMES TRAINING FOR UNICEF MOZAMBIQUE AND PARTNERS

To ensure the online training on this course was effective, and to help facilitate the group sessions, a complementary participant group work document was created with the tools, techniques and templates required to facilitate discussion. [see page 109].

EXPLORING GLOBAL BEST PRACTICE AND INNOVATION WITH THE DEPARTMENT FOR INTERNATIONAL TRADE, BARBADOS

Crown Agents' flexible training approach on this programme meant that delegates could easily fit their work commitments around the five, half-day sessions. A mixture of interactive activities, Q&A sessions and discussions enabled full engagement with the virtual sessions. [see page 101].

STRATEGIC MANAGEMENT AND LEADERSHIP SKILLS TRAINING FOR THE CENTRAL BANK OF NIGERIA

This digital course was constructed using elements of a 'flipped classroom' methodology, with learning delivered through a combination of live online sessions and self-study using online workbook materials. [see page 29].

DIGITAL TRAINING FOR THE EUROPEAN BANK FOR RECONSTRUCTION AND DEVELOPMENT (EBRD)

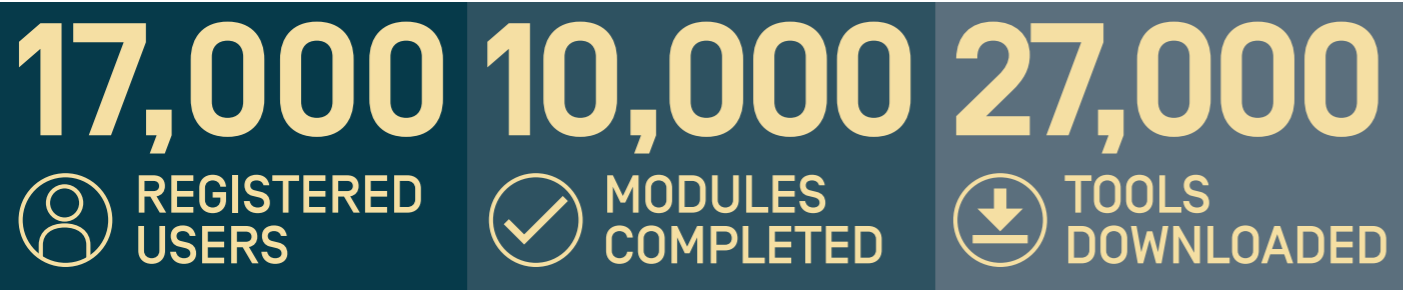
HELPING SMALL BUSINESSES BOUNCE BACK FROM A CRISIS

In a post-COVID-19 world, with economies attempting to recover from recession, micro, small and medium-sized enterprises (MSMEs) will be of great importance to countries' economic growth and will play a critical role in driving recovery. Crown Agents' many decades of advising governments and organisations on how to improve trade and export gives us a unique opportunity to support this agenda. Drawing on over 60 years of consultancy and training experience, we can support small businesses to overcome crises and build the export skills needed to achieve lasting success.

In 2020, we designed and launched the EBRD's Know How Academy programme, a high-profile digital training project. This online learning and advice hub has been designed specifically for the MSMEs that most need practical assistance to manage the impacts of COVID-19 now and as they plan for the future. Available in multiple languages, the programme includes six custom-designed crisis management e-learning modules and a wealth of tools and resources from knowledge partners and sector experts. Designed to help MSMEs mitigate and recover from the economic impact of the pandemic and other crises, the programme is supporting businesses across 30 economies where the EBRD operates.

With the goal of building an ever-larger community of MSMEs and providing an integrated suite of services in a digital setting, this programme is one of the ways the EBRD is helping to ensure long-term sustainable economic growth across its key regions. We are now developing further digital content on this learning platform for the EBRD, aimed at the MSME community.

OVER ITS INITIAL 12-MONTH DURATION THE PROGRAMME RESULTED IN:



“ eLearning is becoming increasingly more prevalent as a teaching tool. With Crown Agents we have been at the forefront of turning eLearning into a medium that can be multilingual, multicountry and be a force for good in accessing underserved communities that aspire to better their knowledge of business management. ”
ALEX PAINE, ASSOCIATE DIRECTOR, EBRD.

DELIVERING LARGE-SCALE TRAINING PROGRAMMES FOR YOU ON OUR LMS

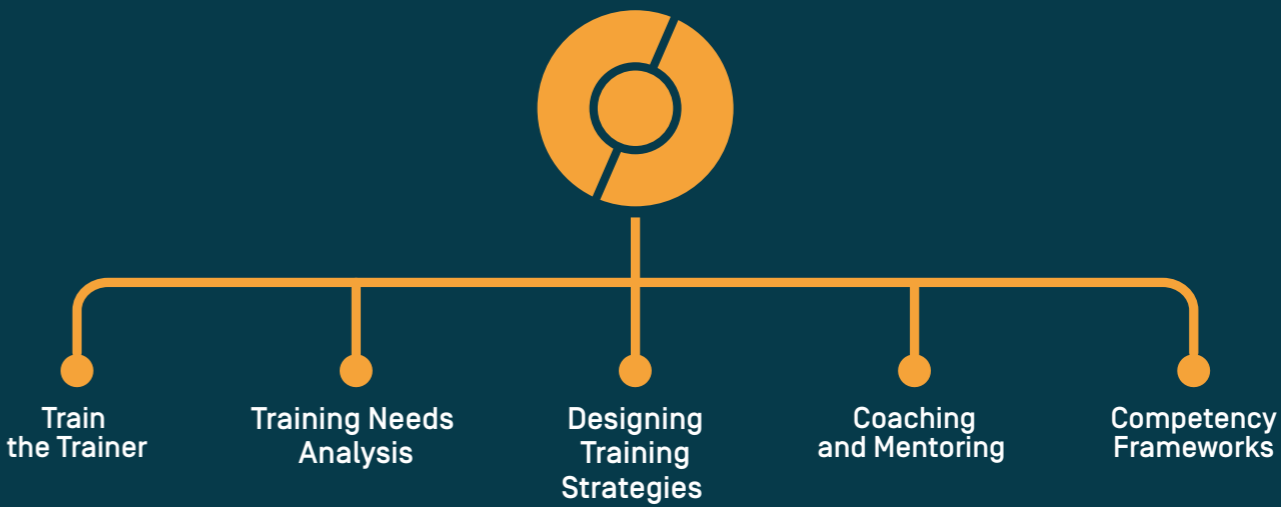
This programme for the EBRD is being delivered on Crown Agents' Learning Management System (LMS). This platform is ideal for delivering large quantities of e-learning for big training cohorts and can be used for learners in multiple locations and in multiple languages. If you need to deliver training on a larger scale, contact us to discuss how we could design a bespoke programme for you. For more information, please contact customisedtraining@crownagents.co.uk

COACHING AND CONSULTANCY SERVICES

OUR CONSULTANCY EXPERTISE

We offer consultancy services in the area of training and professional development, helping department heads and training departments to identify capacity building needs. We then work with our clients to design and deliver effective professional development programmes.

Offering a range of consultancy services, we specialise in skills-gap analysis, competency frameworks, training strategies and coaching and mentoring programmes.



We are able to support and advise our clients on all stages of the consultancy process, including preparation, design, implementation, monitoring and evaluation.

DELVE DEEPER INTO YOUR STRENGTHS AND WEAKNESSES THROUGH EXPERT COACHING OR MENTORING

Coaching is an integral part of our training approach, offering an opportunity for delegates to explore their personal motivations, strengths and weaknesses and develop a plan for growth and improvement away from the pressures of the work environment and everyday life.

On some of our premium scheduled programmes we offer one-to-one coaching and mentoring sessions for delegates to explore their workplace challenges and to develop a solution and action plan, both during and after the course. Personalised mentoring sessions can also be built into our customised programmes as an opportunity either for delegates to ask specialist technical questions relating to their business or to develop a deeper understanding of elements covered in the course.



ABOUT CROWN AGENTS

Crown Agents is the not-for-profit international development company that works in partnership with clients to design and implement practical solutions to their needs. We work with ministries, governments, institutions, donors, foundations, philanthropists and the private sector to tackle the complex challenges they face, whether that is seeking to meet the Sustainable Development Goals (SDGs), improving the quality of life and opportunities for their citizens, or responding to the needs of a global pandemic.

Our values are courage and authenticity: courage to work in the most challenging contexts and be a disrupter in the face of corruption and complexity; authenticity in staying true to what we believe works, and staying honest to ourselves and others about what needs to be done to achieve better or more sustainable solutions.

Whether we are ensuring that local humanitarian organisations across Myanmar are set up to respond to the additional challenges of the COVID-19 outbreak or negotiating the best possible price for cancer drugs for the Government of Ukraine, our people around the globe are committed to achieving a lasting impact in the work that they do.



What defines Crown Agents' approach is the way we combine technical expertise and decades of delivery experience with a deeply rooted insight that comes from our global footprint and the strong relationships with governments and other stakeholders in the places where we work. We believe there is something unique that comes from our longstanding approach of combining private sector agility with a public service ethos.



OUR WORLDWIDE HEALTH, HUMANITARIAN AND SUPPLY CHAIN EXPERTISE

As well as training and professional development, our breadth of expertise and capabilities includes procurement; last mile supply chains and logistics; quality assurance and inspections; large scale fund and programme management; health system strengthening, and humanitarian and stabilisation response. During the pandemic, our skills in managing complex health supply chains were tested like never before, and we rose to the challenge by building new supply chains from scratch to transport the COVID-19 vaccine to some of the most remote communities on earth. We were able to achieve this by drawing on our technical expertise and our trustworthy and agile supply chain network across the globe. This way, we could provide instant and tailored support to our clients, no matter their location.

TACKLING COVID-19 VACCINE INEQUALITY: WE ARE ONLY SAFE WHEN EVERYONE IS SAFE

The COVID-19 pandemic has prompted an impressive global response to fight the virus - from developing vaccines at record speed to ensuring whole populations are being vaccinated within 1.5 years of the outbreak of the pandemic.

With our global footprint, existing health and humanitarian programmes, specialist supply chain capabilities and decades of experience working alongside governments, Crown Agents was able to scale up quickly to support our clients as the crisis took hold. We have worked with over 50 countries to help them respond to the medical needs of their citizens during the pandemic, and to date have procured and delivered thousands of shipments, including over 625,000KGs of medical equipment and supplies.

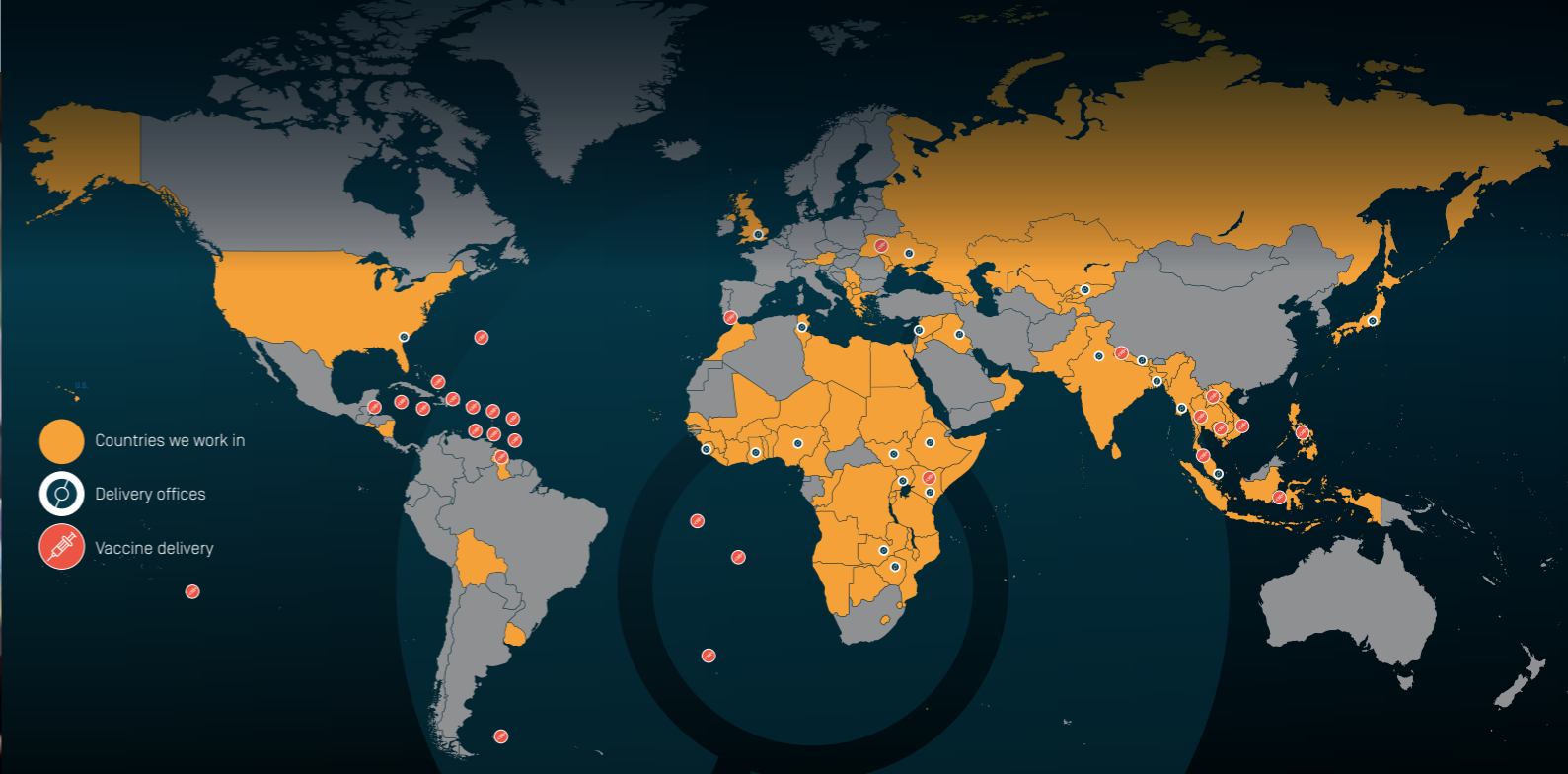
As governments moved towards vaccinating their populations, we were again at the very forefront of the response, delivering over 5 million urgently needed vaccines to some of the most remote places on earth.

Whether we're supporting South Sudan to roll-out their vaccine campaign by training health care workers and managing data collection and coordination, ensuring that rural clinics across Zimbabwe are set up to respond to the challenge of treating patients infected with COVID-19 or delivering vaccine doses almost 10,000 miles to reach isolated research teams in the South Pole, our people around the globe have gone the extra mile in the fight against the pandemic.

“ Crown Agents' support has saved lives in the Overseas Territories and will have long-terms benefits. As a reliable and long-term partner of the UK Government, Crown Agents is entrusted by the FCDO with providing supply chain services in deliveries of approved COVID-19 vaccines to the Overseas Territories. This is a complex and high-profile operation which Crown Agents has carried out reliably and professionally. ”

ADAM PILE, Deputy Director, Head of Caribbean and Southern Oceans Department, FCDO.

We work in over **101 countries**, with **delivery offices in 22 countries**. In 2021 we have reached over **108 million people** through our global programmes.



CROWN AGENTS ALUMNI NETWORK

In 2020, Crown Agents Training and Professional Development entered its 60th year of building the skills and capacity of professionals worldwide. To mark this occasion, we were thrilled to launch our Alumni Benefits Programme.

Whenever we welcome someone on one of our programmes anywhere in the world, we begin on a journey together that is long term, collaborative and keeps building on classroom learnings. As well as an excellent training experience with us, you are also gaining access to an international community of excellence with like-minded professionals from around the world.



Our alumni network has nearly 3,000 active members and we are thrilled to have the opportunity to reward them with a package of benefits and merchandise in recognition of their achievements and loyalty.

There are four levels in the alumni programme which are based on the number of open scheduled courses that delegates have attended since 2013*:



Each level comes with an expanding range of exclusive benefits, including framed certificates, premium badges, luxury merchandise, invitations to alumni networking events and even access to a dedicated executive mentoring programme.

All of our alumni will also benefit from a range of learning-based benefits, with access to a virtual network of professionals from across the world through our Facebook and WhatsApp platforms. They can keep in touch with our subject-matter experts and course leaders to maintain up-to-date knowledge of their chosen topic and stay abreast of best practice.

We know that it is when delegates get back to the office that the hard work of implementing action plans and driving change begins. That's why we're always available to provide further support.

We're pleased to be able to thank our delegates in this way for their ongoing loyalty to Crown Agents, and it's a pleasure to admit them into our welcoming family of professionals from all over the world.

**Terms and Conditions apply*

PRACTICAL SKILLS AT THE HEART OF EFFECTIVE MANAGEMENT

Today's 21st century manager needs a complete range of both technical and soft skills to manage teams effectively and deliver results for their organisation.



OUR TRAINING LOCATIONS



We offer international training courses in eight dynamic and exciting global hubs, giving our delegates the opportunity to explore iconic cities and take part in engaging site visits to enhance their learning experience.



CENTRAL LONDON, UNITED KINGDOM

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' headquarters 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.

The venue offers a range of bright and contemporary training rooms. Some training courses will also be held in modern training facilities within walking distance.



WASHINGTON D.C., USA

Our courses in the U.S.A. are held in Washington D.C., seat of the U.S. administration and rich in history, culture and famous landmarks. Training takes place at leading hotels in friendly and vibrant Arlington, just across the famous Potomac River, an ideal base for exploring all that Washington D.C. has to offer.



MIAMI, USA

Miami is a thriving business district with the largest concentration of international banks in the U.S. The city boasts flawless beaches, world-class hotels and a wealth of entertainment attractions. Rich in cultural history, the city is home to the world's largest collection of Art Deco architecture. Delegates will have the opportunity to enjoy iconic spots such as Ocean Drive and the Art Deco History District.



TORONTO, CANADA

Toronto is the fourth-largest city in North America and a vital financial and technological hub. It is a multi-cultural city rich in history, and home to many renowned landmarks, restaurants, museums, art galleries and parks. During the training, delegates will have the opportunity to enjoy cultural visits to famous sites, such as Niagara Falls.

ENSURING YOUR SAFETY DURING COVID-19

We are one of the few international training providers to have continued to hold in-person training during the pandemic, once we had established a safe way to offer our services.

By incorporating safety precautions on our face-to-face training courses, including smaller groups of delegates, strict hygiene protocols, paperless teaching and social distancing measures in the training room and venue, we can provide a safe environment for training to take place during the pandemic.

Please be assured that we will be exceeding all recommended hygiene and safe distancing protocols to deliver your training course in the safest way possible and will be working closely with training venues to ensure this.

DUBAI, UNITED ARAB EMIRATES

Training takes place at a hotel ideally situated a short walk from the iconic Palm Islands. Home to stunning modern architecture and beautiful beaches, Dubai has emerged as the dynamic business hub of the Middle East. Delegates enjoy sightseeing trips such as a relaxing harbour boat cruise during their stay.



KUALA LUMPUR, MALAYSIA

The cultural hub of Malaysia, Kuala Lumpur is among the fastest growing metropolitan areas in South-East Asia. Home to iconic modern architecture, colourful food-stall-lined streets and ancient mosques and temples, the city is a vibrant cultural melting pot with excellent sightseeing opportunities including Petronas Towers, the Batu Caves and Thean Hou Temple.



SINGAPORE

Our training in Singapore is delivered in the stylish Orchard Road area of the city, a buzzing central neighbourhood of shops, hotels and restaurants, close to famous landmarks such as Raffles Hotel and the beach resorts of Sentosa Island.



MAURITIUS

Mauritius, an Indian Ocean island nation, is known for its idyllic beaches, lagoons and reefs. Our training courses are held in the buzzing capital city of Port Louis, the busiest port in the Indian Ocean and a melting pot of old and new, with imposing colonial style buildings found next to swanky modern shopping complexes.



YOUR WORLD-CLASS TRAINING EXPERIENCE

What to expect on your next Crown Agents' training course:



CERTIFICATE OF ATTENDANCE

All delegates receive a Crown Agents certificate - a globally recognised mark of excellence - confirming their completion of the training. Delegates also receive an official group photo for display back in the office.



ALUMNI COMMUNITY

All delegates gain automatic entry into our global alumni community and will receive an expanding range of exclusive benefits, merchandise and invitations to alumni networking events.



OUR TRAINING FACILITIES AND LEARNING MATERIALS

All of our training is delivered in training centres or hotels worldwide 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 when you book. Delegates attending our courses will also receive an easy to use e-reader tablet preloaded with all training materials.

Please be assured that we will be exceeding all recommended hygiene and safe distancing protocols to deliver your training course in the safest way possible during the COVID-19 pandemic and will be working closely with training venues to ensure this.



COURSE SPECIFIC STUDY VISITS AND CULTURAL EXCURSIONS

Each course includes at least one study visit to a relevant organisation or project to view classroom-based theory in action, as well as hearing from inspirational guest speakers relevant to the industry or topic. Delegates will also enjoy a cultural excursion.

* Terms and Conditions apply



TRAINING LANGUAGE

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

We can deliver customised courses in other languages; please contact us for further information.



REWARDING LOYALTY

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



TRANSPORT AND ACCOMMODATION ADVICE

All 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, our training facilities in Central London are at the heart of the train and Underground network, with easy access to a range of accommodation options across London and the surrounding areas.

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.



CATERING

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 to suit all tastes.

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 INSTITUTION (BSI)

Crown Agents is certified by the British Standards Institution (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 90 for more details.



THE CHARTERED GOVERNANCE INSTITUTE UK & IRELAND

The Chartered Governance Institute UK & Ireland supports Crown Agents' specialist training in governance. They host study visits and offer course alumni complementary professional subscription.



IFRS FOUNDATION

In order to ensure the highest learning standards for delegates, Crown Agents delivers Financial Management and Reporting on IPSAS and IFRS® Standards training courses using excerpts from the official IFRS® Standards under licence from the IFRS Foundation.



ASSOCIATION OF CHARTERED CERTIFIED ACCOUNTANTS (ACCA)

Crown Agents and the Association of Chartered Certified Accountants (ACCA) partner on selected courses in the Financial Management portfolio. By blending our training expertise with ACCA's examinations and qualifications offer, we provide delegates with certifications recognised around the world.



PM4NGOs

Crown Agents offers training courses aligned to the internationally recognised certification programmes, Project DPro and Program DPro, developed by PM4NGOs. As a PM4NGOs Training Partner Organisation, Crown Agents has access to training resources and support developed by PM4NGOs.



INTERNATIONAL CHAMBER OF COMMERCE (ICC)

Crown Agents training course in Incoterms® (International Commercial Terms) is delivered by an International Chamber of Commerce (ICC) Registered Trainer in the Incoterms® 2020 rules. The trainer registration and certification are issued exclusively by the ICC Academy.



THE INSTITUTE OF LEADERSHIP & MANAGEMENT

A number of our leadership and management courses are accredited by The Institute of Leadership & Management. Using their expertise, the Institute quality assures these programmes, ensuring we provide clients with the highest standard of leadership development. Delegates who complete one of our Institute approved courses also gain Associate Professional Membership status with The Institute of Leadership & Management and access to their latest online leadership development resources.

We also have **MoUs** and work in collaboration with further prestigious organisations to deliver our capacity building services. These include:



CHARTERED INSTITUTE OF BANKERS OF NIGERIA

We have formed a partnership with the Chartered Institute of Bankers of Nigeria (CIBN) to deliver quality training services together in Nigeria and West Africa, focussing on capacity building in the influential and growing banking sector within the region.



ETHIOPIAN MANAGEMENT INSTITUTE

In July 2018 we signed a MoU with the Ethiopian Management Institute in Addis Ababa. This partnership forms the base for our two organisations to explore opportunities to develop human resources and public sector management training together.



PUBLIC SERVICE INSTITUTE OF NIGERIA

We finalised a MoU with the Abuja-based civil service training college in March 2019. Crown Agents' international experience will complement the PSIN's record of consultancy, training and research services within Nigeria. We are currently planning a programme of collaborative courses in-country.

“[The training] was a tool for rediscovering myself and preparing for the future. The course...was really exciting, instructive, inspiring and above all articulating. It allowed me to rediscover my hidden leadership potential.”

MOHAMMED SANI MUSA, Senator, National Assembly, Nigeria, a delegate attending Executive Leadership in Action – Short Course, October 2021, London



LEADERSHIP, MANAGEMENT AND DEVELOPMENT

2022 TRAINING COURSES	START	END	LOCATION
Effective Management Skills	31 Jan 11 Jul 05 Dec	11 Feb 22 Jul 16 Dec	London London Dubai
Management Development for Executives [approved by the Institute of Leadership & Management]	14 Mar 03 Oct	25 Mar 14 Oct	London London
The Agile Manager	28 Mar 15 Aug	01 Apr 19 Aug	London Washington D.C.
The Agile People and Project Manager Toolkit	28 Mar 15 Aug	08 Apr 26 Aug	London Washington D.C.
Developing Future Leaders [approved by the Institute of Leadership & Management]	10 Jan 11 Jul	21 Jan 22 Jul	London London
Emotional Intelligence: Enhancing Management and Leadership Impact [approved by the Institute of Leadership & Management]	28 Feb 12 Sep	04 Mar 16 Sep	Dubai London
Coaching and Mentoring Skills for Managers and Executives	07 Mar 05 Sep	11 Mar 09 Sep	Dubai London
Emotional Intelligence, Coaching and Mentoring Toolkit	28 Feb 05 Sep	11 Mar 16 Sep	Dubai London
Executive Leadership In Action [approved by the Institute of Leadership & Management]	11 Jul 07 Nov	22 Jul 18 Nov	London London
Women in Leadership	14 Feb 12 Sep	25 Feb 23 Sep	London Washington D.C.
Strategic Change Management	09 May 12 Sep	20 May 23 Sep	Miami Washington D.C.
The Crown Agents Leadership Retreat	05 Sep	09 Sep	Sussex
Developing High Performing Teams	07 Mar 26 Sep	11 Mar 30 Sep	London London
The Emotional Intelligence and Leadership Toolkit	28 Feb	11 Mar	Dubai
The Leadership and Governance Toolkit for Boards and Senior Executives	07 Mar 06 Jun 28 Nov	18 Mar 17 Jun 09 Dec	Dubai London London
Crisis Leadership: Rising to the Challenge	Dates on Demand		
Executive leadership in Action - Short Course	07 Mar 06 Jun 28 Nov	11 Mar 10 Jun 02 Dec	Dubai London London

ABOUT THE PORTFOLIO

Our cutting-edge management and leadership programmes offer a clear learning pathway as you progress through your career.

From **Management Development for Executives** through to **Executive Leadership in Action** and **The Crown Agents Leadership Retreat**, our programmes will empower you to release your full potential as a manager or leader.

OUR COLLABORATION WITH THE INSTITUTE OF LEADERSHIP & MANAGEMENT



A number of our leadership and management courses are endorsed or recognised by The Institute of Leadership & Management (TILM). Using their expertise, The Institute of Leadership & Management quality assures these programmes, ensuring we provide clients with the highest standard of leadership and management development.

FEATURED TRAINERS



MARIA OLDER

Maria is a charismatic and solution-focused facilitator who designs and delivers innovative training that focuses on individuals' needs and their unique learning journey.

Through her extensive international experience, she has an in-depth appreciation of how to bring learning to life.

A highly inspirational leadership and development professional, Maria has over 30 years' experience of delivering pragmatic and practical training across North America, Canada, Europe, Africa and Asia.

With a focus on the practical applications of training materials, her coaching style encourages delegates to drive and implement change at both the individual and organisational level.



RALPH NAYLOR

A natural facilitator of skills development in leadership, change, innovation and project working, Ralph uses dynamic approaches and real-life situation training to enable delegates to commit to decisions and actions, both personal and organisational.

He has extensive experience working with many organisations in the public, private and third sectors.

Ralph has an MSc in Organisational Behaviour and is a member of The Learning and Performance Institute, Chartered Institute of Personnel Development and the Institute of Leadership & Management.

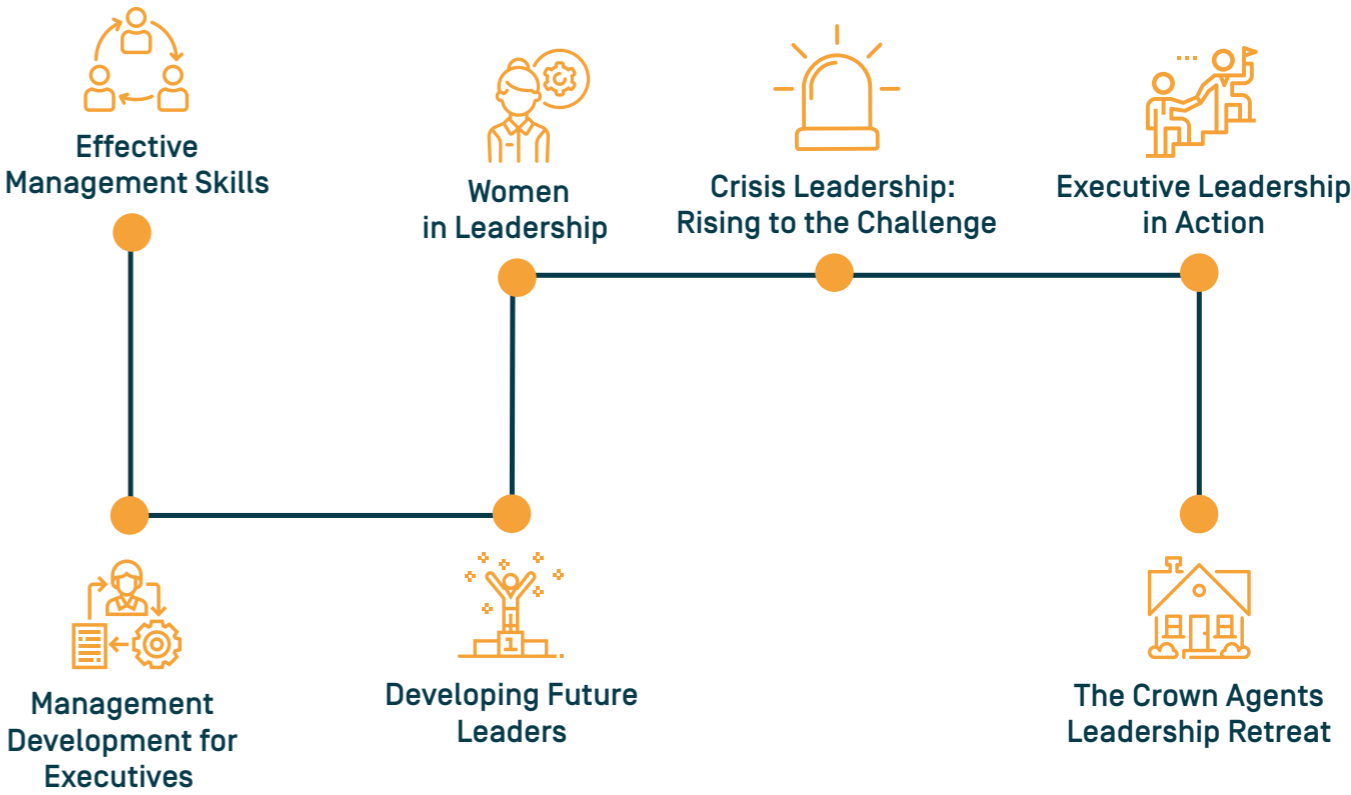
INDICATIVE STUDY VISIT



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

PROGRAMMES FOR EVERY STEP OF YOUR CAREER JOURNEY



EFFECTIVE MANAGEMENT SKILLS

20% OFF
JAN-MAR COURSES

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.

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.

- 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

DURATION	FEE	DATE	VENUE
10 days	£4,250	31 January - 11 February 2022	London
		11 - 22 July 2022	London
		05 - 16 December 2022	Dubai

MANAGEMENT DEVELOPMENT FOR EXECUTIVES (approved by the Institute of Leadership & Management)

20% OFF
JAN-MAR COURSES

THE INSTITUTE OF LEADERSHIP & MANAGEMENT APPROVED

INCLUDES COACHING FOR PERFORMANCE MODULE

An ideal progression course for delegates who have completed the Effective Management Skills 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 staff 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

This programme is accredited by The Institute of Leadership & Management. This confirms that it has been independently verified and meets the evidence-based standards of The Institute's 5 Dimensions of Leadership: Authenticity, Vision, Achievement, Ownership and Collaboration. On completion of the programme, delegates will receive Studying Membership of The Institute of Leadership & Management and access to its award-winning e-learning tool, MyLeadership.

DURATION	FEE	DATE	VENUE
10 days	£4,250	14 - 25 March 2022	London
		03 - 14 October 2022	London

THE AGILE PEOPLE AND PROJECT MANAGER TOOLKIT

20% OFF
JAN-MAR COURSES

This two-week programme combines:

The Agile Manager **05 days**
The Agile Project Manager (APMG AgilePM® Certificate) **05 days**
(see the course outline on p.77)

To be successful in today's organisation, you must be able to adapt and respond quickly to the changing needs and wants of your team and deliver projects in an agile way. Flexibility, compassion and agility are key attributes of an effective manager. On the other hand, focus, adaptability, collaboration, communication, control, empowerment, risk management and governance are all key themes of a modern-day project.

This programme will help you to balance these demands and become a more successful 21st century manager. In week one, delegates will cover the skills and attributes needed to develop high performing teams and individuals. The second week will focus on the principles, people, processes, products and practices of the Agile Project Management Framework, and the tools and techniques of the Dynamic Systems Development Method (DSDM).

- COURSE OBJECTIVES:** On completion, you will be able to:
- Understand your own preferred style of management and the impact it has on your team
 - Be a change agent and employ powerful communication strategies and skills

- Deliver quicker, cost-effective and low risk change on an Agile project
- Apply the DSDM approach to projects and daily activities
- Apply and tailor management styles for Agile projects

- KEY TOPICS**
- Management styles and their impact
 - Managing change within oneself and for the team
 - Communication skills, attitudes and behaviours
 - Performance management – balancing team, task and individual needs
 - Traditional project management – constraints and disciplines
 - Agile project principles, life cycle processes and products
 - Agile project roles and responsibilities
 - DSDM practices, tools and techniques

ABOUT THE APMG INTERNATIONAL AgilePM® FOUNDATION QUALIFICATION

Crown Agents is in the process of applying to become an APMG Accredited Training Organisation (ATO) - this course is subject to successful application. This course covers the syllabus of the APMG International AgilePM® Foundation certificate. Delegates will take the Foundation exam through APMG International.

DURATION	FEE	DATE	VENUE
10 days	£4,450	28 March - 08 April 2022	London
		15 - 26 August 2022	Washington D.C.

THE AGILE MANAGER

20% OFF
JAN-MAR COURSES

The role of managers in senior and executive positions is evolving. To be successful in today's organisation, you must be able to adapt and respond quickly to the changing needs and wants of your team. Flexibility, compassion and agility are therefore key attributes of an effective and authentic manager.

This programme will help you become a more successful 21st century manager and raise your profile and credibility within your organisation. It focuses on the skills and attributes needed to achieve a balance between delivering results, creating a high performing team and developing and nurturing the individuals within that team for optimum performance.

- COURSE OBJECTIVES:** On completion, you will be able to:
- Understand your own preferred style of management and the impact it has on your team
 - Be a change agent: recognise and manage the impact of change on you and your team
 - Use powerful communication strategies and skills to empower and support personal development
 - Manage your team to achieve enhanced performance and timely results
 - Deal swiftly with performance situations and behaviours

- KEY TOPICS**
- Identifying various management styles and how they impact in different environments
 - Managing change within oneself and for the team
 - Team development and the role of the team leader
 - Communication skills, attitude and behaviours
 - Performance management – balancing team, task and individual needs
 - Looking ahead – the difference between management and leadership

This is week one of **The Agile People and Project Manager Toolkit**.

DURATION	FEE	DATE	VENUE
05 days	£2,495	28 March - 01 April 2022	London
		15 - 19 August 2022	Washington D.C.

DEVELOPING FUTURE LEADERS

[approved by the Institute of Leadership & Management]



INCLUDES COACHING FOR PERFORMANCE MODULE.

This programme is designed for managers who are moving, or have the potential to move, into leadership roles. It guides delegates through the challenging transition from being a manager with a primary focus on delivery and making things happen, to becoming a leader who inspires trust and makes people think, feel and act.

Over two challenging weeks, delegates will study the behaviours, mindset 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 identifying key problem-solving techniques to overcome organisational barriers, using coaching skills for performance improvement and employing influencing skills to make 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 by examining your own preferred leadership style
- 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
- Influencing approaches

This programme is accredited by The Institute of Leadership & Management. This confirms that it has been independently verified and meets the evidence-based standards of The Institute's 5 Dimensions of Leadership: Authenticity, Vision, Achievement, Ownership and Collaboration. On completion of the programme, delegates will receive Studying Membership of The Institute of Leadership & Management and access to its award-winning e-learning tool, MyLeadership.

DURATION	FEE	DATE	VENUE
10 days	£4,250	10 - 21 January 2022	London
		11 - 22 July 2022	London

CRISIS LEADERSHIP: RISING TO THE CHALLENGE

The true test of leadership is how leaders respond, lead the recovery, and create future sustainable success in times of crisis. Responding to a crisis requires a transformation of processes, resources and strategies, but also an adjustment to the attitudes and mindset of any leader who needs to successfully lead through and beyond that crisis.

Crown Agents has an outstanding track record in providing leadership in crisis situations, including most recently during the COVID-19 pandemic; we have rapidly deployed to meet the supply needs of more than 50 countries and found solutions to the unforeseen disruption to global supply chains and huge operational challenges, whilst providing strong guidance to governments in the face of uncertainty and rapid change.

Using case studies and real-life examples of leadership in crisis situations, this programme will help leaders of any organisation to be more resilient and effective in leading the response and the recovery from crisis situations. It will explore the skills, behaviours and attitudes needed by all leaders to rise to the challenges of uncertain and volatile times, and to be ready to seize the opportunities that can help organisations move forward into a successful future.

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

- Understand your own preferred leadership style during crises by examining your personal values and their impact on your team
- Develop your personal resilience and emotional intelligence to be a more successful leader during a crisis

- Use appropriate communication and interpersonal skills to deal with the needs and wants of individuals who are facing change and uncertainty
- Make tough decisions and realign and communicate priorities amid turbulent and rapidly changing scenarios
- Select innovative strategies to respond effectively to any crisis and set a direction for recovery
- Create a culture of trust, accountability and personal ownership
- Engage, empower and motivate your team
- Use coaching skills and behaviours to assist your team to deal with the challenges of any crisis situation

KEY TOPICS

- Leadership styles and behaviours
- Being an authentic and resilient leader
- Communication skills, attitudes and behaviours
- Creating cohesive high-performing teams
- Developing strategies for maintaining the short and long-term health of your organisation
- Coaching skills and behaviours

DURATION	FEE	DATE
10 days	£4,195	DATES ON DEMAND



PREMIUM PROGRAMME

EXECUTIVE LEADERSHIP IN ACTION

[approved by the Institute of Leadership & Management]



This course is our most senior leadership programme and is designed for the 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. They will also focus on influence, conflict resolution, taking responsibility, coaching for improved performance 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 explore influencing strategies and the use of power to identify their own preferred way of making an impact and engaging with people.

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
- Use influencing 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
- 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

This programme is accredited by The Institute of Leadership & Management. This confirms that it has been independently verified and meets the evidence-based standards of The Institute's 5 Dimensions of Leadership: Authenticity, Vision, Achievement, Ownership and Collaboration. On completion of the programme, delegates will receive Studying Membership of The Institute of Leadership & Management and access to its award-winning e-learning tool, MyLeadership.

DURATION	FEE	DATE	VENUE
10 days	£4,750	11 - 22 July 2022	London
		07 - 18 November 2022	London

EXECUTIVE LEADERSHIP IN ACTION – SHORT COURSE



This short course is a condensed version of our two-week Executive Leadership in Action [approved by the Institute of Leadership and Management] course. Designed for the executive who wants to develop their personal insight and effectiveness and to grow as a leader, this programme will provide an opportunity to explore your strengths in a trusting, peer-to-peer environment.

Delegates will identify the qualities and values of a successful leader and how to apply these to their own personal development journey. Prior to the course they will identify a real-life challenge to work through during the week and will focus on influence, conflict resolution, taking responsibility and making difficult decisions.

Delegates 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. Delegates 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
- Appreciate how emotional intelligence can help you 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
- Apply basic coaching skills for performance improvement
- Return to work with a practical Personal Development Plan

This programme is accredited by The Institute of Leadership & Management. This confirms that it has been independently verified and meets the evidence-based standards of The Institute's 5 Dimensions of Leadership: Authenticity, Vision, Achievement, Ownership and Collaboration. On completion of the programme, delegates will receive Studying Membership of The Institute of Leadership & Management and access to its award-winning e-learning tool, MyLeadership.

This is week one of **The Leadership and Governance Toolkit for Boards and Senior Executives**.

DURATION	FEE	DATE	VENUE
05 days	£2,495	07 - 11 March 2022	Dubai
		06 June - 10 June 2022	London
		28 November - 02 December 2022	London

THE LEADERSHIP AND GOVERNANCE TOOLKIT FOR BOARDS AND SENIOR EXECUTIVES

20% OFF
JAN-MAR COURSES



Globally, the first quarter of the 21st century is “the era of governance”, and the pursuit of good governance is very high on international, national and organisational agendas in this ever more complex business world.

This two-week programme combines:
Executive Leadership in Action – Short Course 05 days
Corporate Governance for Boards and Senior Executives 05 days

Sustainable success is no longer the preserve of financial strategies and metrics, but intrinsically linked to environmental, social, and governance (ESG) aspects. Organisations around the world are now attempting to develop and deliver essential strategies that work in this rapidly evolving global arena. The structural, technical and cultural challenges this poses for governance machinery and organisational leadership are immense, and accountability for their effectiveness is now subjected to far more robust scrutiny.

Delivering demonstrably excellent corporate governance poses significant leadership challenges and often requires significant change and development. It places expectations, responsibilities and accountabilities upon Board Members, Senior Executives and Non-Executives charged with running organisations to strive for a higher standard of consistent governance excellence.

This interactive and challenging programme recognises that good organisational leadership and corporate governance work together in all successful organisations. Excellent corporate governance leadership provides the right strategic direction, high quality and ethical decision making, effective implementation of policies and organisational control. Through robust leadership, accountability, oversight and assurance, governance goes beyond just legal and regulatory compliance and duties of care and is the key enabler of achieving the very best outcomes for all stakeholders.

WHO IS THIS PROGRAMME FOR?

This programme is designed for current and future executive and non-executive Board Members and Senior Executives. It will bring together the full range of expectations, competencies and behaviours required for Board Members, and takes them on a learning journey to achieve their corporate governance and personal development aims as they transition from being a “doing” board into a “governing” board.

Working with our experienced trainers, delegates will be offered 1-2-1 executive coaching both during and after the programme to help embed learnings by addressing their individual leadership and governance challenges. You will be encouraged to produce a personal development plan to use learnings to address the challenges faced within your own workplace.

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

- Understand the purpose and direction of governance and leadership at the very top of an organisation
- Appreciate the challenges, risks and opportunities of corporate strategic decision making and how to integrate effective ESG thinking
- Develop the right organisational culture and lead organisational behaviour
- Demonstrate ethical leadership
- Maintain effective stakeholder engagement
- Build and maintain personal and organisational trust and accountability
- Appreciate how to undertake effective oversight including financial, information and risk governance

KEY TOPICS

- The nature, purpose, principles and practices of corporate governance
- The purpose and challenges of leadership for Board Members
- Effective organisational decision making and board effectiveness
- Culture and climate of leadership and governance excellence
- The values and principles of ethical leadership
- Trust, accountability and ownership
- Collective responsibilities
- Skills and attitudes of successful Executive and Non-Executive Board Members

DURATION	FEE	DATE	VENUE
10 days	£4,750	07 - 18 March 2022	Dubai
		06 - 17 June 2022	London
		28 November - 09 December 2022	London

WOMEN IN LEADERSHIP

20% OFF
JAN-MAR COURSES

Build an invaluable network, share insights and solutions and take the next step on your leadership journey with this empowering two-week course.

This programme is targeted at women who are aspiring to improve their leadership capabilities. It will 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. You will learn and develop the skills and confidence you need to reach your goals and unlock your potential.

Delegates will be examining their own leadership behaviour and how to build on their strengths to generate success within the workplace. Training will also focus on developing greater emotional intelligence and resilience to be able to overcome self-limiting beliefs and bias in order to communicate more effectively with authority, grow in confidence and build influence.

WHY A WOMAN-ONLY PROGRAMME?

It's clear that 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 don't help women develop a balanced set of 'hard' and 'soft' skills
- 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

This course addresses the specific needs of women in the workplace, creating 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 discussions, ongoing feedback and, at request, 1-2-1 coaching sessions.

This programme is essential for any woman aspiring to accelerate her career and grow as a leader.

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 organisational hierarchy
- Act with greater confidence and ownership of your chosen leadership style
- Improve your strategic change management skills
- 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	FEE	DATE	VENUE
10 days	£4,195	14 - 25 February 2022	London
		12 - 23 September 2022	Washington D.C.

CASE STUDY

DEVELOPING STRATEGIC LEADERSHIP AND MENTORING SKILLS FOR THE CENTRAL BANK OF NIGERIA

In November 2020, the Central Bank of Nigeria (CBN) commissioned Crown Agents to deliver a five-day training course for 23 employees from the Bank's Security Services department. The aim of this training was to provide delegates with the skills and knowledge to assist the implementation of their vision and supporting strategies, and to enhance their understanding of what it takes to be an effective and successful leader.

THE PROJECT

Due to the restrictions caused by the Coronavirus pandemic, CBN requested this course to be delivered remotely over the Zoom platform. The programme was constructed using elements of a 'flipped classroom' methodology, with learning delivered through a

combination of live online sessions and self-study using online workbook materials.

This comprehensive training course combined an examination of innovative and strategic thinking with a study of emotional intelligence in a leadership context. Participants were encouraged to consider their own behaviour in the context of the Security Services department, and the role emotional intelligence can play in delivering effective leadership.

The course also included a consideration of the importance of effective mentoring in successful leadership. Using practical exercises and case studies, delegates gained clear insights into how mentoring can be used to build more successful and productive individuals, teams and organisations.

On review of the programme, DR CHARLES BASSEY, Head Technical Support, Central Bank of Nigeria, commented that:

“ The practical sessions during the course were very helpful in bringing learning deliverables into workplace realities and it was interesting to see my colleagues being immersed in the various role plays and discussions...It was clearly a worthy investment of organizational and personal resources. ”

THE EMOTIONAL INTELLIGENCE AND LEADERSHIP TOOLKIT

20% OFF
JAN-MAR COURSES

This two-week programme combines:

- Emotional Intelligence: Enhancing Management and Leadership Impact [approved by the Institute of Leadership & Management]

05 days
- Developing High Performing Teams

05 days

This comprehensive programme will take you on a journey of self-development to become a better manager able to empower teams to achieve a greater vision and purpose. Through a study of emotional intelligence (EQ), management styles and leadership qualities you will become more resilient, have better work relationships and make smarter and more authentic decisions for both yourself and your team.

In week one, delegates will work with a leading expert in the field of EQ to develop insights into what makes an emotionally intelligent leader and develop their skills to be able to use this to a positive effect in the workplace.

In week two, the focus will be on driving the development and output of a high performing team. Delegates will explore the core areas of management, team development strategies and the aspects of performance and change management that are necessary to enable your team members to perform their roles to the highest standard.

- COURSE OBJECTIVES:** On completion, you will be able to:
- Gain insight into your emotional intelligence

- Use IQ and EQ together to make more considered and smarter business decisions and build better relationships
- Understand what it takes to develop and sustain high performing teams
- Develop your skills and knowledge as a people manager
- Understand the organisational culture and climate required to stimulate consistent high performance
- Develop your team members' skills through coaching

KEY TOPICS

- The power and importance of emotional intelligence in the modern workplace
- Empathy, listening skills and tuning in to the feelings of others
- Improving resilience and managing stress and the emotional aspects of change
- The recipe for successful team development: defining vision and roles, measuring success, overcoming challenges
- Building on strengths as a manager and working on weaknesses
- Key communication skills
- Successful management of any dysfunctional aspects of a team

DURATION	FEE	DATE	VENUE
10 days	£4,250	28 February - 11 March 2022	Dubai

DEVELOPING HIGH PERFORMING TEAMS

20% OFF
JAN-MAR COURSES

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 collection of individuals who collaborate and 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 successful manager is to enable his/her team members to perform in their roles at the highest standards and to exceed expectations in their delivery of set objectives. That is why having team development and people management skills that get the most out of people are so essential for anyone who has management responsibilities. It also requires a high degree of self-awareness of key strengths, weaknesses and motivations on the part of a manager.

This course is essential for all managers who want to build successful teams that consistently exceed expectations and to increase their own skills and knowledge as an emotionally intelligent manager. Delegates will explore core areas of the role of a team leader, team development strategies, essentials of successful teamwork, aspects of performance and change management.

- COURSE OBJECTIVES:** On completion, you will be able to:
- Understand what it takes to develop and sustain high performing teams
 - Develop your skills and attitude as a people manager
 - Understand the organisational culture and climate required to stimulate consistent high performance
 - Develop your team members' skills through coaching conversations

KEY TOPICS

- The recipe for successful team development: defining vision and roles, measuring success, overcoming challenges
- Understanding yourself as a people manager – building on strengths and working on weaknesses
- Performance management essentials
- Key communication skills for building and maintaining team morale
- Leading teams through change
- Successfully managing any dysfunctional aspects of a team

This is week two of **The Emotional Intelligence and Leadership Toolkit**.

DURATION	FEE	DATE	VENUE
05 days	£2,495	07 - 11 March 2022	London
		26 - 30 September 2022	London

EMOTIONAL INTELLIGENCE: ENHANCING MANAGEMENT AND LEADERSHIP IMPACT [approved by the Institute of Leadership & Management]

20% OFF
JAN-MAR COURSES

THE INSTITUTE OF LEADERSHIP & MANAGEMENT APPROVED

Emotional intelligence (EQ) enables you to bring thoughts and feelings together to become a more rounded and successful individual. EQ is now increasingly recognised by organisations worldwide as an important leadership quality, as emotionally intelligent leaders are more resilient, have better work relationships and make smarter and more authentic decisions.

Through group working, coaching, quizzes and simulation exercises, this highly interactive course, led by leading experts in the field, 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
- Build your resilience and manage stress

KEY TOPICS

- The power 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 into the feelings of others
- Improving resilience and managing stress
- Managing the emotional aspects of change

This is week one of **The Emotional Intelligence and Leadership Toolkit** and the **Emotional Intelligence, Coaching and Mentoring Toolkit**.

DURATION	FEE	DATE	VENUE
05 days	£2,550	28 February - 04 March 2022	Dubai
		12 - 16 September 2022	London

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 strategically.

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 course will also use case studies of recent responses to the Coronavirus pandemic to examine how to intervene effectively in complex and fast changing situations.

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 programmes that tackle complex issues
- 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	FEE	DATE	VENUE
10 days	£4,195	09 - 20 May 2022	Miami
		12 - 23 September 2022	Washington D.C.

EMOTIONAL INTELLIGENCE, COACHING AND MENTORING TOOLKIT

20%
OFF
JAN-MAR
COURSES

This two-week programme combines:

Emotional Intelligence: Enhancing Management and Leadership Impact (approved by the Institute of Leadership & Management)	05 days
Coaching and Mentoring for Success	05 days

Ideal for all managers who want to become a more rounded and successful individual, these courses have been carefully selected to complement each other in the delivery of a programme which equips delegates with the essential soft skills for leadership excellence.

In week one, delegates will work with a leading expert in the field of Emotional Intelligence (EQ) to develop insights into what makes an emotionally intelligent leader and develop their skills to be able to use this to a positive effect in the workplace.

The second week will focus on the methods of establishing a coaching culture within an organisation to improve learning and performance, make the most of people's potentials and deliver sustainable results. Delegates will gain clear insights into the complexities of coaching and mentoring and how they can be used to build more successful and productive individuals, teams and organisations.

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

- Gain insight into your emotional intelligence

- Use IQ and EQ together to make more considered and smarter business decisions and build better relationships
- Understand why coaching and mentoring are key aspects of successful leadership and the difference between them
- Gain corporate buy-in for implementing a coaching culture and a personal development approach to staff improvement
- Identify the right mentors and put a mentoring structure in place
- Use communication skills more effectively

KEY TOPICS

- The power and importance of emotional intelligence in the modern workplace
- Empathy, listening skills and tuning in to the feelings of others
- Improving resilience and managing stress and the emotional aspects of change
- Creating a coaching culture
- Coaching models and practices
- Competencies of an effective coach or mentor
- Building relationships (trust - rapport - integrity)

DURATION	FEE	DATE	VENUE
10 days	£4,250	28 February - 11 March 2022	Dubai
		05 - 16 September 2022	London

COACHING AND MENTORING SKILLS FOR MANAGERS AND EXECUTIVES

20%
OFF
JAN-MAR
COURSES

Coaching and mentoring are now considered an integral part of successful leadership. More and more organisations are looking to establish a coaching culture within their organisation to improve learning and performance, make the most of their people's potential and deliver sustainable results.

This highly interactive and hands-on programme will equip delegates with coaching and mentoring skills and behaviours that can be used to add real value in an organisation and develop staff's capabilities and potential.

Using practical exercises and case studies, delegates will gain clear insights into the complexities of coaching and mentoring and how they can be used to build more successful and productive individuals, teams and organisations.

There will be several opportunities for delegates to practice and deliver 1-2-1 coaching sessions and get constructive feedback on their performance to build confidence in a supportive environment.

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

- Understand why coaching and mentoring are key aspects of successful leadership and the difference between them
- Gain corporate buy-in for implementing a coaching culture and a personal development approach to staff improvement
- Use various approaches to deliver coaching to your team members, identifying tailored coaching styles that work for different individuals
- Identify the right mentors and put a mentoring structure in place

- Build lasting and trusting relationships with your team members
- Use communication skills more effectively

KEY TOPICS

- Benefits of coaching and mentoring at all levels of the organisation
- Creating a coaching culture
- Coaching models and practices
- Identifying the right mentors and ensuring a valuable mentor/mentee relationship
- Structuring of successful coaching conversations
- Competencies of an effective coach or mentor
- Building relationships (trust - rapport - integrity)
- Effective and powerful communication techniques to deliver results

This is week two of the **Emotional Intelligence, Coaching and Mentoring Toolkit**.

DURATION	FEE	DATE	VENUE
05 days	£2,495	07 - 11 March 2022	Dubai
		05 - 09 September 2022	London

PREMIUM PROGRAMME

THE CROWN AGENTS LEADERSHIP RETREAT



Delegates and Crown Agents staff at the first Retreat in August 2018



Our 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, this programme 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, a psychologist and a high-flying business entrepreneur, 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 are integral to the programme. You will explore your personal challenges and work through to a solution and action plan
- Outdoor training - you'll be working on teamwork and skills' development in the beautiful fields and woods surrounding Roffey Park

“ My reason for participation was to discover who I am as a leader and how to build on this to become a better leader... I am leaving as a better person. ”

CAROLINE OTOO, Director, Bank of Ghana, a delegate attending The Crown Agents Leadership Retreat, August 2018

- 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
- You will visit an inspiring institution and enjoy relaxing downtime in London
- Following the retreat, ongoing remote coaching will be available for three months


WHO IS THE RETREAT FOR?

Designed for the most senior level executives, including permanent secretaries, directors general, chief executives, board members and elected officials, but also suitable for professionals on a fast track to senior leadership.

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 an individual.

Fee includes five nights accommodation at Roffey Park and all meals.

DURATION	FEE	DATE	VENUE
05 days	£4,495	05 - 09 September 2022	Sussex



“I have benefitted immensely from Crown Agents training and I think it is helpful in developing the skills of managers and executives.”

MAXWELL OSEI-GYAMERAH, Workers Union Chairman, Ghana Revenue Authority, Ghana, a delegate attending Delivering Good Governance in Practice, June 2019, Washington D.C.

GOVERNANCE AND STRATEGY

2022 TRAINING COURSES	START	END	LOCATION
Corporate Governance for Boards and Senior Executives	14 Mar 13 Jun 05 Dec	18 Mar 17 Jun 09 Dec	Dubai London London
Delivering Good Governance in Practice	06 Jun 05 Sep	17 Jun 16 Sep	Kuala Lumpur Toronto
Governance, Risk and Compliance Management and Integrated Assurance	09 May 14 Nov	20 May 25 Nov	London London
Risk Based Internal Auditing	Dates on Demand		
Countering and Audit of Fraud and Corruption	25 Apr 07 Nov	29 Apr 11 Nov	Miami London
The Strategy Toolkit	27 Jun 28 Nov	15 Jul 16 Dec	London Dubai
Creating Innovative Practices and Strategies [approved by the Institute of Leadership & Management]	27 Jun 28 Nov	08 Jul 09 Dec	London Dubai
Directing and Managing Organisational Strategy	11 Jul 12 Dec	15 Jul 16 Dec	London Dubai
ICT Strategy, Governance and Project Management	Dates on Demand		
Board Effectiveness and Best Practice Performance	04 Apr 10 Oct	08 Apr 14 Oct	London London

ABOUT THE PORTFOLIO

Governments and organisations with a strong governance system are more successful, robust and trusted. Underpinning success at an organisational and governmental level, good governance is not just about compliance, it's about adding real value.

Whether you have responsibility for governance at a strategic, Board or operational level, we have a course designed to meet your needs.

Our governance courses offer a pathway through the important cornerstones of corporate governance and organisational strategy, from **Corporate Governance for Boards and Senior Executives** to **ICT Strategy, Governance and Project Management** and **Countering and Audit of Fraud and Corruption**.

Our strategy courses will help organisations create and implement strategies that are adaptable, practical and resilient.

FEATURED TRAINERS



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. Well qualified academically and professionally, he has a long and successful association with relevant governance, audit and counter-fraud professional institutes and leading practitioner bodies. In line with international governance trends, Nigel has increasingly embraced an ESG agenda within a governance framework during training.



TOLU OMODARA

Tolu is an institutional strengthening and strategic management practitioner whose experience stretches across several key sectors.

She has played a critical role in implementing reforms in Nigeria, including leading the implementation of Competency-Based Recruitment in MTN, the development and implementation of an HR Reform Plan for the Federal Civil Service Commission, the implementation of a new Performance Management Process for Kaduna State Judiciary and the creation of a Leadership Development Programme for Nigeria's Federal Civil Service.

With many years of training and capacity building experience, Tolu has delivered strategy and leadership workshops in the USA, UK, UAE and Africa.

INDICATIVE STUDY VISIT



THE CHARTERED GOVERNANCE INSTITUTE UK & IRELAND

The Chartered Governance Institute UK & Ireland is the qualifying and membership body for governance with over 125 years' experience of educating and supporting governance professionals. They provide professional development, guidance and thought leadership, and work with regulators and policy makers to champion high standards. Delegates are hosted by senior members of the The Chartered Governance Institute UK & Ireland team who share the latest trends in corporate governance and talk about key policy and research work.

Delegates attending Crown Agents' governance courses are offered complimentary professional subscription with The Chartered Governance Institute UK & Ireland on completion of their studies.

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 takes delegates well beyond meeting structural and process requirements into achieving effective governance performance within a conducive culture. It will explore how best to mitigate Governance, Society and Environmental risks.

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 will educate, enthuse and empower organisations, teams and individuals in pursuit of excellent governance, responsible leadership, good management and operations. Delegates will examine 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 how it fits 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 and recent trends and developments
- Components of a good corporate governance framework and the applicable principles and practices
- The three lines of defence model
- Roles and responsibilities and authority under good corporate governance
- Cultural and behavioural requirements that underpin good corporate governance
- The practices, procedures, communications and information flows key to good governance

Includes complementary professional subscription with The Chartered Governance Institute UK & Ireland.

DURATION	FEE	DATE	VENUE
10 days	£4,195	06 - 17 June 2022	Kuala Lumpur
		05 - 16 September 2022	Toronto

CORPORATE GOVERNANCE FOR BOARDS AND SENIOR EXECUTIVES

20% OFF
JAN-MAR COURSES



Globally, the first quarter of the 21st century is “the era of governance”, and the pursuit of good governance is very high on international, national and organisational agendas. Global governance codes of good practice continue to be refined and improved to meet the current and future challenges from an ever more complex and risky world.

The purpose of governance is to help build trust, transparency and accountability within a conducive corporate culture which proactively manages risks, fosters high performance and optimally achieves corporate compliance and control to enhance organisational and stakeholder value.

Corporate governance places expectations, responsibilities and accountabilities upon Boards Members and Senior Executives charged with running organisations to strive for a higher standard of consistent governance excellence. Excellent corporate governance provides the right strategic direction and control of every type of organisation. Through robust leadership, accountability, oversight and assurance, governance goes beyond just legal and regulatory compliance and duties of care and is the key enabler of achieving the very best outcomes for all stakeholders.

This programme is designed for current and future executive and non-executive Board Members and 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. It is invaluable and insightful for Board Members, Board Committee Members and senior (C Suite) executives as they transition from being a “doing” board into a “governing” board. This comprehensive toolkit covers the processes and oversight which drive 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 to achieve critical stakeholder outcomes by acting appropriately and fairly.

It will assist delegates to design and implement the structural, process, behavioural, compliance, risk and performance elements 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 the structural, 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

This is week two of **The Leadership and Governance Toolkit for Boards and Senior Executives** on p.28.

Our premium course, **The Leadership and Governance Toolkit for Boards and Senior Executives**, enables delegates to explore, practice and develop the principles and practices of organisational leadership and corporate governance excellence in more depth. Please see p.28 for more details.

DURATION	FEE	DATE	VENUE
05 days	£2,950	14 - 18 March 2022	Dubai
		13 - 17 June 2022	London
		05 - 09 December 2022	London

GOVERNANCE, RISK AND COMPLIANCE MANAGEMENT AND INTEGRATED ASSURANCE

All entities, whether commercial, government or non-profit, face an increasingly demanding landscape of environmental, social and governance related risks that can impact their profitability, success and even survival. However, these often remain poorly managed and boards/senior executives are not well served with the information and assurances they need to discharge their governance oversight responsibilities.

Good governance supports effective decision making within a clearly defined accountability framework, with robust risk management, compliance, HR, information systems, and 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 will equip executives, senior managers and functional heads with a specialist role in internal audit, risk management, compliance and control, HR, quality and excellence, information management or security to establish, lead and manage specialist functions that meet current good practice expectations.

It will also provide essential and practical insights for board secretaries and secretariat heads as well as those engaged in organisational change programmes.

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 to meet current global standards
- Evaluate your function’s performance and compliance, and provide information and assurance as required in the accountability framework
- Engage effectively with your stakeholders

KEY TOPICS

- Current and emerging concepts of corporate governance
- Enterprise risk management and leading the risk function
- Leading a compliance function
- Effective internal audit and integrated assurance
- Corporate Governance requirements of HR
- Information management and effective reporting
- Stakeholder engagement

Includes complementary professional subscription with The Chartered Governance Institute UK & Ireland.

DURATION	FEE	DATE	VENUE
10 days	£4,195	09 - 20 May 2022	London
		14 - 25 November 2022	London

RISK BASED INTERNAL AUDITING

In this era of governance and regulation, the importance of a world-class internal audit function operating as a professional, independent and competent third line of defence is imperative to providing assurances and advice over governance, risk management and internal control. These vital processes add value and help safeguard sustainable success for the organisation and its stakeholders. Modern world-class internal audit is not only risk based but also systematic, forward-looking and innovative in order to meet the ever-changing needs of the global business and risk environment. The modern internal audit function needs to fulfil traditional audit activities as well as becoming far more agile to align more closely to the organisation’s strategic objectives, risks, changing priorities and emerging issues.

With a focus on understanding the role, mandate, scope and priorities of internal audit systems and establishing an effective modern internal audit function, delegates on this programme will cover all the critical components for delivery of an excellent internal audit function in line with current international standards.

This practical and interactive course will equip internal audit leaders, managers and practitioners to meet these challenges and hone their knowledge, expertise and practical skills in the critical areas of governance, risk and compliance management and internal control, including the appropriate Internal Audit practice and methodologies.

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

- Identify the requirements of a modern third line of defence internal audit function that works to international standards

- Understand the concepts of governance, risk management and control, and be able to audit them
- Define integrated assurance and how to develop effective plans for audit work
- Undertake audits in a computerised and change environment
- Implement the principles and practices of risk-based, agile and analytical auditing
- Design and implement a quality assurance and continuous improvement framework

KEY TOPICS

- Global internal auditing standards
- Governance, risk management and internal control
- Three lines of defence
- Concepts of audit and assurance
- Approaches to and methodologies of internal audit
- Establishing and leading an internal audit function
- Integrated assurance and mapping and planning internal audit work
- Agile and value adding auditing practices, tools and techniques
- Auditing in a computerised and changing environment
- Effective engagement, communication and reporting
- Reporting results, conclusions and opinions and providing assurance

Includes complementary professional subscription with The Chartered Governance Institute UK & Ireland.

DURATION	FEE	DATE	
10 days	£4,195	DATES ON DEMAND	

COUNTERING AND AUDIT OF FRAUD AND CORRUPTION

The risks from fraud, bribery, corruption, financial and economic crime are extremely serious, complex and more likely to materialise with significant detrimental impacts for countries, societies, administrations and organisations of all types. This threat needs to be countered in a strategic, systematic, integrated and professional manner to global good practice standards and governance expectations. This is critical for organisational sustainability and success, protection of stakeholder value and public confidence.

The best counter fraud strategy is based on deterrence, and where possible prevention, and requires good governance, risk management and robust control, all operating within a conducive culture of integrity and transparency. This needs to be rigorously audited and assured. Having a robust and committed counter fraud and corruption strategy in place, with the resourced capacity and competency to enforce it, will significantly deter and prevent fraud and corruption, and is also an essential prerequisite for successful detection, investigation and prosecution when it occurs.

This interactive course provides valuable insights into current international good practice techniques and aids delegates to evaluate, develop and improve fraud risk management.

It will benefit everyone with a role in managing, auditing or oversight of fraud and corruption risk, i.e. all three lines of defence.

- COURSE OBJECTIVES:** On completion, you will be able to:
- Understand and assess the current and changing nature of fraud and corruption risks, and global mitigation strategies
 - Design effective counter fraud and corruption mitigation and control
 - Describe an effective counter fraud and corruption culture
 - Audit and assure counter fraud and corruption arrangements

- KEY TOPICS**
- The nature of fraud, bribery, corruption, financial and economic crime
 - Roles, responsibilities and accountabilities for governance and management of fraud and corruption risk
 - Fraud and corruption risk mitigation and control strategies and techniques
 - Counter fraud and corruption culture
 - Auditing and assuring counter fraud arrangements

DURATION	FEE	DATE	VENUE
05 days	£2,495	25 - 29 April 2022	Miami
		07 - 11 November 2022	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

DURATION	FEE	DATE
10 days	£4,195	DATES ON DEMAND



THE STRATEGY TOOLKIT

- This three-week programme combines:
- **Creating Innovative Practices and Strategies** **10 days**
(approved by the Institute of Leadership & Management)
 - **Directing and Managing Organisational Strategy** **05 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

DURATION	FEE	DATE	VENUE
15 days	£5,950	27 June - 15 July 2022	London
		28 November - 16 December 2022	Dubai

CREATING INNOVATIVE PRACTICES AND STRATEGIES [approved by the Institute of Leadership & Management]



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 Toolkit**.

DURATION	FEE	DATE	VENUE
10 days	£4,250	27 June - 08 July 2022	London
		28 November - 09 December 2022	Dubai

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.

- 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 Toolkit**.

DURATION	FEE	DATE	VENUE
05 days	£2,495	11 - 15 July 2022	London
		12 - 16 December 2022	Dubai

BOARD EFFECTIVENESS AND BEST PRACTICE PERFORMANCE

Good governance lays the foundation for setting the right purpose and direction for an organisation and the fulfilment of that purpose in an ethical, productive and responsible way. An effective board strikes the right balance between its compliance and performance obligations so as to generate value for the organisation and its stakeholders through governance excellence.

Due to rapidly changing global priorities, stakeholder demands and a volatile risk and opportunities landscape, boards of all types from all sectors need to step up to optimise their performance to effectively deliver the desired ESG (environmental, social and governance) results that will drive ethical and sustainable success.

It is important that boards establish a meaningful suite of metrics and the means of assessing their own performance (both collectively and individually) to be able to drive through timely improvements for organisational development. Only if the board is truly effective and high performing can it lead and drive through its stewardship responsibilities for the advancement and performance of the whole organisation.

WHO IS THIS PROGRAMME FOR?

This programme is designed for current and future executive and non-executive Board Members and Senior Executives. It will consider all aspects of effectiveness, including the structural, technical, ethical and attitudinal elements that lead to meaningful change.

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

- Understand the different types of boards, what they are accountable for and to whom

NEW

- Understand the nature and importance of governance and how boards can work with the executive and management teams to identify and achieve good governance standards
- Appreciate how to achieve a balance between compliance and performance obligations
- Understand risk governance and risk culture
- Define good board performance practices, both individual and collective, that are necessary to deliver the purpose and desired outcomes of the organisation
- Understand board composition and succession best practice
- Appreciate the various ways of assessing effectiveness and performance
- Be able to develop an action plan to improve your organisation's board effectiveness

KEY TOPICS

- The nature, purpose, principles and practices of ESG
- Accountability and performance
- Organisational purpose, culture compliance, performance and sustainability
- Measurement and evaluation criteria for board effectiveness
- Board oversight and assurance, and stakeholder engagement
- Improvement, development and succession planning

DURATION	FEE	DATE	VENUE
05 days	£2,750	04 - 08 April 2022	London
		10 - 14 October 2022	London

CASE STUDY

BUILDING CORPORATE GOVERNANCE CAPACITY FOR THE BOARD OF DIRECTORS OF ZEMEN BANK

In June 2021, Zemen Bank, Ethiopia, contracted Crown Agents to deliver a training programme on Corporate Governance, Risk and Internal Control and Corporate Performance in Dubai for members of the organisation's newly formed Board of Directors. This practical and interactive programme aimed to support the Board to effectively discharge their individual and collective governance roles, responsibilities and accountabilities, and lead the organisation to success and sustainability through enhanced governance, risk management and internal control practice, and the effective planning and monitoring of corporate performance.



THE PROJECT

With content tailored to the financial services context in which the bank operates, Crown Agents delivered practical customised training over the course of five days to the nine Board Members.

Our expert trainers covered a number of procedures and processes for achieving the highest standards of leadership, accountability and behaviour. Training delivery methods were highly interactive and the course was designed with a large degree of practical content, including group discussions, learning exercises, scenario role-playing and case studies. A central focus was on delegate action planning as a process to translate classroom learning into skills in the workplace.

ON COMPLETION OF THE COURSE, DELEGATES WERE ABLE TO:

- Define the nature, important components and requirements of corporate governance frameworks
- Understand how to set direction, and control performance and compliance
- Identify the behavioural and procedural requirements of an effective internal control regime
- Manage information in such a way that reduces risk
- Understand specific issues in bank risk management
- Plan for and monitor corporate performance

By incorporating safety precautions on our face-to-face training courses, including strict hygiene protocols, paperless teaching and

social distancing measures in the training room and venue, we created a safe environment for this programme to take place during the pandemic. In addition, to the delight of the delegates we were even able to include a cultural visit to enhance their learning experience.

THE IMPACT

As a result of the training, the Board Members developed better social cohesion, and understood how to make well-informed and appropriate decisions, to implement them effectively, and achieve critical stakeholder outcomes by acting appropriately and fairly.

100% OF DELEGATES

- said the stated course learning objectives were met
- stated that their personal learning objectives were also met
- told us that the course will make a positive impact on their workplace performance

“ Fantastic training, made a real positive impact. ”

ASHENAFI ASFHA, Board Director, Zemen Bank, Ethiopia



HUMAN RESOURCES

2022 TRAINING COURSES

	START	END	LOCATION
The Complete HR Professional Toolkit	14 Feb 01 Aug	04 Mar 19 Aug	Dubai London
Transforming the HR Function	14 Feb 01 Aug	18 Feb 05 Aug	London London
Succession Planning, Talent and Performance Management	21 Feb 08 Aug 28 Nov	04 Mar 19 Aug 09 Dec	London London Dubai
Strategic HR: Aligning with the Corporate Vision	09 May 10 Oct	20 May 21 Oct	Miami Dubai
Optimising the Impact of the L&D Function	14 Mar 05 Sep	25 Mar 16 Sep	London London
Organisational Design and Development	14 Mar 08 Aug	25 Mar 19 Aug	London London

“It was great learning from experienced facilitators. We learnt a lot on how to develop HR strategy aligned to business strategy which we are going to do immediately.”

TADELE TILAHUN EMANA, Director of Strategy and Change Management, Cooperative Bank of Oromia S.C., Ethiopia, a delegate attending Strategic HR: Aligning with the Corporate Vision, May 2019, Dubai

ABOUT THE PORTFOLIO

Our training courses support professionals throughout their careers in HR, delivering the skills and knowledge needed to nurture and develop staff and support the strategic goals of the organisation.

For the HR Officer or Manager, we have two operationally focussed courses that make up **The Complete HR Professional**, and for the Senior Manager or Head of HR, our **Strategic HR: Aligning with the Corporate Vision** course will enable you to design and implement HR strategies that deliver on organisational goals.

Diversity, Equity and Inclusion (DEI) is essential to create and maintain a successful workplace; one founded on the principle that all people can thrive personally and professionally. Our programmes in HR will be viewed through the lens of DEI, focussing on this issue to enable delegates to develop their skills and behaviours as a modern HR professional.

FEATURED TRAINERS



DR. BUNMI BIU

Bunmi is a strategic business leader with over 20 years of experience in HR, Organisational Development and Change. She has extensive expertise of creating learning and development solutions aligned with institutional strategic objectives.

Bunmi has delivered HR and Leadership training for Crown Agents in the UAE, East Africa, West Africa, the UK and the USA. With a passion for learning, she currently serves as an adjunct faculty at Georgetown University, Washington D.C., where she teaches on the HRM graduate programme.

She holds a PhD in Industrial and Business Studies and is an Associate of the Chartered Insurance Institute (ACCI, UK), as well as a Certified Expert in Microfinance.



MABEL TOJU CLINE-COLE

Mabel is a Learning and Programme Manager within our Training and Professional Development team.

With over 10 years' experience in a variety of L&D and training positions, she has developed a wealth of expertise. Mabel supports the learning design and quality enhancement of training courses, self-paced e-learning, including blended and remote learning, Learning Management Systems (LMS) implementation and trainer development.

Mabel has a bachelor's degree in Microbiology, an MA in International Development and Education: Health Promotion from the UCL Institute of Education and is an Associate of the Chartered Institute of Personnel and Development.

INDICATIVE STUDY VISIT



HM LAND REGISTRY

HM Land Registry safeguards land and property ownership to a current value of £7 trillion across the UK, enabling over £1 trillion worth of personal and commercial lending to be secured against property across England and Wales. Delegates will typically meet with the HR, Transformational Change, Organisational Development or L&D teams within the organisation to gain a unique insight into HMLR's approach to the challenges of strategic planning and reporting, HR strategy, workforce planning, talent and performance management, L&D strategy and change, and programme management.

THE COMPLETE HR PROFESSIONAL TOOLKIT

This 15-day programme combines the following courses to provide comprehensive coverage of the operational knowledge and skills required by today's HR manager:

Transforming the HR Function
Succession Planning, Talent and Performance Management

05 days
10 days

These programmes have been selected to complement each other and to equip today's HR manager with the key competencies employed by forward-looking organisations worldwide.

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

- Make better informed business decisions based on HR analytics and people data
- 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

- HR analytics and evidence-based decision making
- The core operational skills required to succeed as a well-rounded HR manager
- Managing an HR team
- Workforce planning
- Talent and Performance management
- Succession planning

DURATION	FEE	DATE	VENUE
15 days	£5,850	14 February - 04 March 2022	Dubai
		01 - 19 August 2022	London

20% OFF
JAN-MAR COURSES

TRANSFORMING THE HR FUNCTION

20%
OFF
JAN-MAR
COURSES

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: recruitment and selection, performance and talent management, succession planning, identifying training requirements and managing conflict.

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

- Understand the need for metrics and data to support HR activity
- Understand the role and key tasks required of today's HR manager
- Manage the recruitment process to attract, assess, select and retain high quality candidates
- Implement successful performance management programmes
- Support talent management strategies and produce succession plans
- Create training plans based on evaluation of L&D requirements
- Be a support to staff, understanding motivations and common causes of dispute or conflict

KEY TOPICS

- Challenges facing today's effective HR manager
- Recruitment and selection
- Performance management
- Talent management and succession planning
- Training and development
- Handling complaints and disputes

This is week one of **The Complete HR Professional Toolkit**.

DURATION	FEE	DATE	VENUE
05 days	£2,495	14 - 18 February 2022	London
		01 - 05 August 2022	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

DURATION	FEE	DATE	VENUE
10 days	£4,195	09 - 20 May 2022	Miami
		10 - 21 October 2022	Dubai

SUCCESSION PLANNING, TALENT AND PERFORMANCE MANAGEMENT

20%
OFF
JAN-MAR
COURSES

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 proactively 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

This is week two and three of **The Complete HR Professional Toolkit**.

DURATION	FEE	DATE	VENUE
10 days	£4,195	21 February - 04 March 2022	London
		08 - 19 August 2022	London
		28 November - 09 December 2022	Dubai

ORGANISATIONAL DESIGN AND DEVELOPMENT

20%
OFF
JAN-MAR
COURSES

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 organisational design and how it is different to organisational development
- Understand how organisational 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

DURATION	FEE	DATE	VENUE
10 days	£4,195	14 - 25 March 2022	London
		08 - 19 August 2022	London

OPTIMISING THE IMPACT OF THE L&D FUNCTION

20% OFF
JAN-MAR COURSES

The Learning and Development (L&D) function in any organisation exists to ensure that the learning solutions on offer are aligned to the organisation's objectives, offer the best opportunities for staff development and contribute to a positive 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 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. This will include exploring areas of learning such as coaching and mentoring, facilitation, training consultation and tools to assist in undertaking Learning Needs Analyses.

How to evaluate the impact of training once completed to ensure organisational benefit and improved staff performance will also be fully covered.

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

- Understand the modern Learning Cycle
- Expand your knowledge of different methods of learning delivery and how these can be used to build a learning culture
- Undertake a Learning Needs Analysis (LNA) aligned to the organisational goals, interacting effectively with staff to gain insight into their learning needs and ambitions

- Put together a training plan from information gathered during the LNA
- Run a range of learning events with confidence
- Evaluate the impact of training on ongoing staff performance once completed
- Explore Coaching and Mentoring models and techniques

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
- Evaluating the impact of training to ensure follow-through and value for money
- The use of Coaching and Mentoring for enhanced performance
- Organising a range of learning events with confidence
- Marketing L&D within the organisation to gain buy-in at all levels

DURATION	FEE	DATE	VENUE
10 days	£4,195	14 - 25 March 2022	London
		05 - 16 September 2022	London

CASE STUDY

BEST PRACTICE IN HUMAN RESOURCE MANAGEMENT TRAINING FOR KENYA NATIONAL HIGHWAYS AUTHORITY



The Kenya National Highways Authority (KeNHA)'s HR staff work at the front line of people management for the organisation's 546 staff members. The tasks involved in performing this function effectively require a range of skills, experience and behaviours.

THE PROJECT

In June 2019, Crown Agents designed and delivered a five-day course for 26 officials from KeNHA with the aim of helping them to understand and implement best practice in HR management and put in place the most effective end-to-end processes. The training was intended to equip participants with the fundamental knowledge, skills and attitudes necessary to discharge the role of a Human Resource Practitioner in a dynamic environment.

This interactive programme provided delegates with a focused overview of the key operational duties that need to be carried out by today's HR manager, including: resourcing, growth and succession planning, recruitment and selection, performance and talent management, identifying training requirements, and discipline.

ON COMPLETION OF THE COURSE, DELEGATES WERE ABLE TO:

- Appreciate how HR practices can be deployed strategically in organisations
- Understand how competencies are essential to developing and implementing effective HR practices
- Understand how to collect, organise and interpret critical HR data for use in management decision making

- Be conversant on how organisations can leverage technology for effective HR management
- Be aware of HR management myths and realities

Working with our expert trainers, delegates were equipped with the skills to outline best practice approaches to key HR functions and an understanding of the main competencies of an HR practitioner in a modern business environment. The programme also covered the role of IT and data analytics in HR functions to increase efficiency and streamline business processes.

On returning to the workplace, delegates were able to use appropriate methods to assess the present competencies of KeNHA's Human Resource Management and identify areas of improvement so that course learnings could be applied within their specific business context.

FEEDBACK FROM DELEGATES INCLUDED:

“ The training was fun, interactive and excellent. It has changed me a lot as a person. ”

CAREN METET, Senior Assistant Human Resource Management Officer, Kenya National Highways Authority



“The courses are relevant, and the skills imparted will help to address key development challenges including financial management.”

FRESIA KAMAU, Deputy Head World Bank Division, The National Treasury, Kenya, a delegate attending Financial Management of Development Projects, May 2019, London

FINANCIAL MANAGEMENT

2022 TRAINING COURSES	START	END	LOCATION
Public Financial Management: Issues and Solutions	16 May 17 Oct	27 May 28 Oct	Washington D.C. Washington D.C.
Integrated Financial Management Systems: Strategy and Implementation	28 Feb 08 Aug 05 Dec	11 Mar 19 Aug 16 Dec	Dubai Washington D.C. London
Best Practice Financial Management and Reporting on IPSAS and IFRS® Standards	14 Mar	25 Mar	Dubai
Best Practice Financial Management and Reporting on IPSAS and IFRS® Standards - ACCA Certificate	24 Oct	04 Nov	London
Treasury Management	06 Jun 07 Nov	17 Jun 18 Nov	London London
Strategic Financial Management and Effective Budget Execution	28 Mar 14 Nov	08 Apr 25 Nov	Washington D.C. London
International Tax and Transfer Pricing	28 Mar 26 Sep	08 Apr 07 Oct	Dubai London
Public Debt Management: Issues and Solutions	14 Mar 05 Sep	25 Mar 16 Sep	Dubai London
Loan Negotiation and Evaluation	06 Jun 14 Nov	17 Jun 25 Nov	London London
Financial Risk Management	28 Mar 14 Nov	08 Apr 25 Nov	Dubai London

ABOUT THE PORTFOLIO

Strategic financial management and planning is a vital part of any organisational structure. With new laws and international accounting standards appearing every year, ongoing training helps you and your team stay at the forefront of best practice.

For those looking to upskill their treasury, budgeting and PFM skills, we offer skills-based programmes such as **Public Financial Management: Issues and Solutions** and **Treasury Management**.

If you're part of the team moving your organisation to new accounting standards, our **Best Practice Financial Management and Reporting on IPSAS and IFRS® Standards** course delivers the practical, real-world knowledge required for this challenging transition facing organisations worldwide. We have introduced **ACCA certification** for this programme, with Cert IFR and Cert IPSAS standards options.

FEATURED TRAINERS



DEV USEREE

With a career spanning 30 years, Dev brings an extensive blend of strategic and operational expertise and has delivered consultancy and capacity building training in over 50 countries across Africa, Asia and the Caribbean.

Having held senior positions in government and international development organisations, Dev has a wealth of knowledge and experience in implementing a diverse portfolio of projects in public financial management, macroeconomic management, debt and cash management, PPP, risk management and leveraging IT systems. He is regularly called upon to design and deliver hands-on training in different aspects of PFM in both Anglophone and Francophone countries and to talk at key workshops.



KEN MACNEILL

Ken has worked extensively in both the public and private sectors to improve performance, including within national and regional governments and the NHS.

He brings considerable practical experience of financial management, corporate governance, risk management and accounting to his training delivery. For over 10 years Ken has trained delegates from across the world, and has worked with the UK senior service on a UK Government financial management improvement programme.

A Business Studies and Accounting graduate from the University of Edinburgh, Ken is a Chartered Institute of Public Finance and Accountancy member and former examiner.

INDICATIVE STUDY VISIT



NEWHAM COUNCIL

One of London's 32 local borough councils, with authority over a large swathe of East London, Newham Council played a key role in hosting the London 2012 Olympic Games and ensuring sustainable development policies were put in place to generate a legacy for the borough. Delegates may typically hear about the council's approach to strategic financial management, financial reporting, treasury management, budget management, procurement processes, and programme monitoring and evaluation, within the constraints of limited central government funding. You will gain practical insights into the issues and solutions of modern public financial management and how to deliver development projects that are both impactful and sustainable.



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

DURATION	FEE	DATE	VENUE
10 days	£4,195	16 - 27 May 2022	Washington D.C.
		17 - 28 October 2022	Washington D.C.

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

DURATION	FEE	DATE	VENUE
10 days	£4,195	28 February - 11 March	Dubai
		08 - 19 August 2022	Washington D.C.
		05 - 16 December 2022	London

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 be able to:
- Understand the 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	FEE	DATE	VENUE
10 days	£4,195	14 - 25 March 2022	Dubai

BEST PRACTICE FINANCIAL MANAGEMENT AND REPORTING ON IPSAS AND IFRS® STANDARDS - ACCA CERTIFICATE

This course content is aligned to the ACCA Cert IFR syllabus and ACCA Cert IPSAS syllabus. It includes integrated preparation for either the ACCA Cert IFR certificate or Cert IPSAS certificate exam, which may be taken at the end of week two.

IPSAS and IFRS 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.

Delegates will learn how to achieve improvements in financial management and reporting while moving to full compliance with the Standards. 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 be able to:
- Understand the 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

ABOUT THE ACCA CERTIFICATE:
This is blended course and includes either ACCA Certificate in International Public Sector Accounting Standards (Cert IPSAS) or ACCA Certificate in International Financial Reporting (Cert IFR). Delegates will elect to take either the Cert IPSAS or Cert IFR course. This programme includes access to the official ACCA online course and assessment exam, which is available for 6 months from course registration. Certification is subject to passing the ACCA assessment which is a one-hour multiple-choice exam.

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	FEE	DATE	VENUE
10 days	£4,450	24 October - 04 November 2022	London

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 will 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	FEE	DATE	VENUE
10 days	£4,195	06 - 17 June 2022	London
		07 - 18 November 2022	London

STRATEGIC FINANCIAL MANAGEMENT AND EFFECTIVE BUDGET EXECUTION

20% OFF
JAN-MAR COURSES

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 achieving their strategic and operational objectives.

The course will enhance delegates' 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	FEE	DATE	VENUE
10 days	£4,195	28 March - 08 April 2022	Washington D.C.
		14 - 25 November 2022	London

LOAN NEGOTIATION AND EVALUATION

The impact of various financial crises and the tightening of credit markets has reduced the borrowing options available to governments. In addition, the cost of the credit that is available has gone up substantially, leading to a heightened need for governments to conduct a critical evaluation of different borrowing options and to negotiate the most favourable terms.

This course will build the analytical skills of participants and provide them with the necessary tools to evaluate different financing options, as well as empowering them to select and negotiate the most appropriate terms. It will guide delegates to acquire a complete understanding of financial markets and different creditors, and the need to achieve the appropriate balance between borrowing cost and associated risk.

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

- Understand the relevance of debt management in the wider macroeconomic and public financial management context, including coordination with fiscal and monetary policy
- Understand the building blocks of loan evaluation, including the loan cycle and the relevance of legislation
- Interpret loan and bond agreements, including evaluation of the financial terms of different loan and bond options and, along with an analysis of the legal terms, make recommendations on the most suitable option from a cost and risk perspective
- Understand the practical processes involved in loan negotiations
- Evaluate different sources of finance and determine their appropriateness for funding various types of project

- Apply financial evaluation techniques to appraise various sources of finance and assess the financial impact of debt restructuring
- Understand the process of reviewing the debt portfolio and assessing the impact on the portfolio of contracting new borrowing
- Appreciate the process of issuing government securities

KEY TOPICS

- The borrowing cycle
- What and when to negotiate
- Legal and institutional frameworks for government borrowing
- Available financing options
- Structure of loan agreements
- Interpretation of loan agreements
- Techniques for financial evaluation
- Assessing the impact of new borrowing
- The impact of portfolio indicators
- Principles and processes of negotiation
- Negotiation skills, techniques and strategies
- Practical simulation of a loan negotiation

DURATION	FEE	DATE	VENUE
10 days	£4,195	06 - 17 June 2022	London
		14 - 25 November 2022	London

INTERNATIONAL TAX AND TRANSFER PRICING

20% OFF
JAN-MAR COURSES

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 of this comprehensive course focuses on the relationship of corporate taxation to investment, with particular attention to the role of international tax treaties. In week two, delegates will examine the 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 law 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	FEE	DATE	VENUE
10 days	£4,195	28 March - 08 April 2022	Dubai
		26 September - 07 October 2022	London

PUBLIC DEBT MANAGEMENT:
ISSUES AND SOLUTIONS

20%
OFF

JAN-MAR
COURSES

As the global economy comes to terms with the impact of the global financial crash, the threat of a new debt crisis has taken centre stage. This is compounded by the fact that borrowing has rapidly increased as countries seek to boost investment in infrastructure to support their objectives under the SDGs.

New borrowing sources include Eurobonds and emerging creditors such as China. Analysts have warned that global debt has reached an “all time high” as more countries than ever are in danger of slipping into a major debt crisis. Governments need to address these challenges in order to manage costs and risks within a sound macro and fiscal framework.

This course will take participants through the fundamental principles of public debt management, taking current developments into account, and will equip them with the latest tools and techniques to manage their debt portfolios effectively.

- COURSE OBJECTIVES:** On completion, you will be able to:
- Understand the scope of public debt management and its linkages with fiscal and monetary policy
 - Understand debt concepts and the role of domestic financial markets
 - Analyse the strengths and weaknesses of debt management operations in your country
 - Apply concepts of cost and risk to your public debt portfolio to manage both in line with your country’s debt management objectives
- Create a sound debt management strategy based on a portfolio review and a good understanding of the objectives for debt management
 - Appreciate the impact on public debt management of emerging lenders and lending arrangements

- KEY TOPICS**
- Fundamental debt concepts and techniques
 - Global financial flows and different financing options
 - Debt management, monetary and fiscal policy linkages
 - Legal and institutional arrangements
 - Debt strategy formulation
 - Guarantees and continent liabilities
 - Internal and external audit
 - Analysing and reporting on the debt portfolio
 - Risk management
 - Debt and cash management
 - New challenges in bond issuance
 - Public-Private Partnerships
 - Emerging lenders

DURATION	FEE	DATE	VENUE
10 days	£4,195	14 - 25 March 2022	Dubai
		05 - 16 September 2022	London

FINANCIAL RISK MANAGEMENT

20%
OFF

NEW

JAN-MAR
COURSES

Increasingly, organisations across the world are entering into partnerships and commercial arrangements with other entities such as clients, strategic partners or suppliers. It is critically important that the financial strength of this partner is understood in order to accurately assess and manage the risk to your organisation.

Partner failure is often a major hazard identified in project risk analysis and can result in financial strain and even late payment for projects, as in the case of the widely reported collapse of Carillion, a large UK outsourcing company. Financial analysis is therefore a key skill in assessing and understanding how some risks can be mitigated.

This course will equip you with the skills to undertake an analysis of other organisations to inform decisions as to whether to enter a partnership arrangement. It will also explore how to understand the developing financial health of the organisations you are already partnering by analysing the ratios derived from published accounts and examining trends and relationships between different sets of figures published in core statements and external sources of information.

Highly practical and interactive, this programme will focus on action planning and case study analysis as a method to put your learnings into action back in the workplace.

- COURSE OBJECTIVES:** On completion, you will be able to:
- Undertake analysis of an organisation’s accounts
 - Identify information that will inform on the financial strength of an organisation
 - Understand the risks presented by projects or services and how to mitigate them
 - Summarise the financial assessment and present it in context

- KEY TOPICS**
- The objectives of financial analysis
 - Sources of information for analysis
 - Analysing accounts – calculating and understanding the key financial metrics
 - Using and understanding the limitations of other sources of information, including company statements, credit agencies and media
 - Securing further information from the target organisation
 - Risk mitigation actions and strategies

DURATION	FEE	DATE	VENUE
10 days	£4,195	28 March - 08 April 2022	Dubai
		14 - 25 November 2022	London

CASE STUDY

REMOTE TRAINING IN INTERNATIONAL TAX AND
TRANSFER PRICING AND BORDER MANAGEMENT
FOR THE GHANA REVENUE AUTHORITY

In 2020, the Ghana Revenue Authority [GRA] contracted Crown Agents to deliver two highly contextualised online training courses on International Tax and Transfer Pricing and Border Management. These interactive programmes were based on our scheduled course offering, however due to the travel restrictions caused by the COVID-19 pandemic this scheduled booking was customised as a virtual delivery specifically for the GRA, with content tailored to the organisation’s unique business context and requirements. Participants on the two courses were drawn from the GRA Customs Division, including senior managers and policy makers.



THE PROJECT
In November, Crown Agents delivered the first of the two courses, on International Tax and Transfer Pricing. This ten-day digital programme explored international corporate taxation and equipped participants with an understanding of the complexities of international tax and how to adopt best practice approaches to transfer pricing.

It focused on the relationship of corporate taxation to investment, with a particular emphasis on the role of international tax treaties.

Participants then moved on to study Border Management, where they developed an understanding of the key tools needed to deliver a world-class border management programme.

Working with our expert trainer, delegates learnt how to apply effective, legal and appropriate methods of increasing revenue and how to build enhanced, accurate intelligence to support revenue raising and crime reduction. The course also focused on developing and using threat assessments as a way of detecting and disrupting serious crime, and to prevent terrorism.

Due to the challenges caused by the Coronavirus pandemic, both programmes were delivered remotely over the Zoom platform. The

online training sessions were spread across several days (including weekends) to fit around the delegate’s busy work schedules, and extensive use was made of online discussion-based activities that focused on key challenges and issues they were facing in their workplace.

THE IMPACT
The participants were highly engaged throughout both training programmes.

FEEDBACK INCLUDED:

“ It was great, very educative and interesting, and I acquired knowledge to equip me on the job. ”

“ It was practical and interactive... the remote training sessions were flexible with up-to-date materials and concepts. ”

“As usual, very excellent, and most specifically Duncan Hughes who is a guru on pensions and made the training very good and easy to grasp.”

ERNEST NADOME, Board Chairman, National Industrial Training Authority Pension Scheme, Kenya, a delegate attending Investment of Pension Fund Assets, August 2019, London

BANKING, FINANCIAL SERVICES AND PENSIONS

2022 TRAINING COURSES	START	END	LOCATION
Fintech, Blockchain and Cryptocurrencies	06 Jun	17 Jun	London
Investment of Pension Fund Assets	04 Apr 01 Aug	08 Apr 05 Aug	Dubai London
Pension Scheme Governance and Regulation	25 Apr 01 Aug	29 Apr 05 Aug	Mauritius London
Pension Management in Developing Economies	20 Jun 26 Sep	01 Jul 07 Oct	London Kuala Lumpur
Pension Scheme Investment in Private Equity and Infrastructure	04 Apr 28 Nov	08 Apr 02 Dec	Dubai Dubai
Banking Strategies and Management	21 Mar 24 Oct	25 Mar 28 Oct	Dubai Mauritius
Corporate Governance for Senior Bank Executives	28 Mar 31 Oct	01 Apr 04 Nov	Dubai Mauritius

ABOUT THE PORTFOLIO

Our specialist financial services and banking training courses will assist professionals to meet the significant challenges facing their sector as it tackles increased competition, regulatory changes and the risks and opportunities of FinTech, mobile money and agency banking.

Providing an in-depth technical understanding of the latest global best practice approaches and technologies, our programmes will equip delegates with the skills and knowledge to operate effectively in the evolving international banking marketplace.

Our pensions courses have been designed to build knowledge step-by-step to equip delegates with a 360° understanding of the modern pensions landscape and the unique complexities involved. Whether you are a pensions fund manager, investor, regulator or trustee, we have a programme to meet your needs.

FEATURED TRAINERS



DUNCAN HUGHES

Duncan has over 25 years of experience in financial services across the banking, asset management and insurance sectors.

During his career in financial services he 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, financial risk management and on the opportunities presented by new financial technologies, including blockchain, particularly in a development context.



SUSANNE CHISHTI

Susanne has extensive industry expertise, including at board-level and in finance.

She has held senior positions at Deutsche Bank, Lloyds Banking Group, Morgan Stanley and Accenture, as well as currently holding Non-Executive Director positions at Crown Agents Bank, Supply Me Capital PLC, JLG PLC & Kompli Global.

She is the CEO of FINTECH Circle, Europe's first Angel Network focused on fintech opportunities, as well as the founder of the FINTECH Circle Institute, a leading fintech learning platform. In addition, Susanne is a best-selling author and co-editor of 'The FINTECH Book' series. Her wealth of experience led her to being recognised in the European Digital Financial Services Power 50 in 2015, an independent ranking of the most influential people in digital financial services in Europe. In 2019, she was awarded the Fintech Champion of the Year.

INDICATIVE STUDY VISIT



DUBAI FINANCIAL SERVICES AUTHORITY [DFSA]

The Dubai Financial Services Authority (DFSA) is the independent regulator of financial services conducted in and from the Dubai International Financial Centre (DIFC), a purpose built financial free zone in Dubai. The DFSA's regulatory mandate covers asset management, banking and credit services, securities, collective investment funds, custody and trust services, commodities futures trading, Islamic finance, insurance, crowdfunding platforms, money services, an international equities exchange and an international commodities derivatives exchange. Delegates will hear an overview of how the DIFC is embedding uncompromisingly high standards in a clear, succinct and flexible regulatory framework. This is the key to implementing international best practices relevant to a modern international financial centre.

FINTECH, BLOCKCHAIN AND CRYPTOCURRENCIES

The rise of Financial Technology (FinTech) has profound implications not only for financial services organisations, but also for the broader real economy, particularly in developing nations. In addition to the potential to significantly improve financial inclusion by drastically reducing transaction costs, technologies such as blockchain, AI and Big Data could also facilitate new microeconomies that are not currently feasible with existing currency and banking systems.

This programme will equip delegates with a working understanding of the mechanics of FinTech payment systems, blockchain and cryptocurrencies. The course looks at a number of FinTech and blockchain use cases, including domestic and cross-border payments and transfers, Trade Finance and peer-to-peer lending. The practicalities for a successful roll-out of FinTech systems are also reviewed through relevant case studies, including the requirement in some retail applications for local presence via agents (cf. M-PESA) and discusses the subtle, but critically important, nuances of digital currency, mobile money, mobile wallets and cryptocurrencies and how these compare to conventional monetary systems.

The programme also reviews the principal cryptocurrencies and their underlying blockchain or other architectures and features including Bitcoin, Ethereum, Ripple and Hyperledger as well as Facebook's Libra.

- COURSE OBJECTIVES:** On completion, you will be able to:
- Appreciate the current and future impact of FinTech and blockchain systems
 - Understand the technologies that comprise FinTech
 - Analyse potential socio-economic benefits and risks
 - Appreciate regulatory barriers to FinTech and blockchain evolution
 - Distinguish between key concepts such as mobile money and digital currency
 - Appreciate the nature of, and risks relating to, cryptocurrencies

- KEY TOPICS**
- FinTech and its disruptive potential
 - Key technologies underlying FinTech and blockchain
 - Principal current and future use cases for FinTech
 - The evolving landscape of digitised currencies and related data
 - Major cryptocurrencies and blockchain architectures
 - Special focus on Facebook's Libra announcement and the ensuing "techlash"

DURATION	FEE	DATE	VENUE
10 days	£4,195	06 - 17 June 2022	London

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. Consequently, investors urgently need to acquire the knowledge and skills to confidently invest in asset classes such as Private Equity and Infrastructure assets.

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, noting 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, and risks pertaining to, 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
- Analysing the risk and return profiles of Private Equity and Infrastructure investment
- Understanding asset-liability risk from a pension fund perspective
- The critical role of liquidity in contemporary investment
- Risk management and the role of derivatives

DURATION	FEE	DATE	VENUE
05 days	£2,495	04 - 08 April 2022	Dubai
		01 - 05 August 2022	London

PENSION SCHEME INVESTMENT IN PRIVATE EQUITY AND INFRASTRUCTURE

In recent times, pension schemes have significantly increased allocations to alternative asset classes and, in particular, to private equity and infrastructure assets. The theoretical investment argument for these allocations is sound, given the high prices of traditional public investment assets, the liquidity premium that pension schemes can harvest and the creation of new capital assets which suffer less from the surfeit of saved capital chasing too few public equities and bonds in most capital markets, which increase prices and reduce yields.

In addition to analysing the potential portfolio diversification benefits of private assets, delegates will examine the principal types of private equity, ranging from venture capital through to growth equity, late stage/pre-IPO investments and buyouts. This course will also cover the investment vehicles and fund structures used as conduits for pension scheme investment.

Delegates will discuss the suitability of different types of infrastructure assets for pension scheme investment, and draw the careful distinction between these and “public goods” perhaps more appropriately funded by taxation.

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

- Appreciate the increasingly important role played by private equity in investment
- Understand the fundamental drivers behind the evolution of the market
- Analyse the risk/return profile of private equity investment
- Identify the principal actors in infrastructure project finance transactions

- Appreciate the key factor of liquidity in private assets vis-à-vis mainstream securities
- Understand the important differences between infrastructure and public goods

KEY TOPICS

- The nature and risk/return profile of private asset investment
- Rationales for pension scheme allocation to private equity and infrastructure
- Pitfalls in private asset investment and the key role of effective due diligence
- Realistic liquidity analysis in public and private asset markets
- Evolution of private investments and key exit strategies
- Project finance structures and participants

DURATION	FEE	DATE	VENUE
05 days	£2,495	04 - 08 April 2022	Dubai
		28 November - 02 December 2022	Dubai

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 pension 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-à-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

DURATION	FEE	DATE	VENUE
05 days	£2,495	25 - 29 April 2022	Mauritius
		01 - 05 August 2022	London

PENSION MANAGEMENT IN DEVELOPING ECONOMIES

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. In addition, the broadening of pension scheme investment into private asset classes such as Private Equity and Infrastructure assets calls for a new set of analytical and management skills.

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 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 domestic and overseas market
 - In mainstream securities and private assets such as Private Equity and Infrastructure

KEY TOPICS

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

DURATION	FEE	DATE	VENUE
10 days	£4,195	20 June - 01 July 2022	London
		26 September - 07 October 2022	Kuala Lumpur

BANKING STRATEGIES AND MANAGEMENT

20% OFF
JAN-MAR COURSES
NEW

In the years since the global financial crisis of 2008, the banking sector has undergone seismic change as regulators have sought to reduce systemic risk, better protect banks' customers and promote greater financial inclusion. In addition, technological innovation within the sector has created many new challenges and opportunities.

In order to consistently generate attractive returns on shareholders' equity whilst meeting the expectations of key stakeholders, all teams and departments within a banking organisation must align with and support the overarching business strategy and vision. Strategic management enables managers and leaders to identify different approaches to overcoming the challenges presented by Fintech and blockchain technologies and to engage in strategic planning, identifying ways to contribute unique value and navigate obstacles in order to generate tangible results.

Ideal for senior executives and Boards within the banking sector, this course will equip delegates with critical skills in strategic management, change management and leadership. Through an exploration of domestic and international banking landscapes, delegates will examine how to develop and implement long-term strategies that will create value for the banks customers whilst effectively managing its risks in order to deliver sustainable returns on tangible equity at the levels demanded by shareholders.

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

- Outline how a bank's strategy is formulated

- Identify the purpose of strategic management
- Explore contemporary approaches to change management within financial institutions
- Understand current global leadership trends and the impact it has on their work and organisation
- Analyse the impact of international trends in banking, including key regulatory and technological themes
- Appraise the evolution of Fintech and other banking innovations and potential disruption of domestic financial services markets

KEY TOPICS

- Strategy management, analysis and evaluation
- Change management in an age of uncertainty
- Effective strategic risk management, including cybersecurity and stressed economic scenarios
- 21st century leadership, and the qualities, values and competencies of a successful leader
- International trends in financial services, Fintech and Islamic finance
- The evolving role of marketing in contemporary banking
- Societal themes including environmental considerations and financial inclusion

DURATION	FEE	DATE	VENUE
05 days	£2,495	21 - 25 March 2022	Dubai
		24 - 28 October 2022	Mauritius

CORPORATE GOVERNANCE FOR SENIOR BANK EXECUTIVES

20% OFF
JAN-MAR COURSES
NEW

The governance challenges facing banks' boards of directors and senior management teams have significantly increased in the years since the global financial crisis. Regulatory scrutiny has intensified, competition has increased and new cybersecurity risks are increasingly prevalent. Banks' leadership teams consequently face an increasingly complex and daunting challenge in developing and maintaining effective governance arrangements to assure the protection of stakeholders' long-term interests and to deliver the bank's strategic objectives.

Effective governance arrangements are key to strategic decision making and intelligent and effective risk governance to ensure that a bank's strategic and non-financial risks are being handled appropriately. Governance structures need to be set within an organisational culture that embraces integrity, accountability, openness and competency.

Essential for senior executives, non-executives or board members within the banking sector, this course increases delegates' understanding of the nature and importance of good governance and how judicious risk management can make a significant and tangible contribution towards the success of their organisations.

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

- Appreciate the central role of risk governance in banking organisations
- Define an appropriate culture and behavioural framework that secures and maintains the trust of all actual and potential stakeholders

- Identify potentially disruptive developments in technology and regulation and ensure that the bank is prepared to evolve in new environments to avoid becoming irrelevant
- Develop a strategic approach to the allocation of banks' risk capital and funding resources

KEY TOPICS

- Effective governance and accountability frameworks
- Impact and implications of new financial technologies on strategy
- Evolving environmental, social and governance (ESG) obligations for banks
- The regulatory environment and its implications for compliance and performance
- Risk-based decision-making and effective change management
- Strategic risk management, including cybersecurity and stressed economic scenarios
- Individual and collective performance evaluation

DURATION	FEE	DATE	VENUE
05 days	£2,495	28 March - 01 April 2022	Dubai
		31 October - 04 November 2022	Mauritius

BUILDING CAPACITY IN THE BANKING SECTOR FOR OVER 60 YEARS

Drawing on our extensive experience of training both public and private sector banks over many years, Crown Agents offers a set of learning programmes to support the evolution of our banking clients' business and operational models. With a learning suite that comprehensively covers the banking knowledge and technological and management issues required to operate in the evolving financial services marketplace, our training courses will equip you with the skills and understanding to make a real impact in your business.

CROWN AGENTS' SCHEDULED TRAINING COURSES

We have delivered scheduled courses on banking topics for many years. In 2022 we have introduced two brand new courses focussed specifically on supporting the banking sector:

BANKING STRATEGIES AND MANAGEMENT

Ideal for senior executives and Boards within the banking sector, this course will equip delegates with critical skills in strategic management, change management and leadership. Through an exploration of domestic and international banking landscapes, delegates will examine how to develop and implement long-term strategies that will create value for the bank's customers whilst effectively managing its risks. [see page 68].

CORPORATE GOVERNANCE FOR SENIOR BANK EXECUTIVES

In order to consistently generate attractive returns on shareholders' equity whilst meeting the expectations of key stakeholders, all teams and departments within a banking organisation must align with and support the overarching business purpose, vision and strategy. This course will increase your understanding of the nature and importance of good governance and how this can lead to tangible success within your organisation. [see page 68].

CUSTOMISED TRAINING DEVELOPED SPECIFICALLY FOR YOUR ORGANISATION

Alongside our portfolio of scheduled courses, we work with organisations to develop customised training programmes on a range of bespoke topics to meet their specific capacity-building needs. Any of our scheduled courses can also be delivered for clients as a customised option at a time, location and duration that suits them, or we can develop something entirely bespoke based on your requirements.

Using the knowledge of our expert trainers and in-house consultants, we can develop programmes on a range of topics including leveraging branch networks and other retail channels, retail banking products, services and management and retail banking customer-credit risk management to suit your bank's business model and technological strategy.

We can also work with our clients to develop framework agreements to train large numbers of delegates over several weeks, months or years. This approach is particularly important in the banking sector given the significant developments and reforms that make it important to remain up to date with the latest global best practice approaches and technologies.

We're proud to include case studies on the following pages showcasing our recent customised programmes for the banking and financial services sector.



CUSTOMISED TRAINING FOR THE BANKING AND FINANCIAL SERVICES SECTOR

Over the last 60 years we have delivered customised training programmes for commercial, central and public banks across many countries, and can tailor any content to the unique context in which our clients work.

Our experience of training large groups of staff from multiple countries makes us uniquely placed to advise the banking and financial sector on strategic management and leadership. Having trained hundreds of delegates from middle management right up to the Board of Directors, we are very experienced in training all levels within a financial services organisation.

SOME OF OUR RECENT CUSTOMISED PROGRAMMES FOR CENTRAL AND MULTILATERAL BANKS HAVE INCLUDED:

THE CARIBBEAN DEVELOPMENT BANK (CDB)

In October 2020, CDB asked Crown Agents to deliver two large-scale online training sessions to increase understanding and application of the Incoterms® Rules amongst its members. As a result of the training, over 125 people from across the Caribbean are now better informed about the roles and responsibilities of the buyer and the seller during a transaction of goods.

The course was designed and delivered by Crown Agents' in-house specialist, one of only 50 accredited Incoterms® trainers worldwide. As a member of the ICC (UK) Incoterm® 2020 Review Committee, his extensive experience and knowledge of the terms was invaluable to participants.

“ The training supports the Bank’s continued efforts to expand the use of established international trading standards to further regional trade and development. ”

DOUGLAS FRASER, Head of Procurement, CDB

OUR TRAINING FRAMEWORK WITH THE COMMERCIAL BANK OF ETHIOPIA (CBE)

Crown Agents has been privileged to support CBE and the National Bank of Ethiopia (NBE) since 2014, with training delivered throughout the year on a range of subjects. We train staff from private and public banks across the country and cover a mix of technical and management requirements, including:

- Bank lending, deposit and payment products
- Project finance
- Mobile Money and FinTech
- Agency banking
- Microfinance
- SME banking
- Asset-Liability Management
- Interest-Free (Islamic) Banking

The learning materials and objectives for each course are specifically tailored for the context within which the banks operate. Our framework agreement involves both local in-country training as well as international courses, with many Board Members and Senior Executive teams coming in the UK for training since 2019.

SOME OF OUR RECENT CUSTOMISED PROGRAMMES FOR PRIVATE SECTOR BANKING CLIENTS HAVE INCLUDED:

BERHAN BANK, ETHIOPIA

In September 2020, we ran a face-to-face training course for delegates from Berhan Bank S.C., Ethiopia, who joined us in Dubai. The training focussed on key issues in 21st century banking to support participants to develop a strategy to address the challenges facing small private banks. Crown Agents’ expert trainers presented up-to-date insights from the global banking sector, including a look at regulatory trends, the evolution of banking business models from a Net Interest Margin paradigm and the strategic implications of innovations in banking.

This was our first face-to-face course following the outbreak of the COVID-19 pandemic. The delegates were happy to be able to resume in-person training, and to their delight we were even able to safely include both technical and cultural sightseeing visits as part of the course.

“ Under the unfortunate circumstances where the COVID-19 pandemic prevented most face-to-face encounters, the training was well organised...Overall, with the necessary precautionary measures in place coupled with creativity in facilitation, it is possible to organise a face-to-face training course during this pandemic. ”

DR NARDOS BERHANU, Vice Chairperson, Berhan Bank S.C., Ethiopia



ABAY BANK, ETHIOPIA

In April 2021, Abay Bank contracted Crown Agents to deliver a significantly contextualised training course for 10 members of the Board of Directors in Dubai to build their skills in strategic management, change management and leadership.

Through highly practical methods and engaging discussions the training supported the bank’s strategic management aims through an exploration of the issues facing the organisation and how the Board

could overcome these. Delegates explored the current and future landscape in banking and financial services in Ethiopia, and internationally, and assessed the impact of these developments on the Bank’s strategy.

This training was so successful that in August the Bank requested a further 26 members of the Senior Management team also attend.

“ Well organised; full of knowledge and experience. ”

TADDESE ASSEFA TIRUNEH, Board Member, Abay Bank, Ethiopia





ENVIRONMENTAL, SOCIAL AND GOVERNANCE (ESG)

2022 TRAINING COURSES	START	END	LOCATION
The Sustainability, ESG and Net Zero Toolkit for Boards and Senior Executives	17 Oct	28 Oct	London
Responding to Sustainability and ESG Risks and Opportunities for Boards and Senior Executives	17 Oct	21 Oct	London
Achieving Net Zero: Environmental Sustainability and Climate Change for Boards and Senior Executives	24 Oct	28 Oct	London
ESG and Green Public Financial Management: Sustainability and the Transition to Net Zero	14 Nov	25 Nov	London
ESG and Innovation in Sustainable Financing: Structuring Solutions to Bridge Funding Gaps	13 Jun	17 Jun	London
ESG, Sustainability and Climate Change for Bank Executives - Transitioning to New Lending Strategies	05 Dec	09 Dec	London
Sustainability for Bank Boards and Senior Executives - Leading ESG Risk and Climate Change Transition	18 Jul 05 Sep	22 Jul 09 Sep	London Washington D.C.

ABOUT THE PORTFOLIO

The environmental, social and governance [ESG] aims of all governments and organisations have shifted dramatically in line with unprecedented risks to sustainability.

Focussed on the core components of ESG strategies, our courses will support clients from all types of organisation to transition to a more sustainable business model that protects your ability to flourish as stringent global reporting and borrowing requirements come into force.

For organisations in the banking and financial services sector, our three dedicated ESG programmes will address a wide range of practical issues including new regulatory and reporting requirements and supporting clients through their transition phase.

FEATURED TRAINERS



DUNCAN HUGHES

Duncan has over 25 years of experience in financial services across the banking, asset management and insurance sectors.

During his career in financial services he has held many senior positions at major financial firms including NM Rothschild and Columbia Threadneedle, where he was responsible for, amongst other things, green bond structuring and the development of sustainable investment products.

Duncan is a tutor for all three levels of the internationally recognised Chartered Financial Analyst (CFA) programme, as well as the CFA's international ESG programme and their Climate Change impact qualification. Working with some of the world's leading banks, he has provided consultancy services to assist with the complex transition of their asset portfolios and capital allocations to meet Net Zero emissions targets and environmental commitments.

With a speciality in ESG training, Duncan has also delivered programmes for all levels within banking organisations to build knowledge capacity to support the transition to more sustainable balance sheets and product ranges.



NICOLA MANDER

Nicola is Crown Agents' Director of Climate Change and Energy.

With over 24 years of international experience in climate change, environmental and social sustainability, energy research, project and programme development and delivery, and consultancy services, she has gained deep-rooted technical skills across a range of environmental initiatives.

Specialising in inclusive economic growth and overcoming climate resilience challenges in developing countries, Nicola has contributed to and led several large, complex urban sustainability, biodiversity restoration, community watershed stewardship, renewable energy transition, climate action planning and major event greening programmes at local, country-wide and international scales in Africa. She has also worked extensively on environmental communications, aiming to bridge the science-policy divide and grow awareness of the tools and approaches that can help practitioners identify appropriate solutions to context-specific challenges.

THE SUSTAINABILITY, ESG AND NET ZERO TOOLKIT FOR BOARDS AND SENIOR EXECUTIVES

NEW

This two-week programme combines:

- Responding to Sustainability and ESG Risks and Opportunities for Boards and Senior Executives 05 days
- Achieving Net Zero: Environmental Sustainability and Climate Change for Boards and Senior Executives 05 days

Stakeholders now expect that Boards and Senior Executives will address unsustainable business practices and seek to make a positive environmental impact. Environmental goals must now be integrated into organisational strategies and development programmes as a key priority. Global ESG and sustainability standards, measures and reporting requirements are also evolving and must be adhered to.

This course will equip Boards and Senior Executives to lead the necessary organisational transformation and transition planning to meet their ESG and sustainability targets. Participants will explore how to transition to Net Zero and what opportunities are available for leveraging innovative climate solutions, technological advances and green investments.

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

- Understand ESG, sustainability and the causes of environmental degradation, and meet the requirements, standards and expectations of stakeholders

- Detail relevant global initiatives and accords and how these are driving country and organisational target setting
- Drive and oversee your organisation's ESG and Net Zero ambitions, transition planning and strategy
- Recognise the transformation and cultural change required to implement an ethical transition
- Critically assess your organisation's ESG and sustainable investment programmes and funding opportunities
- Confidently engage with stakeholders on performance and fulfil your organisation's obligations around ESG and climate reporting

KEY TOPICS

- Risk governance and management for sustainability and ESG
- Stakeholder engagement around ESG and environmental issues
- Alignment of organisational direction and structural reassessment, adaption and transformation
- Measuring emissions, sources of climate data and data assurance
- Environmental and climate investing and impact assessment
- ESG, sustainability and Taskforce for Climate-related Financial Disclosures (TCFD) disclosure, transparency and reporting requirements
- Technological solutions and innovation

DURATION	FEE	DATE	VENUE
10 days	£4,195	17 - 28 October 2022	London

RESPONDING TO SUSTAINABILITY AND ESG RISKS AND OPPORTUNITIES FOR BOARDS AND SENIOR EXECUTIVES

NEW

The ESG aims of all governments and organisations have shifted dramatically in line with unprecedented risks to sustainability. Boards and Senior Executives must now assess these critical issues and seek innovative solutions to environmental threats, which can in turn open up opportunities for a better and more sustainable future. Many stakeholders now demand that business is conducted responsibly and takes into account sustainable economic performance and societal and environmental impact.

This course will equip Boards and Senior Executives to lead the necessary organisational transformation and transition planning to meet their ESG and sustainability goals. It will be a catalyst for enhancing standards of governance excellence, integrating ESG considerations to provide the right strategic direction, lead performance and compliance of the organisation and achieve the best outcomes for all stakeholders.

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

- Understand ESG and sustainability in a global and local context, and meet the requirements, standards and expectations of stakeholders
- Strategically re-assess your organisational direction
- Appreciate the enablers of sustainability and ESG and recognise the transformation and cultural change required to be able to drive through impactful solutions

- Apply effective governance over sustainability and ensure your risk management, compliance and control frameworks are adapted and robust
- Drive forwards a conducive culture based on fairness, integrity and ethical behaviour, openness and transparency, accountability and competency
- Identify the sources of sustainability and ESG financing and funding opportunities available to the organisation

KEY TOPICS

- Risk governance and management for sustainability and ESG
- Global ESG and sustainability standards, measurement and metrics
- Stakeholder engagement around ESG issues
- Alignment of organisational direction
- Structural reassessment, adaption and transformation
- Cultural and behavioural elements of ESG and sustainability
- Integrated assurance and oversight
- ESG and sustainability disclosure, transparency and reporting requirements

This is week one of **The Sustainability, ESG and Net Zero Toolkit for Boards and Senior Executives**.

DURATION	FEE	DATE	VENUE
05 days	£2,495	17 - 21 October 2022	London

ACHIEVING NET ZERO: ENVIRONMENTAL SUSTAINABILITY AND CLIMATE CHANGE FOR BOARDS AND SENIOR EXECUTIVES

NEW

With the threat of climate change, governments, organisations and citizens around the world are focussing on what actions they can take to slow the negative impacts of CO₂ emissions. Boards and Senior Executives can no longer continue to “externalise” the costs of degradation, pollution and climate change on others. All stakeholders now expect that they will address unsustainable business practices and seek to make a positive environmental impact.

This course will take a deep dive into sustainability and ESG from a global environmental perspective. Participants will explore how to transition to Net Zero and what opportunities are available for leveraging innovative climate solutions, technological advances and green investments. This will support you to deliver economic benefits whilst protecting the environment.

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

- Understand the causes of climate change and environmental degradation, and appreciate how the issues, impacts and potential solutions vary around the world
- Detail the relevant global initiatives and accords including the UN Sustainability Programme, Paris Agreement, COP26 and Net Zero and how these are driving country and organisational target setting
- Challenge the adequacy and effectiveness of your organisation's risk governance and management responses
- Drive your organisation's ambitions and transition planning, and maintain effective oversight of your environmental strategy

- Confidently engage with stakeholders on your environmental performance and fulfil your organisation's obligations around environmental and climate reporting

KEY TOPICS

- Environment and climate change issues, standards and initiatives
- Climate risk management
- Measuring emissions, sources of climate data and data assurance
- Environmental and climate investing and impact assessment
- Adapting organisational operations towards Net Zero
- Leading change and communicating the Net Zero ambition and transition plan
- Environmental compliance and control
- Taskforce for Climate-related Financial Disclosures (TCFD) reporting requirements
- Technological solutions and innovation

This is week two of **The Sustainability, ESG and Net Zero Toolkit for Boards and Senior Executives**.

DURATION	FEE	DATE	VENUE
05 days	£2,495	24 - 28 October 2022	London

ESG AND GREEN PUBLIC FINANCIAL MANAGEMENT: SUSTAINABILITY AND THE TRANSITION TO NET ZERO

NEW

Public financial managers are now facing an increasingly urgent issue - the need to devise strategic transition plans to meet their ESG and sustainable development goals.

This must include an appreciation of the broader transformation needed to help their organisation transition towards its own Net Zero, ESG and Nationally Defined Contributions (NDC) goals.

This course will help participants to examine and adopt green public financial management (PFM) strategies and practices. In the context of current and emerging ESG risks and opportunities, delegates will critically assess their PFM policies, financing strategy and capital investment framework. They will also explore issues of ethics and integrity and how to mitigate against 'greenwashing' and corruption risks.

This highly practical training will equip public financial managers with the necessary understanding, skills and tools to confidently address these complex issues and help their organisation to deliver on its environmental and social impact goals.

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

- Identify key ESG and climate change risks and opportunities facing your organisation
- Adapt public finance policy and strategy in response to ESG risks, opportunities and obligations

- Assess, plan and budget for capital and other investment in the context of your country's NDCs
- Appreciate the range of financing options available for sustainable investment
- Outline key ESG issues for finance staff, procurement staff, auditors and pensions investors
- Understand and meet ESG and climate-related disclosure, reporting and accounting requirements

KEY TOPICS

- The local and global drivers for Green PFM and ESG
- ESG and Net Zero transition planning and organisational transformation
- Capital budgeting, planning and sustainable procurement
- ESG and sustainability in programme/project appraisal
- Environmental, climate and social impact assessment
- ESG investment strategies and opportunities
- Sustainable finance, ESG bonds and financial instruments
- Pensions scheme investor perspective and ESG screening or investing
- Sustainability and integrated ESG reporting under international frameworks
- Internal and external audit and oversight

DURATION	FEE	DATE	VENUE
10 days	£4,195	14 - 25 November 2022	London

ESG AND INNOVATION IN SUSTAINABLE FINANCE: STRUCTURING SOLUTIONS TO BRIDGE FUNDING GAPS

NEW

Funding ranks as one of the greatest challenges faced by nation-states building sustainable infrastructure. The delivery of environmental and social (E&S) objectives demands levels of financing that cannot be met by national governments and development banks alone.

Projects and other initiatives must increasingly be structured to facilitate the participation of commercial banks and investors, and source the level of financing that is urgently required to transition to greener economies and deliver other E&S goals.

Through comprehensive technical coverage and relevant case studies, this highly practical programme looks carefully at the key issues surrounding the successful structuring and arrangement of, and participation in, financing of sustainable economic initiatives. This course will explore the measurement of E&S impact and the capital structuring of existing firms and special purpose vehicles. It also looks at the sources of revenue generation for the parties involved, such as fees and carbon credits, as well as net interest income.

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

- Understand ESG, sustainability and climate change in a global context
- Appreciate the role of financial structuring in facilitating participation in sustainable initiatives
- Understand project finance for environmental and social enterprises

- Understand Green Bond and Social Impact Bond markets and investor objectives
- Appreciate the purpose of loan syndication in facilitating participation across financier constituencies
- Analyse the role of different participants, their funding types and interactions

KEY TOPICS

- ESG, sustainability and climate change – green investment opportunities, funding requirements, and implications for the whole financial sector
- The roles of key participants, including government bodies, commercial and development banks and investors
- Collaborate funding and project finance
- Green Bonds and Loans and the “greenwashing” issue
- Loan syndication structures with banking and investor participants
- Key funding types: grants, equity, guarantees and senior and subordinated debt tranches
- Maximising the “additionality” of external funding

DURATION	FEE	DATE	VENUE
05 days	£2,750	13 - 17 June 2022	London

ESG, SUSTAINABILITY AND CLIMATE CHANGE FOR BANK EXECUTIVES – TRANSITIONING TO NEW LENDING STRATEGIES

NEW

Amidst the urgent response to environmental threats, banks, as financiers, are expected to play a pivotal role in the transition to a lower carbon economy.

Not only are banks expected to align their financing with the goals and timelines of the Paris Agreement, but investors are increasingly expecting banks to transform their lending strategy and drive their clients' green transition plans. Only banks that do so will be able to maintain and strengthen their credibility and secure new long-term investment.

This course explores the practical steps required to transform bank lending and influence clients transition plans. It will also examine climate-related financial disclosure and transparency initiatives and obligations facing banks and their customers. Delegates will draw upon case studies to help highlight and illustrate key ESG risks and opportunities, and bank lending and underwriting decisions.

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

- Understand ESG, sustainability and climate change concepts and global drivers
- Outline international and local standards, requirements and laws, and their impact on banks
- Meet ESG and climate-related financial disclosure reporting requirements
- Conduct robust sectoral analysis to inform credit and investment portfolio strategy, to mitigate risks and deliver sustainable environmental and societal impact

- Review the status of a client's ESG credentials and green transition plans against bank requirements and expectations
- Engage in a strategic dialogue with clients to influence their ESG and green ambitions
- Deliver ESG reporting to recognised and emerging standards, including the latest climate-related financial disclosure requirements

KEY TOPICS

- ESG, Sustainability and Climate Change – drivers, context, implications, goals, and definitions
- Environmental sectoral analysis: scope and opportunities for greater ambition
- Lending portfolio strategies
- Examining physical climate risk
- Credit and project finance appraisal incorporating ESG/Green criteria
- Assessing migration plans to lower carbon business models, supply chain resilience and circular economy initiatives
- Managing transition risks

DURATION	FEE	DATE	VENUE
05 days	£2,750	05 - 09 December 2022	London

SUSTAINABILITY FOR BANK BOARDS AND SENIOR EXECUTIVES – LEADING ESG RISK AND CLIMATE CHANGE TRANSITION

NEW

Bank’s Boards and Senior Executives have now wholly accepted the importance of ESG issues as an urgent organisational imperative. Banks know they must now move from making ESG pledges, to taking sustainable action.

As the world seeks to address climate change and environmental threats, assurance of the sustainability of the bank, including how Boards and Senior Executives are leading the transition to a lower carbon economy, is crucial. It is also linked to how well they support management and staff in championing the transformation of bank culture, policies, strategies and practices, in response to new and challenging ESG and climate-related priorities.

Customers, governments, regulators, investor groups and key stakeholders are pushing harder for bank governing bodies and Senior Executives to now embrace complex ESG concepts, respond to new ESG reporting and regulatory requirements, and demonstrate that they are managing ESG related risks whilst responding positively to emerging opportunities to add long-term value.

Banks must ensure their business models are adapted and sustainable. They must also be able to assess the ESG credentials of their clients as a key criterion in new lending decisions and portfolio strategy; aligning their financing strategies with the goals and timelines of the Paris Agreement. This must all be managed under an effective risk governance framework.

This course will be a catalyst for bank leaders to transform their mindset; it will help you to meet your ESG and climate change challenges.

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

- Understand ESG, sustainability and climate change concepts and global drivers
- Outline international and local standards, requirements and laws
- Meet ESG and climate-related financial disclosure reporting requirements

- Develop a balanced portfolio of ESG policies and strategies to deliver sustainable environmental and societal impacts
- Reassess the expectations of bank shareholders and private investors, and assess risks and new opportunities around raising capital for sustainable investment
- Direct a strategic review of sectoral and client lending and lead the dialogue with clients around their green transition plans
- Manage ESG risk through an enhanced risk governance and integrated assurance framework
- Undertake reviews of bank governance, board and senior executive effectiveness

KEY TOPICS

- Corporate Governance in banks – standards, codes and frameworks, roles and behaviours, trends and the global context of ESG, Sustainability and Climate Change
- ESG implications for banks: compliance, standards, reporting requirements, strategic re-assessment, business risk and opportunities
- Task force for Climate-related Financial Disclosures (TCFD) – key tenets and implications for banks
- Understanding ESG/Green stakeholder perspectives and managing green stakeholders
- Understanding the bank’s exposure to environmental, physical climate, social, societal and transition risks
- Driving the green transition
- Leading key client engagement around ESG transition plans
- Adapting risk governance and integrated assurance frameworks for ESG and climate risk
- Assessing senior team performance and effectiveness against ESG criteria and expectations; adapting competency framework and succession plans to ESG factors

DURATION	FEE	DATE	VENUE
05 days	£2,750	18 - 22 July 2022	London
		05 - 09 September 2022	Washington D.C.

WHAT IS ESG AND WHY IS IT IMPORTANT?

ESG refers to a way of doing business that considers environmental, social and governance elements, with a focus on conducting business ethically in all three areas. ESG is often viewed as the more tangible relation of corporate social responsibility [CSR] as it is easier to quantify, measure, and manage.

As all things ESG-related become key priorities for boards, investors, customers and employees, understanding how to effectively manage and monitor it becomes increasingly important.

FUTURE-PROOF YOUR ORGANISATION

The impact an organisation or business has on the environment or society is now a crucial factor in stakeholder considerations and can have far reaching consequences. Meeting higher ESG standards is no longer a “nice to do”, it’s rapidly becoming essential for business survival. Adopting robust ESG practices is going to be vital to ensure an organisation’s ongoing ability to raise affordable finance and avoid falling foul of the new standards and laws that are rapidly being adopted by governments worldwide.



WHEN DEVELOPING YOUR ESG STRATEGY YOU MIGHT CHOOSE TO FOCUS ON A NUMBER OF DIFFERENT BUSINESS AREAS, SUCH AS:

ENVIRONMENTAL	SOCIAL	GOVERNANCE
 Climate change	 Diversity and social inclusion	 Strategies and policy
 Waste and resource management	 Health, safety and wellbeing	 Procurement
 Pollution	 Community impact and integration	 Supply chain management
 Materials	 Education and skills	 Reporting and financial transparency
 Recycling	 Remuneration and pay equality	 Anti-corruption

Don’t be left behind as governments and the global finance sector demand higher standards for organisations. Our courses will help ensure your key people have the skills and knowledge they need in this rapidly shifting landscape.



“The content was very rich and I have gained significant additional skills in RBM&E that will definitely impact my organisation.”

PERPETUA EGONMWAN UHOMOIBHI, Director - Surveillance, Monitoring and Evaluation, National Malaria Elimination Programme, Nigeria, a delegate attending Results-Based Monitoring and Evaluation, November 2019, Washington D.C.

PROJECT MANAGEMENT AND EVALUATION

2022 TRAINING COURSES	START	END	LOCATION
Mastering Project and Programme Management Skills	09 May 21 Nov	20 May 02 Dec	London London
The Development Project and Financial Management Toolkit	14 Mar 19 Sep	08 Apr 14 Oct	London Washington D.C.
Project Management of Development Projects [Project DPro Foundation Certificate]	14 Mar 06 Jun 19 Sep	25 Mar 17 Jun 30 Sep	London London Washington D.C.
Financial Management of Development Projects	28 Mar 03 Oct	08 Apr 14 Oct	London Washington D.C.
The Development Programme [DPro] Toolkit	14 Mar 19 Sep	08 Apr 14 Oct	London Washington D.C.
Programme Management of Development Programmes [Program DPro Foundation Certificate]	28 Mar 03 Oct	08 Apr 14 Oct	London Washington D.C.
Evaluation and Impact Assessment of Policies and Projects	20 Jun 24 Oct	24 Jun 28 Oct	London Miami
Results-Based Monitoring and Evaluation	20 Jun 31 Oct	01 Jul 11 Nov	London London
The Agile Project Manager [APMG AgilePM® Certificate]	04 Apr 22 Aug	08 Apr 26 Aug	London Washington D.C.

ABOUT THE PORTFOLIO

As professionals from diverse disciplines are increasingly required to manage projects, all managers now need a good understanding of the principles of sound project management.

We offer a range of courses in project management and Results-Based M&E to equip professionals with the tools required to manage and evaluate the impact of projects. For policy makers and project managers, our **Evaluation and Impact Assessment of Policies and Projects** course offers essential best practice guidance.

CERTIFICATION COURSES IN PROJECT AND PROGRAMME MANAGEMENT



Gain an internationally recognised qualification with our Project DPro Foundation and Program DPro Foundation aligned training courses: these certification programmes are tailored to the complexities, challenges and objectives that are common to development projects and programmes.

FEATURED TRAINERS



STUART WILSON

Stuart has over 25 years' experience working in a variety of project and programme management roles.

With extensive international training experience, he has designed and delivered capacity-building training and consultancy for professionals at all levels in both the private and public sectors.

A highly qualified project management professional, Stuart is a Chartered Engineer (CEng) and has the following additional memberships and qualifications in project management: ISEB Certificate in Project Management for Information Technology; APMG Project and Programme Sponsor Practitioner; Chartered Information Technology Practitioner (CITP); and Member of the Association for Project Management and Engineering Council. He has previously worked with the UK Home Office, providing advice and leading reviews of critical projects, as well as supporting the UK Olympic Board to improve strategic decision making during the London 2012 Olympic Games.



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 numerous Crown Agents training courses on financial management and accounting, audit and monitoring and evaluation in the UK and abroad.

INDICATIVE STUDY VISIT



THAMES BARRIER AND THAMES BARRIER PARK

Opened in 2000, the Thames Barrier Park is a 7-hectare green space located in the Royal Docks, in the London Borough of Newham. The barrier itself is one of the largest moveable flood barriers in the world. On this visit, delegates will learn about the past, present and future plans for the barrier, including development projects planned to help avert the risk of environmental disaster to central London and provide socio-economic benefits to this deprived area of London. For more information go to www.royaldocks.london

MASTERING PROJECT AND PROGRAMME MANAGEMENT SKILLS

Trained project and programme management practitioners are essential for the successful delivery of strategic outcomes, however, as professionals from a range of disciplines become 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, especially public servants and project office staff, who need 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®

- KEY TOPICS**
- Identifying the scope of projects and programmes to ensure delivery against 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	FEE	DATE	VENUE
10 days	£4,195	09 - 20 May 2022	London
		21 November - 02 December 2022	London

THE DEVELOPMENT PROJECT AND FINANCIAL MANAGEMENT TOOLKIT



This 20-day programme combines:

- Project Management of Development Projects
[Project DPro Foundation Certificate]

10 days
- Financial Management of Development Projects

10 days

This in-depth programme 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 one of the toolkit delivers in-depth training in project management concepts, processes and practice. This course is aligned to the Project DPro Foundation syllabus and includes integrated preparation for the Project DPro Foundation exam which can be taken at the end of the first two weeks.

Sound financial management is also critical to the success of all types of development projects. The second half of this course 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

ABOUT THE PROJECT DPRO FOUNDATION CERTIFICATION:

Project DPro is an internationally recognised certification programme developed by PM4NGOs. Project DPro is platform-independent and tailored to the complexities, challenges and objectives that are common to development projects. Award of the Project DPro Foundation Certification will require passing an online multiple-choice examination. After passing the certification exam participants will be able to display the Project DPro Foundation digital certificate.

DURATION	FEE	DATE	VENUE
20 days	£7,250	14 March - 08 April 2022	London
		19 September - 14 October 2022	Washington D.C.

PROJECT MANAGEMENT OF DEVELOPMENT PROJECTS (Project DPro Foundation Certificate)



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.

This 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 Project DPro Foundation syllabus. It includes integrated preparation for the optional Project DPro Foundation 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
- Recognise and distinguish all elements in the life of a development project as described in the Project DPro Guide
- Participate actively in the management of a development project from identification to end of project transition

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 PROJECT DPRO FOUNDATION CERTIFICATION:

Project DPro is an internationally recognised certification programme, developed by PM4NGOs. Project DPro is platform-independent and tailored to the complexities, challenges and objectives that are common to development projects. Award of the Project DPro Foundation Certification will require passing an online multiple-choice examination. After passing the certification exam participants will be able to display the Project DPro Foundation digital badge.

This is week one and two of **The Development Project and Financial Management Toolkit** and **The Development Programme [DPro] Toolkit**.

DURATION	FEE	DATE	VENUE
10 days	£4,450	14 - 25 March 2022	London
		06 - 17 June 2022	London
		19 - 30 September 2022	Washington D.C.

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 the 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
- 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 is week three and four of **The Development Project and Financial Management Toolkit**.

DURATION	FEE	DATE	VENUE
10 days	£4,195	28 March - 08 April 2022	London
		03 - 14 October 2022	Washington D.C.

THE AGILE PROJECT MANAGER [APMG AgilePM® Certificate]

Agility in managing projects is becoming a critical need in an increasingly pressured workplace. Effective focus, collaboration and communication, adaptability and change, control and empowerment, and sound risk management and governance, are key themes in successfully delivering an agile and flexible project.

Delegates will receive a grounding in the Agile Project Management Framework, centred around the 5Ps of project management: principles, people, processes, products and practices. This course will also provide an overview of the Dynamic Systems Development Method [DSDM] tools and techniques, taking an evolutionary approach to developing organisational solutions.

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

- Compare Agile project management with traditional approaches
- Deliver quicker, cost-effective and low risk change on an Agile project
- Apply core Agile project principles, concepts and processes
- Apply the DSDM approach to projects and daily activities
- Boost communication and stakeholder engagement skills
- Apply and tailor management styles for Agile projects

KEY TOPICS

- Agile framework and DSDM
- The principles of Agile PM®:
 - Deliver on time and to quality
 - Focus on the business need

- Collaborate and communicate
- Incremental change and adaptability
- Control, planning and risk management
- The life cycle process
- Products: what is produced and when
- Practices, tools and techniques: timeboxing, modelling, iterative development, prioritization and facilitated workshops
- Individual and organisational roles and responsibilities
- Governance and empowerment

ABOUT THE APMG INTERNATIONAL AGILEPM® FOUNDATION QUALIFICATION:

Crown Agents is in the process of applying to become an APMG Accredited Training Organisation (ATO) - this course is subject to successful application. This course covers the syllabus of the APMG AgilePM® Foundation certificate. Delegates will take the Foundation exam through APMG International.

This is week two of **The Agile People and Project Manager Toolkit** on page 25.

DURATION	FEE	DATE	VENUE
05 days	£2,750	04 - 08 April 2022	London
		22 - 26 August 2022	Washington D.C.

THE DEVELOPMENT PROGRAMME [DPRO] TOOLKIT



This 20-day programme combines:

- Project Management of Development Projects
(Project DPro Foundation Certificate)

10 days
- Programme Management of Development Programmes
(Program DPro Foundation Certificate)

10 days

This course gives delegates the opportunity to complete the Project DPro and Program DPro Foundation certifications. These internationally recognised certifications are designed for professionals with experience of working in a project or programme-based environment and have been specifically developed for the international development sector.

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.

During the final two weeks, delegates will build on this knowledge to learn about managing programmes, which are more complex and usually involve the management of multiple projects.

The course includes integrated preparation for the optional Project DPro Foundation certification exam which may be taken at the end of week two, and the Program DPro Foundation certification exam which may be taken at the end of week four.

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
- Projects, Programmes and Portfolio Management
- Programme phases and principles
- Programme identification and design
- Programme planning, implementation and closure
- Theory of Change
- The Programme Manager: Skills and Competencies

ABOUT THE PROJECT DPRO AND PROGRAM DPRO CERTIFICATIONS:

Project DPro and Program DPro are internationally recognised certifications developed by PM4NGOs. Award of the Project DPro Foundation and Program DPro Foundation certifications will require passing online multiple-choice examinations. After passing the certification exams participants will be able to display the Project DPro Foundation and Program DPro Foundation digital badges.

DURATION	FEE	DATE	VENUE
20 days	£7,250	14 March- 08 April 2022	London
		19 September - 14 October 2022	Washington D.C.

PROGRAMME MANAGEMENT OF DEVELOPMENT PROGRAMMES [Program DPro Foundation Certificate]



This two-week course is aligned with the internationally recognised Program DPro Certificate.

Program DPro is the progression from the Project DPro certification and is designed for professionals with experience of working in a project or programme-based environment who would like to develop their skills further through an exploration of best practices and tools contextualized to the international development sector.

It moves on from the grounding in project management concepts and processes covered in Project DPro and provides public sector officials and other development professionals with advice, tools and guidance to assist them to more effectively fulfil their role, whether that be at the local, regional or international level. It will enable delegates to offer leadership to project managers and their teams, and to align projects with the goals and overarching strategy of their organisation.

On this comprehensive and hands-on course, delegates will work through real-life project scenarios and hear from experienced development professionals. The course includes integrated preparation for the optional Program DPro Foundation Certificate exam which may be taken at the end of week two. It is strongly recommended that delegates sitting for Program DPro Foundation certification exam complete the Project DPro Foundation certification first.

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

- Perform as a fully-fledged programme manager, able to offer leadership to project managers and their teams
- Align projects with the goals and overarching strategy of an organisation
- Deliver high quality public sector, humanitarian, development and environmental programmes

- Address the challenge of coordination, creating synergies between projects and maximizing the impact of programmes
- Develop innovative solutions that allow country and regional teams to be responsive

KEY TOPICS

- Managing complexity
- Projects, Programmes and Portfolio Management
- Programme phases and principles
- Disciplines of programme management
- Programme identification, design, planning and implementation
- Programme closure
- Theory of Change
- The Programme Manager: Skills and Competencies

ABOUT THE PROGRAM DPRO FOUNDATION CERTIFICATION:

Program DPro is an internationally recognised certification programme, developed by PM4NGOs. Program DPro is platform-independent and tailored to the complexities, challenges and objectives that are common to development projects. Award of the Program DPro Foundation Certification will require passing an online multiple-choice examination. After passing the certification exam participants will be able to display the Program DPro Foundation digital badge.

DURATION	FEE	DATE	VENUE
10 days	£4,450	28 March - 08 April 2022	London
		03 - 14 October 2022	Washington D.C.

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

This is week two of **The Policy Toolkit: Evidence, Evaluation and Impact Assessment** on page 97.

DURATION	FEE	DATE	VENUE
05 days	£2,495	20 - 24 June 2022	London
		24 - 28 October 2022	Miami

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

DURATION	FEE	DATE	VENUE
10 days	£4,195	20 June - 01 July 2022	London
		31 October - 11 November 2022	London

CASE STUDY

FUNDAMENTALS OF PROJECT MANAGEMENT TRAINING WITH BANGLADESH BANK

In June 2021, Bangladesh Bank [The Central Bank of Bangladesh] contracted Crown Agents to develop a customised training course tailored to the needs of 11 officials within the bank’s Project Management Unit (PMU) and related government ministries.



OUR DELEGATES ENJOYING CULTURAL VISITS AND TRAINING ACTIVITIES IN PREVIOUS YEARS

Bangladesh Bank is in the process of implementing a project entitled “Program to support Safety Retrofits and Environmental Upgrades in the Bangladeshi Ready-Made Garments Sector (SREUP)”, in partnership with various Europe-based agencies. The training course delivered by Crown Agents aimed to equip delegates with key skills in project management so that they could meet the demands of this programme; this included facilitating low-cost finances to the export-oriented RMG factories of Bangladesh to address their safety remediation and social and environmental up-gradation issues.

THE PROJECT

With content tailored to the financial services context in which the bank operates, Crown Agents delivered practical customised training over the course of six half-day sessions to enhance the skills delegates needed to deliver this project.

Training delivery methods were highly interactive, and the course was designed with a large degree of practical content, including group discussions, learning exercises, scenario role-playing and case studies. A central focus was on delegate action planning as a process to translate classroom learning into skills in the workplace.

Crown Agents’ expert trainers provided a broad overview of the five phases of Project Management in the context of development projects. This gave all participants an understanding of the fundamentals of project management and provided a platform for further training interventions to enhance their skillset.

ON COMPLETION OF THE COURSE, DELEGATES WERE ABLE TO:

- Understand how to identify, analyse and engage with a range of project stakeholders
- Apply effective methods of project planning, scheduling and control
- Consider an appropriate approach to monitoring and evaluation for a given project
- Participate in the management of projects from identification to closure

Due to the challenges caused by the Coronavirus pandemic, this programme was delivered remotely over the Zoom platform.

“ An interactive and practical course. It has provided insightful delivery on different aspects of project management to the team. ”

MD. ABDUL MANNAN, General Manager and Project Director, SREUP, Bangladesh Bank



“A good mix of topics to explain projects on works and consultancy services. Bringing on board specialists in various areas of study was a bonus.”

GEORGE LOMOTEY, Chief Procurement and Supply Chain Manager, Office of the President, Ghana, a delegate attending Public Sector Procurement for Works and Consultancy Services, July 2019, London

PROCUREMENT, SUPPLY CHAIN AND TRADE

2022 TRAINING COURSES	START	END	LOCATION
Public Procurement: Issues and Solutions	28 Mar 14 Nov	08 Apr 25 Nov	Washington D.C. London
Effective Procurement of Goods and Services	21 Feb 10 Oct	04 Mar 21 Oct	Washington D.C. Washington D.C.
Electronic Government Procurement: Strategy and Implementation	21 Mar 10 Oct	25 Mar 14 Oct	Washington D.C. Washington D.C.
Supply Chain Management: Issues and Solutions	07 Mar 12 Sep	18 Mar 23 Sep	Washington D.C. London
The CIPS Corporate Award	Dates on Demand		
PPP Procurement and Contract Management	10 Jan 20 Jun	21 Jan 01 Jul	London Dubai
Public Procurement and Contract Management for Works and Consultancy Services	18 Jul 14 Nov	29 Jul 25 Nov	London London
PPP Issues and Solutions: Application, Framework, Project Cycle [APMG CP ³ P Foundation Certificate]	16 May 10 Oct	27 May 21 Oct	London Washington D.C.
Trade Procedures and Financing	20 Jun 07 Nov	24 Jun 11 Nov	Dubai London
Health Procurement and Supply Chain Management	07 Feb 24 Oct	18 Feb 04 Nov	London London
Incoterms® 2020: Latest Developments and Practical Application	Dates on Demand		
Sustainable Public Procurement: Strategy, Policy and Practice	07 Feb 05 Sep	11 Feb 09 Sep	London London
The Public Procurement Toolkit: Sustainability, Integrity and Value-for-Money	07 Feb 05 Sep	18 Feb 16 Sep	London London
Integrity and Value-for-Money in Public Procurement	14 Feb 12 Sep	18 Feb 16 Sep	London London

ABOUT THE PORTFOLIO

Good procurement can make significant financial savings for an organisation. It's also at the heart of improving transparency and fighting corruption.

With Crown Agents' unparalleled 180-year track record in procurement and supply chain, our training courses draw on the expertise of our in-house consultants to add invaluable real-life insights to the learning experience.

These programmes equip delegates to develop more effective procurement strategies, embed institutional integrity and improve every aspect of the procurement cycle, from supply chain, risk management and contract management to audit.

OUR COLLABORATION WITH CIPS



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

We have partnered with CIPS to offer **The CIPS Corporate Award** course, equivalent to a CIPS Level 4 qualification. Ideal for both entire procurement teams and individual learners, this highly practical programme will drive direct business improvement and cost savings. See page 90 for details.

FEATURED TRAINERS



ONI OVIRI

Oni is a commercially-aware, results-focused procurement professional.

With 20 years' experience in supply chain and procurement consulting, training and in-house practice, Oni brings a compelling blend of strategic and operational expertise to the delivery of training programmes. Her career encompasses entrepreneurial and consultancy positions across a number of industries in both the public and private sectors, covering topics as diverse as procurement management, supply chain management and project management.

Oni has extensive international experience as a training specialist and has built the capacity of supply chain professionals across countries such as Cameroon, Cote d'Ivoire, Ghana, Kenya, Nigeria and Uganda, delivering transformational programmes that unlock potential in organisations and individuals.

She is an accredited trainer for the Chartered Institute of Purchasing and Supply (CIPS), the foremost professional body for procurement professionals, and holds a MCIPS qualification.



DR. ANGELO BIANCHI

Angelo has over 25 years of international experience as an IFI Procurement Specialist, with specific expertise in the preparation of procurement documents, bid evaluation and contract management.

An independent consultant for several international consulting firms, general contractors and public authorities, Angelo has worked in 27 countries on projects financed by multilateral development banks, including large infrastructure projects carried out under FIDIC® Conditions of Contract.

He has extensive international experience as senior trainer on public procurement and is a Chartered Engineer and certified Project Management Professional (PMP®).

INDICATIVE STUDY VISIT



SIMMONS & SIMMONS

Simmons & Simmons is a world-class international law firm with offices in key financial centres across Asia, Europe and the Middle East, including within the Dubai International Financial Centre (DFIC). The firm has a strong track record of delivering high quality legal services to clients in some of the fastest growing markets in the world. Delegates on our **PPP Issues and Solutions: Application, Framework, Project Cycle (APMG CP³P Foundation Certificate)** and **PPP Procurement and Contract Management** courses will hear from senior experts within the firm to gain insights from the perspective of a PPP transactional (legal) advisor and understand their approach to achieving a good PPP contract design and negotiation.

EFFECTIVE PROCUREMENT OF GOODS AND SERVICES

20% OFF
JAN-MAR COURSES

Procurement's critical role in organisational success is recognised as never before, but it can only succeed if it is strategic and supported by tactical management; effective procurement has to be 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.

Delegates will drill down into planning and managing operations by examining approaches to compliance and managing complaints, supplier relationship and category management, and the need-to-know essentials of the World Bank New Procurement Framework. The '3Ps' of procurement are considered to ensure the critical foundations are in place: 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).

COURSE OBJECTIVES:

- On completion, you will be able to:
- Understand the procurement cycle and its key risks, challenges and opportunities
- 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
- Develop contract strategies that deliver
- Successfully implement category management
- Develop a process for receiving and resolving complaints

KEY TOPICS

- The strategic importance of procurement
- Procurement planning and operations management
- The procurement cycle from identification of need to contract closure
- Tactics and processes to manage and maintain procurement operations, strategies and supplier performance
- Tender management
- Contract management
- Supplier relationship management
- Planning for monitoring and evaluation
- Operational management of category management
- World Bank New Procurement Framework, including its focus on value for money

Delegates receive one year's affiliate membership of CIPS.

DURATION	FEE	DATE	VENUE
10 days	£4,195	21 February - 04 March 2022	Washington D.C.
		10 - 21 October 2022	Washington D.C.

HEALTH PROCUREMENT AND SUPPLY CHAIN MANAGEMENT

20% OFF
JAN-MAR COURSES

Ensuring and managing a modern health supply chain has, in recent times, become an increasingly complex challenge, especially given the broad impacts of the COVID-19 pandemic. This course will help you to get the most out of your health supply chains and relationships with key suppliers. It will enhance your health procurement practices and performance, saving both time and money, and helping you to achieve better outcomes and impacts.

After exploring enablers for successful and ethical health supply chain management (SCM) and how to develop effective strategies, the course will examine key management issues and priorities. These include achieving efficient operations and logistics, harnessing data and technology, ensuring compliance, monitoring and evaluating performance, and tackling risks within the supply chain, including corruption.

Case studies drawn from health sector organisations and international development programmes will illustrate good practice and lessons learned.

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

- Define the health supply chain, its component parts and stakeholder relationships
- Create a successful health supply chain and procurement strategy
- Outline the procurement and supply chain cycle for health products and services, including key risks, challenges and opportunities
- Analyse and manage risks and opportunities within the health supply chain

- Improve and optimise monitoring and information management systems
- 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

KEY TOPICS

- Enablers and strategy for successful health SCM
- Warehousing, storage, packaging, inventory and distribution management
- Cold chain logistics for medical products
- Ethical supply chains
- Procurement strategy, the procurement cycle and procurement operations
- Managing the procurement of suppliers
- Tender management
- Managing supplier relationships and supplier performance
- Contract and category management
- Monitoring and evaluating health procurement
- Technology: health SCM systems integration, innovation and e-Procurement
- Managing risk and tackling corruption
- Regulatory requirements, auditing and quality systems

Delegates receive one year's affiliate membership of CIPS.

DURATION	FEE	DATE	VENUE
10 days	£4,195	07 - 18 February 2022	London
		24 October - 04 November 2022	London

CASE STUDY

PHARMACEUTICAL SUPPLY CHAIN TRAINING FOR SUSTAINABLE HEALTH INTERNATIONAL (SHI), NIGERIA

Pharmaceutical cold chain is a major part of the supply chain in the healthcare industry, and cold chain logistics services help the pharmaceutical and healthcare industries maintain a continual supply of drugs from suppliers and distributors in varied, often global, locations.

THE PROJECT

In February 2019, Crown Agents delivered a five-day course tailored to the needs of management staff from SHI Nigeria to enhance delegates' understanding of the key principles of pharmaceutical supply chain management.

The comprehensive step-by-step programme provided participants with the tools and techniques to develop effective pharmaceutical supply chains, with a focus on specific cold chain requirements. Delegates were equipped with the skills to analyse and manage risks within the supply chain, implement effective monitoring systems, apply best practice approaches to their organisation and create a successful supply chain strategy.

The course was designed with a high degree of practical content and training delivery methods were highly interactive, including plenary presentations, group discussions, learning exercises and relevant case studies.

ON COMPLETION OF THE TRAINING, DELEGATES WERE ABLE TO:

- Define the supply chain, its component parts and stakeholder relationships
- Create a successful supply chain strategy
- Apply current supply chain management best practices in their organisation
- Analyse and manage risks within the supply chain
- Motivate and build the capacity of supply chain staff
- Implement monitoring systems to ensure goals are achieved
- Improve data management and optimisation

THE IMPACT

The delegates were highly engaged throughout the training. Our post-course evaluations recorded that:

100% OF DELEGATES

- said the overall course learning objectives were met
- stated that their personal learning objectives were also met
- believed that what they have learnt will have a positive impact on their workplace performance

FEEDBACK FROM DELEGATES INCLUDED:

“ The training has been productive, interesting and very useful. ”

TRADE PROCEDURES AND FINANCING

Trade finance is the catalyst for increased international trade and overall economic growth. However, exporting is not a simple process and all contracts for the international sale of goods comprise four sets of procedures: commercial, transport, regulatory and financial. These procedures are the pillars of international trading and are all interlinked; if the linkages are not robust, the contract is likely to fail in one or more key aspects.

This course will explore the connectivity required between the principal international trade finance instruments, such as Documentary Letters of Credit and Documentary Collections, and the other elements of the export contract.

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

- Understand and apply the principal protocols, terms and rules
- Appreciate the role of the four pillars in export contract performance
- Understand the key elements of international trade facilitation
- Analyse the challenges of supply chain security and the associated risk
- Outline recent changes to international trade laws and procedures

KEY TOPICS

- The Incoterms® 2020 Rules and how these are used to give certainty to the contract
- Constructing a contract for the international sale of goods
- Shipment modes and distribution solutions
- Arranging cargo insurance and making a claim

- Types of movement, origin and commercial documents
- Regulatory customs compliance and the WTO Trade Facilitation Agreement
- Assessing export credit risk
- Mitigating payment risk and selecting payment methods
- Preparing Letters of Credit
- Supply chain security

ACCREDITATION

This Incoterms® content is delivered by an ICC Registered Trainer in the Incoterms® 2020 Rules.

DURATION	FEE	DATE	VENUE
05 days	£2,495	20 - 24 June 2022	Dubai
		07 - 11 November 2022	London

PUBLIC PROCUREMENT: ISSUES AND SOLUTIONS

20% OFF
JAN-MAR COURSES

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. Increasingly, public organisations are also adopting sustainable public procurement techniques to help them reach their sustainable development goals.

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 course develops the contemporary strategic solutions, skills and techniques required to implement the most up-to-date procurement policies and practice. It drills down into the key areas of risk management, corruption and ethics, sustainable public procurement and the monitoring and evaluation of procurement performance, addressing all of the key challenges which procurement functions will face.

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

- Promote the vital strategic importance of the procurement function
- Devise realistic procurement strategies that address key current issues
- Revise procurement frameworks and enhance eProcurement systems to address modern day risks, minimise corruption and encourage greater integrity

- Use public procurement as a tool to achieve your sustainable development goals
- Design and confidently use tools for monitoring procurement performance
- Respond to audit findings and handle complaints effectively

KEY TOPICS

- Assessing the procurement landscape – critical and emerging issues driving performance, innovation and reform
- Fighting corruption and embedding ethical procurement
- Assessing procurement systems and the benefits/challenges of e-Procurement
- Planning and implementing sustainable approaches to public procurement
- Developing emergency procurement strategies and framework contracts
- Assessing and addressing key issues in procurement regulation and oversight
- Planning for effective reform and change management
- Managing and measuring risk, KPIs, benchmarking and impact
- M&E of procurement performance and reporting
- Understanding procurement audit and complaint handling
- Building team capacity and professionalism

DURATION	FEE	DATE	VENUE
10 days	£4,450	28 March - 08 April 2022	Washington D.C.
		14 - 25 November 2022	London

ELECTRONIC GOVERNMENT PROCURMENT: STRATEGY AND IMPLEMENTATION

20% OFF
JAN-MAR COURSES

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:
- Describe the end-to-end e-GP system model
 - Assess your e-GP readiness and choose between standard or tailor-made systems
 - Articulate e-GP business benefits and KPIs and develop an e-GP strategy
 - Apply good practice change management to an e-GP project

- Plan effectively for an e-GP implementation and manage key risks and benefits realisation
- Integrate e-GP with financial management systems (IFMIS)
- Procure an e-GP system provider and assess supplier performance
- Help tackle mistakes, irregularities and fraud using your e-GP system

- 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	FEE	DATE	VENUE
05 days	£2,495	21 - 25 March 2022	Washington D.C.
		10 - 14 October 2022	Washington D.C.

PPP PROCUREMENT AND CONTRACT MANAGEMENT

20% OFF
JAN-MAR COURSES

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 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 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	FEE	DATE	VENUE
10 days	£4,195	10 - 21 January 2022	London
		20 June - 01 July 2022	Dubai

PPP ISSUES AND SOLUTIONS: APPLICATION, FRAMEWORK, PROJECT CYCLE (APMG CP3P Foundation Certificate)

This course is based on the PPP Guide developed by APMG International, the most reputable global accreditation and examination institute. At the end of the programme delegates will take the APMG CP3P Foundation exam to become a recognised PPP Foundation professional.

This comprehensive ten-day, ten-module programme will build understanding of the importance of a Public-Private Partnership (PPP) framework, focussing on the basis structure, types, and processes of a successful PPP project.

It identifies the underlying principles and elements of PPP good practice that are applicable in most emerging markets and developing economies. Delegates will study a broad definition and the basic features of a PPP project, and how this contrasts with traditional procurement processes. They will also identify the benefits and potential challenges of implementing PPPs as a procurement option.

On this highly practical programme, delegates will develop an understanding of the need to develop a PPP framework and how to carefully manage the PPP process, with a focus on its phase, activities, outputs and decision cycle. Delegates will also receive training on Infrastructure Finance and an introduction to Islamic Finance, as well as an examination of the role of MDBs, government, and the private sector in successfully implementing a PPP.

- COURSE OBJECTIVES:** On completion, you will be able to:
- Identify potential projects to be managed as a PPP
 - Adhere to best international practices to structure a PPP project
 - Evaluate an existing project governance structure and identify the means to successfully implement a PPP
 - Participate in a PPP project team and contribute to preparing project structure and contracts
 - Help design PPP project selection criteria within a legal framework

- KEY TOPICS**
- PPPs in infrastructure sectors
 - Motivation and caveats of PPPs
 - The basic structure of a PPP project
 - Causes and types of project failure
 - Introduction to the PPP framework concept
 - Overview of a PPP project cycle

ABOUT APMG INTERNATIONAL:
Crown Agents is in the process of applying to become an APMG Accredited Training Organisation (ATO) - this course is subject to successful application. This course covers the syllabus of the APMG CP3P Foundation certificate. Delegates will take the Foundation exam through APMG International.

DURATION	FEE	DATE	VENUE
10 days	£4,450	16 - 27 May 2022	London
		10 - 21 October 2022	Washington D.C.

PUBLIC PROCUREMENT AND CONTRACT MANAGEMENT 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.

Delegates will explore all phases of the procurement process for Works as well as Consulting Services. Topics covered include: strategy and organisation of procurement; planning and management of procurement operations; identifying the correct procurement procedure and selection methods; preparation of procurement documents; evaluation of bids/proposals; negotiation and award of contract; contract management. Delegates will also learn the fundamentals of effective project management and how the project cycle relates to the procurement cycle.

The course will examine practical experiences of civil works projects, including the coordination of the design and supervision services. Emerging crucial issues will be introduced, including identification and management of procurements risks, innovation in procurement, sustainability and green procurement.

- COURSE OBJECTIVES:** On completion, you will be able to:
- Undertake procurement for Works as well as Consultancy Services with greater confidence
 - Set up and implement the required processes and procedures for successful procurement
 - Adhere to international standards in procurement and prepare procurement documents
 - Select the best contractors and service providers

- Evaluate competitive bids and proposals
- Negotiate and award contracts that align with your budget and project goals
- Appreciate contract management issues that are crucial for effective procurement
- Put improved project-management skills to work
- Actively engage in the management of procurement issues such as risks, innovation and sustainability

- KEY TOPICS**
- Organisation and strategy of procurements for Works and Consulting Services
 - Improving project management skills
 - Planning and management of procurement operations
 - Key processes for procurement of Works and Consulting services
 - Preparation of Procurement Documents
 - Evaluation of bids and proposals
 - Contract negotiation and award
 - Contract management

Delegates receive one year's affiliate membership of CIPS.

DURATION	FEE	DATE	VENUE
10 days	£4,195	18 - 29 July 2022	London
		14 - 25 November 2022	London

THE CIPS CORPORATE AWARD



Develop your team's 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.

DURATION	FEE	DATE
15 days	£6,650	DATES ON DEMAND



INCOTERMS® 2020: LATEST DEVELOPMENTS AND PRACTICAL APPLICATION



Incoterms® (International Commercial Terms) express contractual obligations between the seller and the buyer in an international sale of goods. They guide and provide certainty in the contract of a sale.

The contracting parties however do not always fully understand how to utilise Incoterms® in procurement, sales and contracting processes, or their linkages with payment systems. Incoterms® also impact directly on obligations in relation to the contracts of carriage and insurance.

This comprehensive course will explain all the changes introduced under Incoterms® 2020 and will provide delegates with practical examples and case studies to help illustrate the correct application of all Incoterms® Rules. Correct adoption will safeguard against misunderstandings and disputes between buyers and sellers.

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

- Incorporate Incoterms® into sales contracts and purchase orders
- Understand the differences between Incoterms® 2010 and Incoterms® 2020
- Negotiate appropriate Incoterms® with the counterparty in the context of your risk profile
- Understand what Incoterms® do not cover
- Appreciate the dangers of varying or adapting the details of the terms

KEY TOPICS

- Background to and rationale of Incoterms®

- Review of Incoterms® 2020 and Incoterms® 2010
- Understanding the four groups and 11 terms
- Incoterms® and insurance
- Incorporation into the contract
- Common errors
- Other ICC rules such as UCP 600 for Letters of Credit

Delegates from the private sector may attend the first three days of this training course to learn the fundamentals of Incoterms®. Course fee: £1,795. Shorter duration awareness training on Incoterms® is also available upon request.

ACCREDITATION

The International Chamber of Commerce (ICC) now require Incoterms® 2020 trainers to be examined and accredited. This Crown Agents training course is delivered by an ICC Registered Trainer in the Incoterms® 2020 Rules.

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DURATION	FEE	DATE
05 days	£2,495	DATES ON DEMAND



SUPPLY CHAIN MANAGEMENT: ISSUES AND SOLUTIONS



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 and customers, wasting both time and money and missing opportunities to secure a greater (and fairer) share of the overall value of goods. 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 through a deeper understanding of supply chains from raw commodities through to finished products.

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
- International supply chains and global commodities markets
- 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

Delegates receive one year's affiliate membership of CIPS.

DURATION	FEE	DATE	VENUE
10 days	£4,195	07 - 18 March 2022	Washington D.C.
		12 - 23 September 2022	London

INTEGRITY AND VALUE-FOR-MONEY IN PUBLIC PROCUREMENT

Institutional integrity and the consequences of corruption are a top priority on all national agendas. All organisations, public or private, are striving to obtain best value from their available procurement budgets. Transparent, ethical and value-for-money procurement is recognised as a vital tool to maximise the impact of budgets and achieve organisational goals.

It is essential that the skills to monitor, critically assess and audit procurement operations are developed, along with the ability to analyse results and develop strategies to minimise opportunities for corruption and strengthen procurement performance.

This course addresses these critical global priorities. It will equip procurement professionals with the tools needed to take a proactive lead in securing value-for-money and improving integrity across both the public and private sectors.

It focuses on the causes of poor and unethical practices and the areas where procurement is at its most vulnerable. By investigating how to shift from a focus on compliance to performance, delegates will take a challenging look at issues of ethics and integrity in procurement. This programme includes case studies of real value-for-money and anti-corruption procurement initiatives delivered by Crown Agents and other organisations.

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

- Develop systems for assessing and maximising value-for-money
- Promote a code of ethics and protect 'whistleblowers'

- Design and implement a transparent and ethical procurement system focused on achieving best value
- Develop corruption mitigation strategies and controls
- Strengthen procurement performance through effective use of monitoring systems

KEY TOPICS

- Procurement compliance vs procurement performance
- Assessing and improving value-for-money
- Leadership and communication skills to improve integrity in the workplace
- Vulnerability assessment and procurement risk management
- Ethical codes and policies and developing toolkits
- eProcurement's contribution to integrity and value-for-money

Delegates receive one year's affiliate membership of CIPS.

This is week two of **The Public Procurement Toolkit: Sustainability, Integrity and Value-for-Money**.

DURATION	FEE	DATE	VENUE
05 days	£2,495	14 - 18 February 2022	London
		12 - 16 September 2022	London

SUSTAINABLE PUBLIC PROCUREMENT: STRATEGY, POLICY AND PRACTICE

With the imminent target of Agenda 2030, governments and organisations around the world are striving to find new and innovative ways of reaching their Sustainable Development Goals. This has led to a surge in interest in Sustainable Public Procurement (SPP) as a means of ensuring that procurement policies and practices generate benefits not only for the organisations involved, but also for the environment, society and the economy.

This comprehensive and step-by-step programme provides practitioners with the tools and techniques to effectively plan and implement sustainable approaches to public procurement.

It first considers the need for SPP, demonstrating how it differs from traditional public procurement and providing examples of the development goals it can support. Delegates will explore how to plan and implement a SPP strategy, considering the context of their own organisation.

This programme also includes a focus on how SPP can be incorporated into the procurement cycle, from market analysis through to contract management. Different tools and resources are explored, including ecolabels, lifecycle costing and use of non-price criteria.

- COURSE OBJECTIVES:** On completion, you will be able to:
- Promote the benefits of SPP and dispel common myths
 - Identify social, economic and environmental goals relevant to your procurement portfolio

- Create an SPP policy and strategy
- Plan and apply SPP approaches in your organisation
- Implement SPP throughout the procurement cycle

- KEY TOPICS**
- The case for SPP and how it differs from traditional public procurement
 - How SPP strategies can be used to support economic, social and environmental goals
 - Planning and implementation of SPP
 - Legal frameworks for SPP and SPP policies
 - Defining sustainability requirements and use of ecolabels
 - Evaluation under SPP
 - Managing contracts with sustainability clauses

This is week one of **The Public Procurement Toolkit: Sustainability, Integrity and Value-for-Money**.

DURATION	FEE	DATE	VENUE
05 days	£2,495	07 - 11 February 2022	London
		05 - 09 September 2022	London

THE PUBLIC PROCUREMENT TOOLKIT: SUSTAINABILITY, INTEGRITY AND VALUE-FOR-MONEY

This two-week programme combines:

- Sustainable Public Procurement: Strategy, Policy and Practice** **05 days**
- Integrity and Value-for-Money in Public Procurement** **05 days**

This comprehensive and hands-on programme will equip you with the skills to address urgent and strategic priorities in public procurement – embedding sustainability, integrity and value for money into procurement policy and practice. It will help you to maximise the impact of budgets whilst meeting the environmental, social and economic goals of your organisation and government.

Week one will provide procurement practitioners with the tools and techniques to effectively plan and implement sustainable approaches to sustainable public procurement (SPP). Delegates will explore how to plan and implement a SPP strategy, considering the context of their own organisation.

Transparent, ethical and value-for-money procurement is also recognised as a vital tool to maximise the impact of budgets and achieve organisational goals. In week two, the focus will therefore be on the tools needed to take a proactive lead in securing value-for-money and improving integrity across both the public and private sectors.

- COURSE OBJECTIVES:** On completion, you will be able to:
- Identify social, economic and environmental goals relevant to your procurement portfolio
 - Create an SPP policy and strategy
 - Plan and apply SPP approaches in your organisation
 - Implement SPP throughout the procurement cycle
 - Develop systems for assessing and maximising value-for-money
 - Design and implement a transparent and ethical procurement system focused on achieving best value
 - Develop corruption mitigation strategies and controls

- KEY TOPICS**
- Exploring how SPP differs from traditional public procurement
 - Understanding how SPP strategies can be used to support economic, social and environmental goals
 - Defining legal frameworks for SPP and SPP policies
 - Managing contracts with sustainability clauses
 - Assessing and improving value-for-money
 - Developing leadership and communication skills to improve integrity in the workplace
 - Vulnerability assessment and procurement risk management
 - Understanding e-Procurement's contribution to integrity and value-for-money

DURATION	FEE	DATE	VENUE
10 days	£4,195	07 - 18 February 2022	London
		05 - 16 September 2022	London

20% OFF

JAN-MAR COURSES

NEW

CASE STUDY

EFFECTIVE AND TRANSPARENT PROCUREMENT: GLOBAL BEST PRACTICE AND INNOVATION TRAINING FOR THE DEPARTMENT FOR INTERNATIONAL TRADE, BARBADOS

Each year billions of dollars' worth of funding is invested into development projects in the countries in the Eastern Caribbean by International Financial Institutions such as the Caribbean Development Bank, World Bank, Inter-American Development Bank and others, through public procurement tenders.

In March 2021, the Department for International Trade (DIT), Barbados, contracted Crown Agents to deliver a highly contextualised online training course to support Eastern Caribbean authorities to improve their procurement processes for contracting private sector entities responsible for the delivery of Overseas Development Agency (ODA) funded projects.



THE PROJECT

This programme aimed to explore and share the latest global best practice approaches, tools and techniques in procurement, and to address the procurement challenges in the region. In total, 63 delegates involved in procurement processes from a range of Government Departments and Regional Organisations attended the five-day digital programme.

The training was split into two parts to cater for participants from two distinct categories: those who worked in procurement on a temporary basis or in a supporting role, and those where procurement formed the sole or a core part of their work.

Led by our expert trainer, delegates in both sessions developed an understanding of how an effective and transparent procurement strategy enables the successful implementation of projects. Through a detailed understanding of the challenges and bottlenecks leading to ineffective procurement processes and inefficiencies in the region, delegates were able to apply course learning to identify alternative solutions that could support in resolving these bottlenecks.


Due to the challenges caused by the Coronavirus pandemic, this programme was delivered remotely over the Zoom platform. Crown Agents' flexible training approach meant that delegates could easily

fit their work commitments around the five, half-day sessions. A mixture of interactive activities, Q&A sessions and discussions meant that they were able to fully engage with the training despite the restriction of delivering the course virtually.

THE IMPACT

The course was well received by senior government representatives, with Sherry-Ann Blackett, Country Lead/Senior Trade & Investment Officer, DIT Barbados, commenting:

“ The procurement workshop delivered by Crown Agents was excellent, with the team producing quality and bespoke training materials for attendees while also delivering the course content in a digestible and engaging manner – job well done to the entire Crown Agents team. ”



“The structure of the training is well done, with practical examples and exercises that were instrumental in improving our understanding of the different concepts.”

LYDIA KINYANJUI, Senior Officer, Strategy and Policy, Capital Markets Authority, Kenya, a delegate attending Developing Effective Policies: Analysis, Evidence and Impact, June 2019, London

GOVERNMENT, POLICY AND JUSTICE

2022 TRAINING COURSES

	START	END	LOCATION
The Policy Toolkit: Evidence, Evaluation and Impact Assessment	13 Jun 17 Oct	24 Jun 28 Oct	London Miami
Developing Effective Policies: an Evidence-Based Approach	13 Jun 17 Oct	17 Jun 21 Oct	London Miami
Translating Policy into Legislation	13 Jun 10 Oct	17 Jun 14 Oct	London Dubai
Legislative Drafting: Essential Skills	Dates on Demand		
The Judicial Case Management and Legal Ethics Toolkit	Dates on Demand		
Judicial Case Management	Dates on Demand		
Judicial and Legal Ethics	Dates on Demand		

ABOUT THE PORTFOLIO

Our policy-making and legislative training courses are ideal for all those responsible for the design, planning, communication, implementation or evaluation of policies, and for the legislative drafters and legal counsel who are tasked with turning these policies into good quality legislation.

Focused on judicial case management and legal ethics, our courses for judges and court officials deliver expert training on the vital mainstays of any respected and trusted judicial system.

FEATURED TRAINERS



DR. PHILIP DAVIES

Philip is a leading figure in the development of evidence-based policy in the UK and has lectured and consulted widely on this topic 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. He has also been a senior civil servant in the UK Cabinet Office and HM Treasury, responsible for policy evaluation and analysis. Philip has worked with many governments and international agencies to develop evidence-based policy and service delivery.



NEELAM SARKARIA

Neelam has over 25 years’ experience in a variety of roles, including as a Tribunal Judge First Tier and an independent criminal justice consultant.

She holds an Honorary Lectureship in English Law at Aberdeen University, Associate Fellowship at St Mary’s University and has developed and delivered training for police, prosecutors, health, education and social care professionals on gender-based violence in the UK and internationally. Neelam has extensive experience of working within and across Whitehall departments and the Crown Prosecution Service, holding a range of operational and strategic roles.

Neelam is a former Chair and now a Vice-President of the Association of Women Barristers and holds several key advisory positions on charities and parliamentary committees.

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.

THE POLICY TOOLKIT: EVIDENCE, EVALUATION AND IMPACT ASSESSMENT

This 10-day programme combines:

Developing Effective Policies: an Evidence-Based Approach 05 days
Evaluation and Impact Assessment of Policies and Projects 05 days
[\[see the course outline on p.79\]](#)

Policy makers worldwide face pressure to deliver public services with a high degree of impact and quality, often within a limited budget, calling for decisions to be made based on effectiveness and value for money. On completing this combined programme, you will be better equipped to oversee all aspects of the policy-making process from the development stage through to legislation.

In week one, delegates will focus on how evidence and analysis can inform decision making across the policy cycle. They will assess different types and sources of evidence as well as exploring the potential barriers to finding and using the best available evidence, and how these can be overcome.

Week two looks at the different methods of evaluation and impact assessment commonly used to establish the likely impacts and outcomes of a policy. This programme covers methods of monitoring policies and projects in both the long and short-term to assess if the desired outputs and outcomes are being achieved.

Delegates on this highly interactive programme will also have the opportunity to visit a UK government department or agency to witness best practice in action.

- COURSE OBJECTIVES:** On completion, you will be able to:
- Understand the principles of 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 use of appropriate legislative expression
 - Communicate policy ideas more effectively

- KEY TOPICS**
- Applying critical appraisal of research evidence to formulate sound policy
 - Understanding the processes involved in analysing policy from a drafter’s perspective
 - Communicating and ‘selling’ policy ideas to key decision makers

DURATION	FEE	DATE	VENUE
10 days	£4,195	13 - 24 June 2022	London
		17 - 28 October 2022	Miami

DEVELOPING EFFECTIVE POLICIES:
AN EVIDENCE-BASED APPROACH

LEGISLATIVE DRAFTING: ESSENTIAL SKILLS

The most robust policies are underpinned and driven by strong and demonstrable evidence. This five-day course will help all those within governmental, public, private or NGO organisations who are responsible for the design, planning and implementation of policies, to improve their decision-making skills throughout the different stages of the policy process.

Focused on addressing the problems faced by delegates in their policy, programme or project challenges, on this course you will choose a real-life issue to work through over the week. Delegates will explore all stages of policy-making, 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.

This course will cover areas such as: 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 around 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
- Reviewing examples of evidence-based policy-making from different countries

This is week one of **The Policy Toolkit: Evidence, Evaluation and Impact Assessment**.

DURATION	FEE	DATE	VENUE
05 days	£2,495	13 - 17 June 2022	London
		17 - 21 October 2022	Miami

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

DURATION	FEE	DATE	
10 days	£4,195	DATES ON DEMAND	

TRANSLATING POLICY INTO LEGISLATION

THE JUDICIAL CASE MANAGEMENT AND
LEGAL ETHICS TOOLKIT

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 classes 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

DURATION	FEE	DATE	VENUE
05 days	£2,495	13 - 17 June 2022	London
		10 - 14 October 2022	Dubai

This 10-day course combines:

Judicial Case Management **05 days**
Judicial and Legal Ethics **05 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 internationally recognised standards and best practice
- Combating corruption in judicial systems
- Creating a system for dealing fairly with complaints about judicial behaviour

DURATION	FEE	DATE	
10 days	£4,195	DATES ON DEMAND	

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 tenets 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 **The Judicial Case Management and Legal Ethics Toolkit**.

DURATION	FEE	DATE
5 days	£2,495	DATES ON DEMAND



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 **The Judicial Case Management and Legal Ethics Toolkit**.

DURATION	FEE	DATE
5 days	£2,495	DATES ON DEMAND



CASE STUDY

REMOTE TRAINING IN EVALUATION OF POLICY AND PROGRAMMES FOR UNICEF MOZAMBIQUE AND PARTNERS



In November 2020, UNICEF Mozambique awarded Crown Agents a contract to deliver a two-week online training programme to increase participants’ understanding of policy and programme evaluation. Although initially proposed as a face-to-face course, due to the restrictions caused by the Coronavirus pandemic this training programme was delivered remotely. Through nine online sessions, the training covered the processes and technical methods of monitoring and evaluation, from identification of the problem-in-hand through to obtaining evaluation evidence, into policy and practice.

THE PROJECT

The objective of the capacity-development programme was to increase the current level of evaluation knowledge and understanding amongst UNICEF CO staff and national partners, whilst enhancing their practical skills in designing and conducting evaluations of development programmes, as well as creating a network between UNICEF, government and NGO partners.

Crown Agents developed contextualised training aimed at government partners, the newly formed Mozambican Monitoring and Evaluation Association (AMMA), and UNICEF Mozambique staff, amongst others. In total, 31 participants representing 13 organisations attended the training.

The course content was highly contextualised to ensure it was accessible to the participants, with a number of case studies drawn from development programmes in Mozambique. To suit all

requirements, all course materials were translated into both English and Portuguese so participants could train in their preferred language.

Due to the challenges caused by the Coronavirus pandemic, this programme was delivered remotely over the Zoom platform. To ensure the online training was effective, and to help facilitate the group sessions, a complementary participant group work document was created with the tools, techniques and templates required to facilitate discussion.

FEEDBACK ON THE TRAINING

A central focus of this training course was on participant action planning as a process to translate learning into action in the workplace.

“ One of the best pragmatic trainings I have ever attended...Amazing blend of theory and application. I found the remote platform to be super efficient. ”

ANAND PROKASH KANOO, Program Officer - Risk and Resilience, UNICEF India

OUR DELEGATES ENJOYING CULTURAL VISITS IN PREVIOUS YEARS DURING THEIR TRAINING



“[It] will go a long way to assist me to write with impact, present with confidence and communicate with more clarity.”

HALIMATU OBOSHIE TORTO, Manager, Business Development and Collaboration, ARB Apex Bank Limited, Ghana, a delegate attending Writing and Delivering Speeches and Presentations with Impact, July 2019, London

COMMUNICATIONS

2022 TRAINING COURSES

	START	END	LOCATION
The Writing and Presentation Skills Toolkit	16 May 14 Nov	27 May 25 Nov	London Dubai
Business Writing with Impact	16 May 14 Nov	20 May 18 Nov	London Dubai
Writing and Delivering Speeches and Presentations with Impact	23 May 21 Nov	27 May 25 Nov	London Dubai
The Analysis and Reporting Toolkit	16 May 14 Nov	27 May 25 Nov	London Dubai
Data and Statistical Analysis and Presentation	23 May 21 Nov	27 May 25 Nov	London Dubai

ABOUT THE PORTFOLIO

Effective internal and external communications are essential to the success of modern organisations.

In the ever-changing landscape of the digital age, marketing, presentation skills and communications training can keep your organisation a step ahead and avert PR crises in this fast-moving media age. We offer programmes that will help improve your writing skills whatever the medium, unlock your presentation and speech writing skills and become a marketing and communications professional equipped for the digital world.

The clear presentation of data analytics is now a key skill for marketing professionals and is often used as the basis for critical decision making. For those looking to develop their data and statistical skills, our **Data and Statistical Analysis and Presentation** course will equip you with the skills to intelligently gather, analyse, interpret and utilise data to drive decisions.

FEATURED TRAINERS



PAUL RICHARDS

Paul has curated 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).



DR. ALEX RIBA

Alex is a statistician and engineer with more than 20 years of experience teaching statistics and conducting research at Universitat Politècnica de Catalunya, Barcelona Tech.

As part of the Statistics for Sustainable Development team, a social enterprise providing services to a global community of people working towards the UN Sustainable Development Goals, Alex has been involved in digital data collection and capacity building, including online learning.

With a PhD in Statistics, he has worked on projects in a wide range of fields, with his areas of expertise including industrial statistics, experimental design, statistical process control, six-sigma statistical techniques and analysis of surveys. Alex is particularly interested in the design of data collection plans and data analysis, and he is an expert in the communication of results in a simple and meaningful way to non-statisticians.

INDICATIVE STUDY VISIT



GUY'S AND ST THOMAS' CHARITY

Guy's and St Thomas' Charity, an independent urban health foundation, works with Guy's and St Thomas' NHS Foundation Trust and others to improve health in the London boroughs of Lambeth and Southwark. The organisation's focus is on tackling complex health issues that are prevalent locally, but also relevant to other urban areas across the UK and internationally. On this visit, delegates on our **Data and Statistical Analysis and Presentation** course will learn about the practical application of data analytics and data visualisation tools (Tableau) to help tackle the major health challenges facing London in the 21st century.

THE WRITING AND PRESENTATION SKILLS TOOLKIT

This two-week programme combines:

Business Writing with Impact	05 days
Writing and Delivering Speeches and Presentations with Impact	05 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 Presentation 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 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, whatever the subject or delivery method (including meeting minutes)
- Understand key writing techniques that achieve clear and concise language that delivers with impact
- Tackle difficult questions with fluency and avoid classic traps and pitfalls
- Employ essential project management skills to work effectively and hit deadlines
- Overcome nerves to present with authority and clarity

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	FEE	DATE	VENUE
10 days	£4,195	16 - 27 May 2022	London
		14 - 25 November 2022	Dubai

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-out 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
 - Deliver better writing, whatever the medium – includes a focus on how to take clear and concise minutes
 - Understand key writing techniques to achieve clear and concise language that has an impact

- Employ essential project management skills to work effectively and hit writing deadlines
- Present your ideas with assurance

- KEY TOPICS**
- Identifying different types of business writing and the most effective format and structure
 - Improving structure and sentence construction and eliminating jargon
 - Design options – use of graphics, illustrations and presenting technical or specialist content
 - Finding the data you need for reports and presentations
 - The review and editing process

This is week one of **The Writing and Presentation Skills Toolkit** and **The Analysis and Reporting Toolkit**.

DURATION	FEE	DATE	VENUE
05	£2,495	16 - 20 May 2022	London
		14 - 18 November 2022	Dubai

THE ANALYSIS AND REPORTING TOOLKIT

This two-week programme combines:

- Business Writing with Impact** **05 days**
Data and Statistical Analysis and Presentation **05 days**

Managers working in all disciplines now need sufficient data and statistical skills to intelligently gather, analyse, interpret and utilise data to drive decisions. Equally, their 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 and data analysis is a highly valuable skill and an important tool for career advancement.

This hands-on combination course will explore how to effectively analyse data and approach problem-solving from a statistics perspective, as well as examining all stages of how to write effectively in the business context. Delegates will learn simple data analysis and statistical skills, mining Big Data, and how to effectively present information and draw conclusions for enhanced decision making.

Delegates will also explore how to devise a clear plan, having identified what needs to be communicated, decide the most effective structure and write reports that are relevant, concise, coherent and compelling.

This course will cover key basic statistics – attendees do not require prior knowledge of statistics.

- COURSE OBJECTIVES:** On completion, you will be able to:
- Identify how to extract organisational data and data sets
 - Use data and statistical analysis techniques and models

- Present information and draw conclusions and recommendations from data analysis
- Plan, structure and write with increased skill and confidence
- Apply key writing techniques to achieve clear, concise and impactful language
- Present your ideas with greater assurance and influence

- KEY TOPICS**
- Statistical thinking, decision making and strategic analysis
 - Organisational data sets, databases and data interrogation
 - Big Data and data mining
 - Data tools, what-if analysis and statistical functions
 - Overview of advanced statistical tools and applications and machine learning (AI)
 - Data presentation: graphical, tabular and descriptive summaries and conclusions
 - Tailoring presentations to the recipient's needs
 - Identifying different types of business writing and the best format and structure
 - Structure and sentence construction – jargon busters
 - Design options: graphics, illustrations and presenting technical or specialist contents
 - The review and editing process

DURATION	FEE	DATE	VENUE
10 days	£4,195	16 - 27 May 2022	London
		14 - 25 November 2022	Dubai

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 is week two of **The Writing and Presentation Skill Toolkit**.

DURATION	FEE	DATE	VENUE
05 days	£2,495	23 - 27 May 2022	London
		21 - 25 November 2022	Dubai

DATA AND STATISTICAL ANALYSIS AND PRESENTATION

Organisations need to continually improve their service delivery and competitiveness. In an age where there is a huge diversity of data available, it is increasingly expected that data will form the basis of strategic thinking and decision making. Managers working in all disciplines now need sufficient data and statistical skills to intelligently gather, analyse, interpret and utilise data to drive those decisions.

This highly practical programme will equip delegates with the key skills to effectively analyse data and approach problem-solving from a statistics perspective. You will explore how to use statistics to improve processes in order to understand the intricacies of the challenges your organisation faces. Delegates will be equipped with an understanding of the simple quantitative skills needed to draw conclusions from organisational data sets, how to mine Big Data, and how to effectively present information and findings as well as conclusions and recommendations, according to recipient's needs. This course includes hands-on, practical work in data entry and the creation of simple statistical models.

This course will cover key basic statistics – attendees do not require prior knowledge of statistics.

- COURSE OBJECTIVES:** On completion, you will be able to:
- Understand where data and statistical analysis is most useful
 - Articulate organisational problems and questions for further research
 - Identify how to extract organisational data and data sets

- Apply key data and statistical analysis techniques
- Create simple statistical models to support enhanced decision making
- Present information and draw conclusions and recommendations from data analysis

- KEY TOPICS**
- Statistical thinking, decision making and strategic analysis
 - Organisational data, databases, data sets and types of data
 - Data interrogation: connect, transform and query data
 - Big Data and data mining
 - Using data tools and what-if analysis
 - Key business statistics and statistical functions using MS Excel tools
 - Overview of advanced statistical tools and applications and their capabilities and outputs
 - Machine learning (artificial intelligence)
 - Data presentation: turning data into meaningful management information
 - Tailoring presentations to the recipient's needs

This is week two of **The Analysis and Reporting Toolkit**.

DURATION	FEE	DATE	VENUE
05 days	£2,495	23 - 27 May 2022	London
		21 - 25 November 2022	Dubai

2022 SCHEDULE OF COURSES



COURSE	DURATION (DAYS)	START	FINISH	PRICE	LOCATION	PAGE
JANUARY						
Developing Future Leaders (approved by the Institute of Leadership & Management)	10	10 Jan	21 Jan	£4,250	London	26
PPP Procurement and Contract Management	10	10 Jan	21 Jan	£4,195	London	96
Effective Management Skills	10	31 Jan	11 Feb	£4,250	London	24
FEBRUARY						
Health Procurement and Supply Chain Management	10	07 Feb	18 Feb	£4,195	London	94
The Public Procurement Toolkit: Sustainability, Integrity and Value-for-Money NEW	10	07 Feb	18 Feb	£4,195	London	100
Sustainable Public Procurement: Strategy, Policy and Practice NEW	05	07 Feb	11 Feb	£2,495	London	100
Succession Planning, Talent and Performance Management	10	21 Feb	04 Mar	£4,195	London	48
Integrity and Value-for-Money in Public Procurement	05	14 Feb	18 Feb	£2,495	London	99
Transforming the HR Function	05	14 Feb	18 Feb	£2,495	London	48
Women in Leadership	10	14 Feb	25 Feb	£4,195	London	29
The Complete HR Professional Toolkit	15	14 Feb	04 Mar	£5,850	London	47
Effective Procurement of Goods and Services	10	21 Feb	04 Mar	£4,195	Washington D.C.	93
Emotional Intelligence: Enhancing Management and Leadership Impact (approved by the Institute of Leadership & Management)	05	28 Feb	04 Mar	£2,550	Dubai	31
The Emotional Intelligence and Leadership Toolkit	10	28 Feb	11 Mar	£4,250	Dubai	30
Emotional Intelligence, Coaching and Mentoring Toolkit	10	28 Feb	11 Mar	£4,250	Dubai	32
Integrated Financial Management Systems: Strategy and Implementation	10	28 Feb	11 Mar	£4,195	Dubai	56
MARCH						
Developing High Performing Teams	05	07 Mar	11 Mar	£2,495	Dubai	31
The Leadership and Governance Toolkit for Boards and Senior Executives	10	07 Mar	18 Mar	£4,750	Dubai	28
Executive Leadership in Action - Short Course	05	07 Mar	11 Mar	£2,495	Dubai	27
Coaching and Mentoring Skills for Managers and Executives	05	07 Mar	11 Mar	£2,495	Dubai	32
Supply Chain Management: Issues and Solutions	10	07 Mar	18 Mar	£4,195	Washington D.C.	99
Corporate Governance for Boards and Senior Executives	05	14 Mar	18 Mar	£2,950	Dubai	38
Management Development for Executives (approved by the Institute of Leadership & Management)	10	14 Mar	25 Mar	£4,250	London	24
Electronic Government Procurement: Strategy and Implementation	05	21 Mar	25 Mar	£2,495	Washington D.C.	96
Optimising the Impact of the L&D Function	10	14 Mar	25 Mar	£4,195	London	50
Public Debt Management: Issues and Solutions	10	14 Mar	25 Mar	£4,195	Dubai	60
Best Practice Financial Management and Reporting on IPSAS and IFRS® Standards	10	14 Mar	25 Mar	£4,195	Dubai	57
Organisational Design and Development	10	14 Mar	25 Mar	£4,195	London	49
Banking Strategies and Management NEW	05	21 Mar	25 Mar	£2,495	Dubai	68
Corporate Governance for Senior Bank Executives NEW	05	28 Mar	01 Apr	£2,495	Dubai	68
The Agile Manager	05	28 Mar	01 Apr	£2,495	London	25
The Agile People and Project Manager Toolkit	10	28 Mar	08 Apr	£4,450	London	25
Strategic Financial Management and Effective Budget Execution	10	28 Mar	08 Apr	£4,195	Washington D.C.	58
Financial Risk Management NEW	10	28 Mar	08 Apr	£4,195	Dubai	60
International Tax and Transfer Pricing	10	28 Mar	08 Apr	£4,195	Dubai	59
Public Procurement: Issues and Solutions	10	28 Mar	08 Apr	£4,450	Washington D.C.	95
Project Management of Development Projects (Project DPro Foundation Certificate)	10	14 Mar	25 Mar	£4,450	London	84
The Development Project and Financial Management Toolkit	20	14 Mar	08 Apr	£7,250	London	84
The Development Programme (DPro) Toolkit	20	14 Mar	08 Apr	£7,250	London	86
Programme Management of Development Programmes (Program DPro Foundation Certificate)	10	28 Mar	08 Apr	£4,450	London	86
Financial Management of Development Projects	10	28 Mar	08 Apr	£4,195	London	85

COURSE	DURATION (DAYS)	START	FINISH	PRICE	LOCATION	PAGE
APRIL						
The Agile Project Manager [APMG AgilePM® Certificate]	05	04 Apr	08 Apr	£2,750	London	85
Board Effectiveness and Best Practice Performance NEW	05	04 Apr	08 Apr	£2,750	London	42
Pension Scheme Investment in Private Equity and Infrastructure	05	04 Apr	08 Apr	£2,495	Dubai	66
Investment of Pension Fund Assets	05	04 Apr	08 Apr	£2,495	Dubai	66
Pension Scheme Governance and Regulation	05	25 Apr	29 Apr	£2,495	Mauritius	67
Countering and Audit of Fraud and Corruption	05	25 Apr	29 Apr	£2,495	Miami	40
MAY						
Business Writing with Impact	05	16 May	20 May	£2,495	London	114
The Analysis and Reporting Toolkit	10	16 May	27 May	£4,195	London	115
Mastering Project and Programme Management Skills	10	09 May	20 May	£4,195	London	83
Strategic Change Management	10	09 May	20 May	£4,195	Miami	30
Governance, Risk and Compliance Management and Integrated Assurance	10	09 May	20 May	£4,195	London	39
Strategic HR: Aligning with the Corporate Vision	10	09 May	20 May	£4,195	Miami	49
PPP Issues and Solutions: Application, Framework, Project Cycle [APMG CP³P Foundation Certificate]	10	16 May	27 May	£4,450	London	97
The Writing and Presentation Skills Toolkit	10	16 May	27 May	£4,195	London	113
Public Financial Management: Issues and Solutions	10	16 May	27 May	£4,195	Washington D.C.	56
Data and Statistical Analysis and Presentation	05	23 May	27 May	£2,495	London	115
Writing and Delivering Speeches and Presentations with Impact	05	23 May	27 May	£2,495	London	114
JUNE						
Project Management of Development Projects (Project DPro Foundation Certificate)	10	06 Jun	17 Jun	£4,450	London	84
Delivering Good Governance in Practice	10	06 Jun	17 Jun	£4,195	Kuala Lumpur	37
The Leadership and Governance Toolkit for Boards and Senior Executives	10	06 Jun	17 Jun	£4,750	London	28
Fintech, Blockchain and Cryptocurrencies	10	06 Jun	17 Jun	£4,195	London	65
Treasury Management	10	06 Jun	17 Jun	£4,195	London	58
Executive Leadership in Action - Short Course	05	06 Jun	10 Jun	£2,495	London	27
Loan Negotiation and Evaluation	10	06 Jun	17 Jun	£4,195	London	59
Translating Policy into Legislation	05	13 Jun	17 Jun	£2,495	London	106
Developing Effective Policies: an Evidence-Based Approach	05	13 Jun	17 Jun	£2,495	London	106
Corporate Governance for Boards and Senior Executives	05	13 Jun	17 Jun	£2,950	London	38
The Policy Toolkit: Evidence, Evaluation and Impact Assessment	10	13 Jun	24 Jun	£4,195	London	105
ESG and Innovation in Sustainable Finance: Structuring Solutions to Bridge Funding Gaps NEW	05	13 Jun	17 Jun	£2,750	London	77
Pension Management in Developing Economies	10	20 Jun	01 Jul	£4,195	London	67
PPP Procurement and Contract Management	10	20 Jun	01 Jul	£4,195	Dubai	96
Results-Based Monitoring and Evaluation	10	20 Jun	01 Jul	£4,195	London	87
Trade Procedures and Financing	05	20 Jun	24 Jun	£2,495	Dubai	95
Evaluation and Impact Assessment of Policies and Projects	05	20 Jun	24 Jun	£2,495	London	87
Creating Innovative Practices and Strategies (approved by the Institute of Leadership & Management)	10	27 Jun	08 Jul	£4,250	London	41
The Strategy Toolkit	15	27 Jun	15 Jul	£5,950	London	41
JULY						
Directing and Managing Organisational Strategy	05	11 Jul	15 Jul	£2,495	London	42
Effective Management Skills	10	11 Jul	22 Jul	£4,250	London	24
Executive leadership in action (approved by the Institute of Leadership & Management)	10	11 Jul	22 Jul	£4,750	London	27
Developing Future Leaders (approved by the Institute of Leadership & Management)	10	11 Jul	22 Jul	£4,250	London	26
Public Procurement and Contract Management for Works and Consultancy Services	10	18 Jul	29 Jul	£4,195	London	97
Sustainability for Bank Boards and Senior Executives – Leading ESG Risk and Climate Change Transition NEW	05	18 Jul	22 Jul	£2,750	London	78

2022 SCHEDULE OF COURSES

COURSE	DURATION (DAYS)	START	FINISH	PRICE	LOCATION	PAGE
AUGUST						
Pension Scheme Governance and Regulation	05	01 Aug	05 Aug	£2,495	London	67
Investment of Pension Fund Assets	05	01 Aug	05 Aug	£2,495	London	66
Transforming the HR Function	05	01 Aug	05 Aug	£2,495	London	48
The Complete HR Professional Toolkit	15	01 Aug	19 Aug	£5,850	London	47
Succession Planning, Talent and Performance Management	10	08 Aug	19 Aug	£4,195	London	48
Organisational Design and Development	10	08 Aug	19 Aug	£4,195	London	49
Integrated Financial Management Systems: Strategy and Implementation	10	08 Aug	19 Aug	£4,195	Washington D.C.	56
The Agile Manager	05	15 Aug	19 Aug	£2,495	Washington D.C.	25
The Agile People and Project Manager Toolkit	10	15 Aug	26 Aug	£4,450	Washington D.C.	25
The Agile Project Manager (APMG AgilePM® Certificate)	05	22 Aug	26 Aug	£2,750	Washington D.C.	85
SEPTEMBER						
Coaching and Mentoring Skills for Managers and Executives	05	05 Sep	09 Sep	£2,495	London	32
The Crown Agents Leadership Retreat	05	05 Sep	09 Sep	£4,495	Sussex	33
Optimising the Impact of the L&D Function	10	05 Sep	16 Sep	£4,195	London	50
The Public Procurement Toolkit: Sustainability, Integrity and Value-for-Money NEW	10	05 Sep	16 Sep	£4,195	London	100
Sustainable Public Procurement: Strategy, Policy and Practice NEW	05	05 Sep	09 Sep	£2,495	London	100
Sustainability for Bank Boards and Senior Executives – Leading ESG Risk and Climate Change Transition NEW	05	05 Sep	09 Sep	£2,750	Washington D.C.	78
Delivering Good Governance in Practice	10	05 Sep	16 Sep	£4,195	Toronto	37
Public Debt Management: Issues and Solutions	10	05 Sep	16 Sep	£4,195	London	60
Emotional Intelligence, Coaching and Mentoring Toolkit	10	05 Sep	16 Sep	£4,250	London	32
Emotional Intelligence: Enhancing Management and Leadership Impact (approved by the Institute of Leadership & Management)	05	12 Sep	16 Sep	£2,550	London	31
Integrity and Value-for-Money in Public Procurement	05	12 Sep	16 Sep	£2,495	London	99
Strategic Change Management	10	12 Sep	23 Sep	£4,195	Washington D.C.	30
Women in Leadership	10	12 Sep	23 Sep	£4,195	Washington D.C.	29
Supply Chain Management: Issues and Solutions	10	12 Sep	23 Sep	£4,195	London	99
Project Management of Development Projects (Project DPro Foundation Certificate)	10	19 Sep	30 Sep	£4,450	Washington D.C.	84
The Development Project and Financial Management Toolkit	20	19 Sep	14 Oct	£7,250	Washington D.C.	84
The Development Programme (DPro) Toolkit	20	19 Sep	14 Oct	£7,250	Washington D.C.	86
International Tax and Transfer Pricing	10	26 Sep	07 Oct	£4,195	London	59
Pension Management in Developing Economies	10	26 Sep	07 Oct	£4,195	Kuala Lumpur	67
Developing High Performing Teams	05	26 Sep	30 Sep	£2,495	London	31
OCTOBER						
Financial Management of Development Projects	10	03 Oct	14 Oct	£4,195	Washington D.C.	85
Programme Management of Development Programmes (Program DPro Foundation Certificate)	10	03 Oct	14 Oct	£4,450	Washington D.C.	86
Management Development for Executives (approved by the Institute of Leadership & Management)	10	03 Oct	14 Oct	£4,250	London	24
Translating Policy into Legislation	05	10 Oct	14 Oct	£2,495	Dubai	106
Board Effectiveness and Best Practice Performance NEW	05	10 Oct	14 Oct	£2,750	London	42
Effective Procurement of Goods and Services	10	10 Oct	21 Oct	£4,195	Washington D.C.	93
Electronic Government Procurement: Strategy and Implementation	05	10 Oct	14 Oct	£2,495	Washington D.C.	96
Strategic HR: Aligning with the Corporate Vision	10	10 Oct	21 Oct	£4,195	Dubai	49
The Sustainability, ESG and Net Zero Toolkit for Boards and Senior Executives NEW	10	17 Oct	28 Oct	£4,195	London	75
Responding to Sustainability and ESG Risks and Opportunities for Boards and Senior Executives NEW	05	17 Oct	21 Oct	£2,495	London	75
Developing Effective Policies: an Evidence-Based Approach	05	17 Oct	21 Oct	£2,495	Miami	106
PPP Issues and Solutions: Application, Framework, Project Cycle (APMG CP³P Foundation Certificate)	10	10 Oct	21 Oct	£4,195	Washington D.C.	97
Public Financial Management: Issues and Solutions	10	17 Oct	28 Oct	£4,195	Washington D.C.	56
The Policy Toolkit: Evidence, Evaluation and Impact Assessment	10	17 Oct	28 Oct	£4,195	Miami	105

COURSE	DURATION (DAYS)	START	FINISH	PRICE	LOCATION	PAGE
Banking Strategies and Management NEW	05	24 Oct	28 Oct	£2,495	Mauritius	68
Achieving Net Zero: Environmental Sustainability and Climate Change for Boards and Senior Executives NEW	05	24 Oct	28 Oct	£2,495	London	76
Evaluation and Impact Assessment of Policies and Projects	05	24 Oct	28 Oct	£2,495	Miami	87
Best Practice Financial Management and Reporting on IPSAS and IFRS® Standards – ACCA Certificate	10	24 Oct	04 Nov	£4,450	London	57
Health Procurement and Supply Chain Management	10	24 Oct	04 Nov	£4,195	London	94
Corporate Governance for Senior Bank Executives NEW	05	31 Oct	04 Nov	£2,495	Mauritus	68
Results-Based Monitoring and Evaluation	10	31 Oct	11 Nov	£4,195	London	87
NOVEMBER						
Trade Procedures and Financing	05	07 Nov	11 Nov	£2,495	London	95
Countering and Audit of Fraud and Corruption	05	07 Nov	11 Nov	£2,495	London	40
Executive Leadership In Action (approved by the Institute of Leadership & Management)	10	07 Nov	18 Nov	£4,750	London	27
Treasury Management	10	07 Nov	18 Nov	£4,195	London	58
Governance, Risk and Compliance Management and Integrated Assurance	10	14 Nov	25 Nov	£4,195	London	39
Business Writing with Impact	05	14 Nov	18 Nov	£2,495	Dubai	114
ESG and Green Public Financial Management: Sustainability and the Transition to Net Zero NEW	10	14 Nov	25 Nov	£4,195	London	76
Strategic Financial Management and Effective Budget Execution	10	14 Nov	25 Nov	£4,195	London	58
Financial Risk Management NEW	10	14 Nov	25 Nov	£4,195	London	60
Public Procurement: Issues and Solutions	10	14 Nov	25 Nov	£4,450	London	95
Public Procurement and Contract Management for Works and Consultancy Services	10	14 Nov	25 Nov	£4,195	London	97
The Writing and Presentation Skills Toolkit	10	14 Nov	25 Nov	£4,195	Dubai	113
The Analysis and Reporting Toolkit	10	14 Nov	25 Nov	£4,195	Dubai	115
Loan Negotiation and Evaluation	10	14 Nov	25 Nov	£4,195	London	59
Writing and Delivering Speeches and Presentations with Impact	05	21 Nov	25 Nov	£2,495	Dubai	114
Data and Statistical Analysis and Presentation	05	21 Nov	25 Nov	£2,495	Dubai	115
Mastering Project and Programme Management Skills	10	21 Nov	02 Dec	£4,195	London	83
Pension Scheme Investment in Private Equity and Infrastructure	05	28 Nov	02 Dec	£2,495	Dubai	66
Creating Innovative Practices and Strategies (approved by the Institute of Leadership & Management)	10	28 Nov	09 Dec	£4,250	Dubai	41
The Leadership and Governance Toolkit for Boards and Senior Executives	10	28 Nov	09 Dec	£4,750	London	28
Executive Leadership in Action – Short Course	05	28 Nov	02 Dec	£2,495	London	27
Succession Planning, Talent and Performance Management	10	28 Nov	09 Dec	£4,195	Dubai	48
The Strategy Toolkit	15	28 Nov	16 Dec	£5,950	Dubai	41
DECEMBER						
Integrated Financial Management Systems: Strategy and Implementation	10	05 Dec	16 Dec	£4,195	London	56
Corporate Governance for Boards and Senior Executives	05	05 Dec	09 Dec	£2,950	London	38
Effective Management Skills	10	05 Dec	16 Dec	£4,250	Dubai	24
ESG, Sustainability and Climate Change for Bank Executives – Transitioning to new Lending Strategies NEW	05	05 Dec	09 Dec	£2,750	London	77
Directing and Managing Organisational Strategy	05	12 Dec	16 Dec	£2,495	Dubai	42
DATES ON DEMAND 						
Crisis Leadership: Rising to the Challenge	10	Dates on Demand		£4,195		26
Risk Based Internal Auditing	10	Dates on Demand		£4,195		39
ICT Strategy, Governance and Project Management	10	Dates on Demand		£4,195		40
Incoterms® 2020: Latest Developments and Practical Application	05	Dates on Demand		£2,495		98
Legislative Drafting: Essential Skills	10	Dates on Demand		£4,195		107
The Judicial Case Management and Legal Ethics Toolkit	10	Dates on Demand		£4,195		107
Judicial Case Management	05	Dates on Demand		£2,495		108
Judicial and Legal Ethics	05	Dates on Demand		£2,495		108
The CIPS Corporate Award	15	Dates on Demand		£6,650		98

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