CROWN AGENTS
ACCELERATING SELF-SUFFICIENCY & PROSPERITY

TRAINING AND PROFESSIONAL DEVELOPMENT

DIRECTORY OF COURSES 2023

www.crownagents.com/training

YOUR TRUSTED TRAINING PROVIDER SINCE 1960

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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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HELPING ORGANISATIONS BUILD BACK STRONGER

DEAR COLLEAGUES,

While COVID-19 continues to impact on all countries, most are now in recovery mode and running on a 'Business as usual' footing as they rebuild their economies and the public services most affected by the pandemic.

Here at Crown Agents, we've been proud to be at the forefront of global COVID-19 vaccine deliveries during the pandemic. As of February 2022, we have drawn on this experience to rapidly mobilise and build new supply chains to deliver life-saving medical equipment to Ukraine, building on our long history in the country.

All of the front line work our teams do around the world – whether in procurement, humanitarian response, health or economic reform – informs and enriches the training we provide. **We understand first-hand the challenges our clients are facing.**

OFFERING YOU MORE OPTIONS

Face-to-face training remains our core offering, and we've been delighted to have run more than 40 in-person courses worldwide throughout 2022. We're now a 360° provider that can offer face-to-face, online, and hybrid training, plus larger-scale options with our digital Learning Management System. We're able to bring real flexibility and innovation in the way we deliver training, so let us design a bespoke solution for you.

WHAT'S NEW FOR 2023?

SIX EXCITING NEW TRAINING LOCATIONS THROUGHOUT AFRICA

We know that for many organisations, budgets for training overseas continue to be constrained. For this reason, we're delighted to launch a schedule of courses held in stunning locations throughout Africa for 2023. These courses will be offered at a lower cost but will still be delivered to the same high standards. See p.16-17 for details or view the schedule in the back of the Directory.

RETREATS FOR SENIOR STAFF

The Crown Agents Leadership Retreat and **The Crown Agents Corporate Governance Retreat** are interactive residential courses held in 5* locations across Africa, Asia and the UK. These are the perfect programmes for the leaders and governance professionals who want to take their personal development to the next level. See p.34 and p.45.

16 new courses for 2023! These include a suite of **six new pensions courses** (p.68 - 71), **planning for your retirement** (p.52) and **creating sustainable supply chains** (p.99)

We're so pleased to have been able to meet with and train so many of our valued clients throughout 2022 and look forward to an even busier 2023, helping to build the capacity of individuals and organisations.

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

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.

OPEN SCHEDULED COURSES

In 2023, our comprehensive portfolio of 102 courses 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 2023 but can be delivered on request. You'll see these programmes appearing throughout the Directory accompanied by the calendar symbol. If you are interested in any of these courses, please contact us and a representative will be in touch to discuss your requirements.

102 COURSES

173 TRAINING DATES

14 LOCATIONS

16 NEW PROGRAMMES

CUSTOMISED TRAINING PROGRAMMES

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. 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.

Due to the COVID-19 pandemic, we had to rapidly pivot to the new world order 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. We're now proud to be able to offer online customised courses at the same high standard and in-depth quality as our face-to-face courses.

4,000 We have trained over 4,000 National Bank of Ethiopia and Commercial Bank of Ethiopia staff in management and technical financial services

19,000 We have delivered digital crisis management training to over 19,000 European small businesses through our online Knowledge Academy developed for the European Bank for Reconstruction and Development

375 In partnership with the Central Bank of Nigeria (CBN) we have equipped 375 bank staff with improved leadership capabilities

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.

Cost effective training for your organisation

Any of our scheduled courses can be tailored to your specific needs

We have run customised training in over 30 countries

We've so far delivered 32 customised courses during the pandemic

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

DEVELOPING FUTURE LEADERS WITH THE GHANA SCHOLARSHIPS SECRETARIAT

With the guidance of expert trainers and guest speakers, this in-person training course for the Ghana Scholarships Secretariat aimed to help delegates navigate 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. (see page 35).

UNDERSTANDING BOND AND INFRASTRUCTURE FINANCE WITH KENYA ROADS BOARD

With content tailored to the context the organisation operates in, Crown Agents was able to deliver practical customised training for delegates to strengthen the capacity of the Board in financing infrastructure development, in particular through bond finance. (see page 63).

EXPLORING PPPs WITH THE DIRECTORATE PUBLIC PRIVATE PARTNERSHIPS — THE NATIONAL TREASURY OF KENYA

Through highly practical methods and engaging discussions, this course built delegates' fundamental knowledge of best practice governance and management of Public Private Partnerships (PPPs). The course supported the National Treasury's modality to deliver on infrastructure investment programme commitments. (see page 101).

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

OUR DELEGATES ENJOYING THEIR TRAINING EXPERIENCE BOTH IN THE CLASSROOM AND ON CULTURAL VISITS

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.

Drawing on over 60 years of experience, 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 every-day 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 purpose is to accelerate self-sufficiency and prosperity across the world. Having a global footprint comes with a global responsibility. Therefore, every decision we make is guided by our strong values of courage and authenticity. From tackling corruption in public procurement or supporting transitions to low-carbon health services, these principles lie at the heart of everything we 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 reach and the strong relationships with governments and other stakeholders in the places where we work. We believe that our longstanding approach of combining private sector agility with a public service ethos means we have a unique insight and service offering.

DRAWING ON OUR 185 YEARS OF EXPERIENCE IN RESPONDING TO CRISES AROUND THE WORLD

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. On the 24th February 2022, when Russia launched an unprovoked attack on Ukraine, all of these capabilities were suddenly tested to the very extreme.

Having worked in Ukraine for 25 years and been embedded in the Ministry of Health for five, Crown Agents has an in-depth knowledge of the Ukrainian health landscape and excellent links to distribution networks. Our experienced supply chain and humanitarian teams were therefore able to quickly adjust to the situation and successfully navigate the challenges of operating in a war-torn country to deliver life-saving medical equipment, responding directly to acute needs and working in close collaboration with the Ministry of Health.

WORKING IN A WARZONE: CROWN AGENTS' CRUCIAL RESPONSE TO THE CRISIS IN UKRAINE

Pivoting to the situation on the ground, we've had to employ new and innovative ways of getting aid to citizens and medical personnel, building new supply chains from scratch and drawing on our 185 years of crisis response experience and the strength of our local networks to reach those caught up in the conflict.

With an experienced team on the ground, Crown Agents is managing to deliver into areas of Ukraine that are hard to reach, supporting civil society on the ground.

In total, we have procured and delivered over 93,000 trauma kits, 45,000 food kits, over 800 items of personal protection equipment, 2,000 special needs kits, 400 oxygen concentrators, 60 baby incubators (including 26 portable, lightweight incubators), along with 30 baby warmers and phototherapy lights, 125 patient monitors and additional specialist equipment for elderly care homes. Utilising our highly flexible supply chain networks, we've also managed to deliver drugs, including Polio, Hepatitis and Tuberculosis vaccines, so that Ukraine can keep up its infant and adult vaccination campaigns in the face of further outbreaks.

As the crisis continues across the country, new and unprecedented needs are emerging. With over $100 billion worth of infrastructure destroyed, we are now drawing on our stabilisation and humanitarian experience to support the reconstruction and rehabilitation of schools, hospitals and civil society organisations all across Ukraine.

Crown Agents is a global leader in the humanitarian space with decades of experience responding in the face of conflict. We have delivered aid in contexts such as the 2015 earthquake in Nepal and the Ebola crisis in Sierra Leone and supported a variety of countries globally to tackle the impact of the COVID-19 pandemic. We have made it our mission to ensure emergency products reach the people who need them most in the quickest time possible and to take on any challenge to support the most vulnerable.

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 with like-minded professionals from around the world.

Alumni on the Investment of Pension Fund Assets course, held in London in August 2019

Our alumni network has over 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:

BRONZE ALUMNI
1 COURSE

SILVER ALUMNI
2/3 COURSES

GOLD ALUMNI
4 COURSES

PLATINUM ALUMNI
5+ COURSES

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*

JOIN OUR WORLD-CLASS RESIDENTIAL RETREATS

Take your self-development to the next level on Crown Agents' immersive residential retreats.

Alongside our scheduled courses, we also have two flagship, premium programmes specifically crafted for the most senior delegates who want to take their self-development to the next level.

The Crown Agents Leadership Retreat (see p.34) and The Crown Agents Corporate Governance Retreat (see p.45) are interactive residential courses held in prestigious locations around the world.

On these exclusive programmes you will address the essential qualities that make you unique as a leader or corporate governance professional, and the blocks and challenges that get in the way of realising your full potential.

These high-profile courses will help you to find your authentic voice, and return to the office motivated, re-focused and more 'Fit for the Future' as a professional and as an individual.

WHAT MAKES OUR RETREATS DIFFERENT?

Although you will hear from a range of inspiring guest speakers on these residential courses, the emphasis will be on personalised coaching style sessions that explore your strengths, challenges and aspirations.

- You will be asked to complete psychometric questionnaires before commencing a retreat course so that an individualised learning plan can be prepared for you
- One-to-one coaching sessions are integral to the programmes. 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 surroundings of our selected 5* retreat venues
- Dynamic experiential group exercises will focus on common issues facing delegates so that you can learn from your peers' experiences
- There will be frequent networking opportunities throughout and ongoing access through Crown Agents alumni network
- Following the retreat, ongoing remote coaching will be available for three months

WHO ARE OUR RETREAT COURSES FOR?

Whether you're at the peak of your career or facing retirement and considering your legacy, goals shift throughout a career. All leaders reach a point when they ask: "Where next"? Crown Agents' two retreat courses are ideal for all senior professionals, including:

- Permanent Secretaries and Deputies
- Directors General
- Chief Executives
- Executive and non-Executive Board Members
- Elected officials

Held in 5* venues across Africa, Asia and the UK, the Retreat programmes 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.

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. 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.

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.

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.

PARIS NEW FOR 2023!

The historic, political and economic capital of France, Paris is renowned as one of the most beautiful cities in the world, with a lively cultural and culinary scene. Delegates will enjoy exploring the historic cobbled streets and visiting world-famous monuments such as Notre Dame, the Eiffel Tower and the Louvre.

BARCELONA NEW FOR 2023!

The vibrant city of Barcelona is known for its stunning modern architecture, imposing churches, lively nightlife and buzzing shopping streets. The city is also firmly established as an international business hub with a thriving innovation scene. After a long day of training delegates can take advantage of the regions 100 miles of beachfront and sample some local Catalan cuisine.

EXPANDING OUR LOCATIONS ACROSS AFRICA

We've listened to your feedback as we emerge from the pandemic and know that during this challenging time many of our valued clients are facing strict budgetary constraints for travel. In response, we've introduced several new training locations to make it easier for our clients across Africa to access our world-class training.

Our courses delivered across Africa will be delivered to the same high-standards and in-depth quality but at a reduced cost to offer even more value for money. We're pleased to offer training in six exciting and lively locations across the continent.

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.

MOMBASA

As Kenya's chief port, Mombasa is a thriving commercial and industrial hub, and an important economic centre. The beaches near and beyond the city limits offer ample opportunities for leisure and water sports, and delegates can enjoy exploring the striking Arabic architecture and lively markets throughout the city.

KIGALI

Ideally positioned in the centre of Rwanda, Kigali is developing rapidly, with new shopping malls, office buildings and convention centres popping up each day. Your training will take place right in the centre of this dynamic and progressive city.

CAPE TOWN

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

ZANZIBAR

Home to white-sand beaches and verdant coral reefs, the beautiful island of Zanzibar on Africa's east coast is bursting with culture and history. Training will take place in the capital city within easy reach of lively restaurants, relaxing coastlines and the Stone Town UNESCO World Heritage Site.

LAGOS

The economic and cultural powerhouse of Nigeria, Lagos has an exploding arts and music scene that will keep delegates entertained throughout their training course. Lagos State is home to 65% of Nigeria's businesses and has the largest collection of small and medium enterprises in Africa.

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.

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.

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.

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.

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.*

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.

** Terms and Conditions apply*

OUR PARTNERS

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

BRITISH ACCREDITATION COUNCIL (BAC)

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

BRITISH STANDARDS INSTITUTE (BSI)

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

CHARTERED INSTITUTE OF PROCUREMENT AND 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 101 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

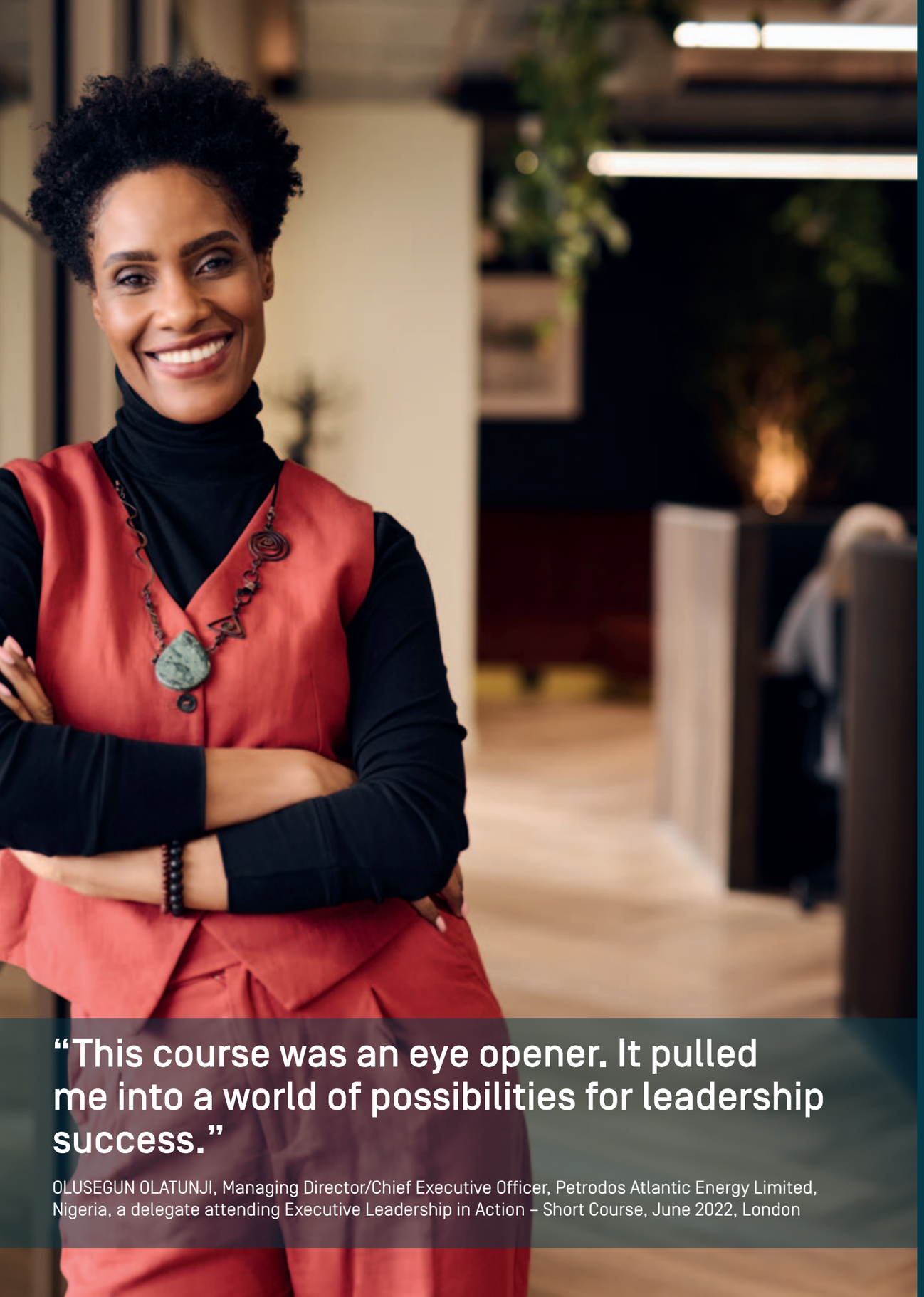
In July 2018 we signed a MoU with the Ethiopian Management Institute in Addis Ababa. This partnership forms the base for our two organisations to explore opportunities to develop human resources and public sector management training together.

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.

INSTITUTE OF EXPORT & INTERNATIONAL TRADE

In April 2022, Crown Agents signed a MoU with the UK's Institute of Export & International Trade. In partnership, we will explore synergies and opportunities to deliver technical consulting and capacity building in the areas of export and import, trade facilitation, trade logistics and customs operations globally, blending the Institute's technical capacity and certifications and Crown Agents' global reach, extensive international experience and expertise as consultants and practitioners in international trade and trade logistics.



“This course was an eye opener. It pulled me into a world of possibilities for leadership success.”

OLUSEGUN OLATUNJI, Managing Director/Chief Executive Officer, Petrodos Atlantic Energy Limited, Nigeria, a delegate attending Executive Leadership in Action – Short Course, June 2022, London

LEADERSHIP, MANAGEMENT AND DEVELOPMENT

2023 TRAINING COURSES	START	END	LOCATION
Effective Management Skills	30 Jan 10 Jul	10 Feb 21 Jul	Dubai London
Management Development for Executives (approved by the Institute of Leadership & Management)	17 Apr 02 Oct	28 Apr 13 Oct	Dubai London
The Agile Manager	20 Mar 14 Aug	24 Mar 18 Aug	London Washington D.C.
The Agile People and Project Manager Toolkit	20 Mar 14 Aug	31 Mar 25 Aug	London Washington D.C.
Developing Future Leaders (approved by the Institute of Leadership & Management)	17 Apr 10 Jul	28 Apr 21 Jul	London London
Emotional Inteligence: Enhancing Management and Leadership Impact (approved by the Institute of Leadership & Management)	08 May 31 Jul	12 May 04 Aug	Miami London
Coaching and Mentoring Skills for Managers and Executives	15 May 07 Aug	19 May 11 Aug	Miami London
Emotional Intelligence, Coaching and Mentoring Toolkit	08 May 31 July	19 May 11 Aug	Miami London
Executive Leadership In Action (approved by the Institute of Leadership & Management)	19 Jun 16 Oct 06 Nov	30 Jun 27 Oct 17 Nov	London Toronto London
Women in Leadership	13 Feb 16 Oct	24 Feb 27 Oct	Dubai London
The Strategic Change Management Toolkit	08 May 06 Nov	19 May 17 Nov	London Barcelona
Change Management: Planning and Leading Transformational Change	08 May 06 Nov	12 May 10 Nov	London Barcelona
Change Management: Implementation and People Management	15 May 13 Nov	19 May 17 Nov	London Barcelona
The Crown Agents Leadership Retreat	22 May 23 Oct	26 May 27 Oct	UK Singapore
Developing High Performing Teams	15 May 07 Aug	19 May 11 Aug	Miami London
The Emotional Intelligence and Leadership Toolkit	08 May 31 Jul	19 May 11 Aug	Miami London
The Leadership and Governance Toolkit for Boards and Senior Executives	05 Jun 27 Nov	16 Jun 08 Dec	London Miami
Executive leadership in Action - Short Course	05 Jun 27 Nov	09 Jun 01 Dec	London Miami
Crisis Leadership: Rising to the Challenge	Date on Demand		

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

ABOUT THE PORTFOLIO

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

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.

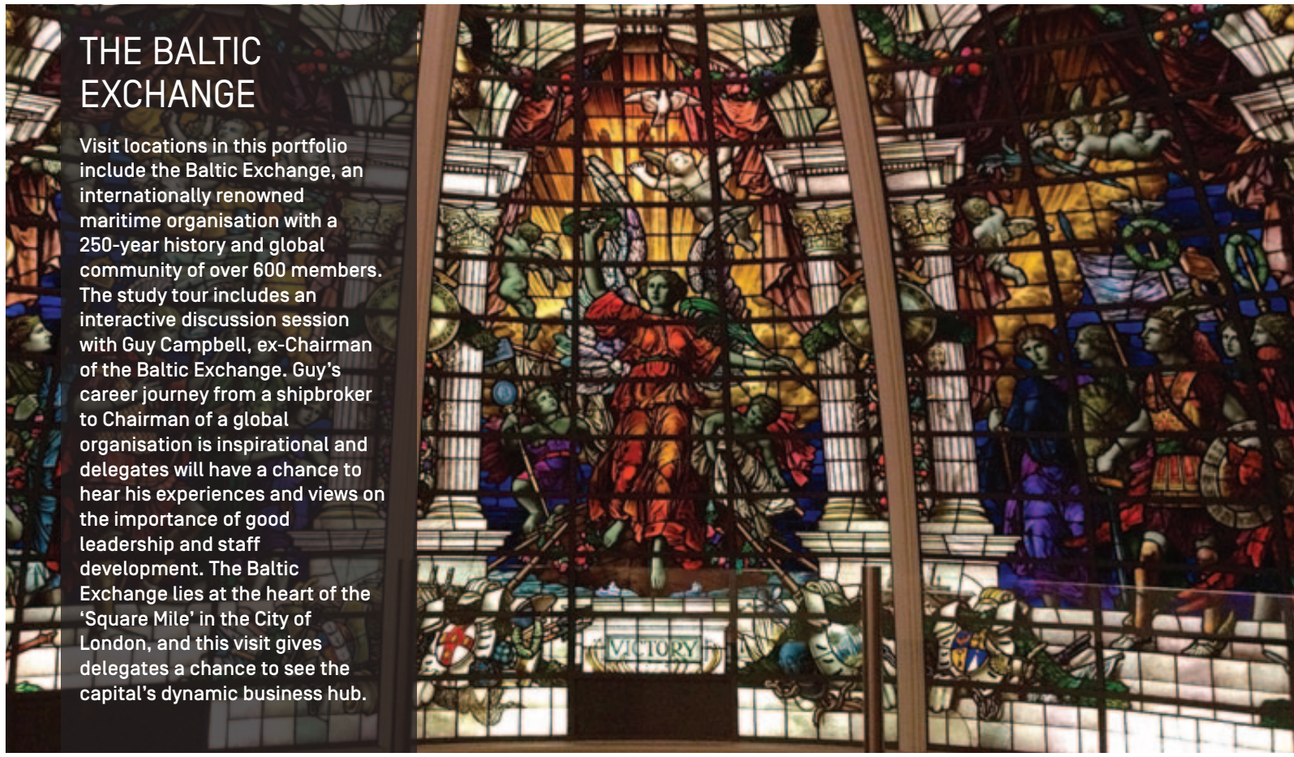
RALPH NAYLOR

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 and Management.

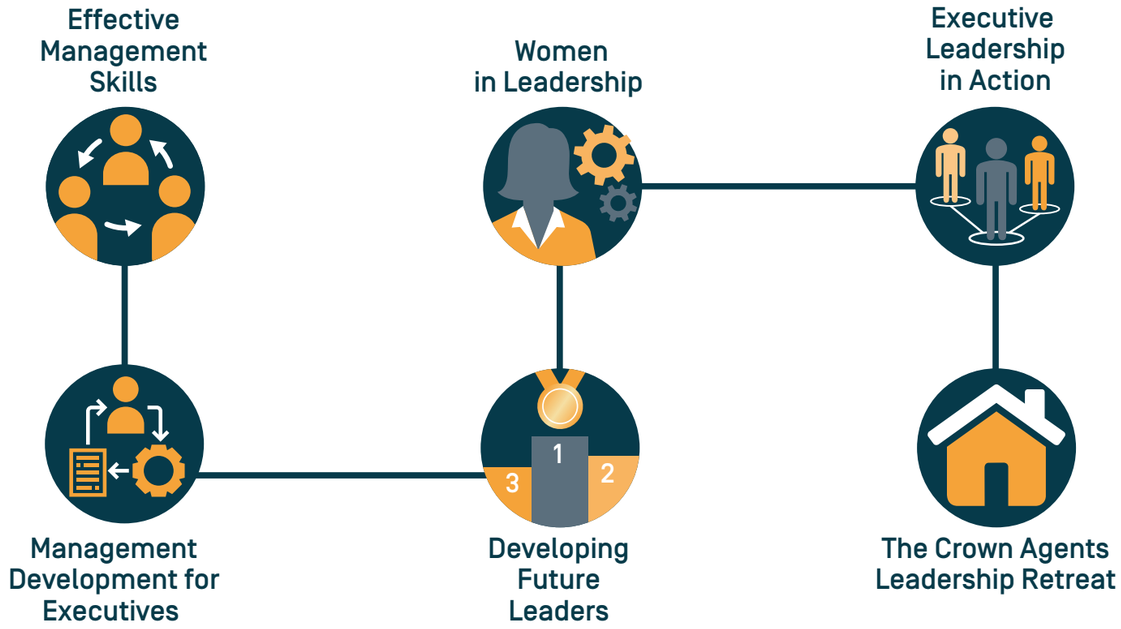
INDICATIVE STUDY VISIT



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	£4,450	30 January - 10 February 2023	Dubai
		10 - 21 July 2023	London
		04 - 15 December 2023	Dubai

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

THE INSTITUTE OF LEADERSHIP & MANAGEMENT

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	£4,650	17 - 28 April 2023	Dubai
		02 - 13 October 2023	London
		04 - 15 December 2023	Dubai

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.90)

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	£4,650	20 - 31 March 2023	London
		14 - 25 August 2023	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	£2,650	20 - 24 March 2023	London
		14 - 18 August 2023	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	£4,650	17 - 28 April 2023	London
		10 - 21 July 2023	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	
05 days	£2,650	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	£4,650	19 - 30 June 2023	London
		16 - 27 October 2023	Toronto
		06 - 17 November 2023	London

PREMIUM PROGRAMME

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	£2,950	05 - 09 June 2023	London
		27 November - 01 December 2023	Miami

THE LEADERSHIP AND GOVERNANCE TOOLKIT FOR BOARDS AND SENIOR EXECUTIVES

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 are 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 and how to integrate effective ESG thinking into corporate strategic decision making and implementation
- 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	£4,650	05 - 16 June 2023	London
		27 November - 08 December 2023	Miami

WOMEN IN LEADERSHIP

20% OFF
JAN-MAR COURSES

Delegates attending our Women in Leadership programme, September 2019, London

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	£4,450	13 - 24 February 2023	Dubai
		16 - 27 October 2023	London

THE STRATEGIC CHANGE MANAGEMENT TOOLKIT

NEW

This two-week programme combines:

Change Management: Planning and Leading Transformational Change:	**05 days**
Change Management: Implementation and People Management:	**05 days**

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.

These two courses have been specially selected to help you develops the necessary skills for transformation, enabling participants to manage themselves and lead their teams and organisations through change. You will explore 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.

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	£4,450	08 - 19 May 2023	London
		06 - 17 November 2023	Barcelona

CHANGE MANAGEMENT: PLANNING AND LEADING TRANSFORMATIONAL CHANGE

NEW

In a volatile and uncertain world, organisations, governments and donors often demand change. However, many resulting programmes falter and struggle to deliver the change needed.

Leaders often face key challenges in determining priorities and engaging people, so any change is workable and sustainable. Those responsible for change therefore have to find and develop new ways of leading, thinking and behaving.

This training programme will assist you to develop skills for transformation, enabling you to manage yourself and lead your team and organisation through change. It explores some creative approaches to problem-solving and change management that are needed in an increasingly complex and uncertain world.

This programme is highly practical and interactive. It will use real-world scenarios and enable delegates to share experiences and practise the skills that will enable them to plan and lead change projects, resulting in improved relationships, higher performing teams and organisational cultures that are effective in supporting change.

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

- Evaluate the drivers of change that are relevant to your organisation
- Recognise the role and behaviours of a transformational leader and change agent
- Facilitate cultures and organisational structures that support change
- Design successful change programmes
- Analyse the expectations of stakeholders and develop an approach to governance and methodology that reflects your organisation's culture
- Engage people in creative problem solving, decision making and planning
- Develop business cases that anticipate the challenges and risks of delivering strategic change

KEY TOPICS

- Drivers of change
- Transformational leadership
- Role and skills of a change agent
- Organisational culture and structure
- Stakeholder analysis
- Problem and objectives analysis
- Creativity, innovation and decision making
- Change readiness and risk analysis
- Change methodology
- Benefits identification and realisation
- Programme and project planning and methodology
- Business case development

This is week one of **The Strategic Change Management Toolkit.**

DURATION	FEE	DATE	VENUE
05 days	£2,650	08 - 12 May 2023	London
		06 - 10 November 2023	Barcelona

CHANGE MANAGEMENT: IMPLEMENTATION AND PEOPLE MANAGEMENT

NEW

Once a change project has been decided upon, there are many challenges involved in overseeing its implementation, including conflicting stakeholder interests and other environmental pressures.

To ensure the project's success, it is important to have an agile planning process that is responsive to the needs of different stakeholders and to engage with individuals and teams in a way that enables high performance.

This training programme will support you to develop the skills needed to implement change and manage people through the process. It explores how organisations can develop plans to monitor and control progress, how to anticipate and deal with the many people issues that arise in the implementation phase, and how to deliver the benefits of the change project.

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

- Develop agile and responsive project plans
- Recognise, engage and manage individuals who are key stakeholders in the change project
- Improve relationships and facilitate conflict using emotional intelligence
- Facilitate the development of high performing project teams
- Recognise individual needs and adapt leadership behaviour accordingly
- Ensure effective performance management processes and the exchange of constructive feedback
- Embed and evaluate the impacts of change projects

KEY TOPICS

- Developing plans and schedules
- Monitoring progress
- Responses to change
- Team dynamics and high performing teams
- Conflict management
- Leading with emotional intelligence
- Motivation and influence
- Performance management
- Coaching and constructive feedback
- Tracking, assessing and realising benefits
- Making 'change stick'

This is week two of **The Strategic Change Management Toolkit.**

DURATION	FEE	DATE	VENUE
05 days	£2,650	15 - 19 May 2023	London
		13 - 17 November 2023	Barcelona

THE EMOTIONAL INTELLIGENCE AND LEADERSHIP TOOLKIT

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	£4,450	08 - 19 May 2023	Miami
		31 July - 11 August 2023	London

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

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**.

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
05 days	£2,650	08 - 12 May 2023	Miami
		31 July - 04 August 2023	London

DEVELOPING HIGH PERFORMING TEAMS

Most of us work in teams, but a high performing team is more than just a group of people who happen to work together. It's a 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	£2,650	15 - 19 May 2023	Miami
		07 - 11 August 2023	London

EMOTIONAL INTELLIGENCE, COACHING AND MENTORING TOOLKIT

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	£4,450	08 - 19 May 2023	Miami
		31 July - 11 August 2023	London

COACHING AND MENTORING SKILLS FOR MANAGERS AND EXECUTIVES

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	£2,650	15 - 19 May 2023	Miami
		07 - 11 August 2023	London

THE CROWN AGENTS LEADERSHIP RETREAT

Delegates and Crown Agents staff at the Retreat in September 2019

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 luxury 5* hotels in key global locations, 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 natural surroundings
- 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 and all meals.

DURATION	FEE	DATE	VENUE
05 days	£4,450	22 - 26 May 2022	UK
		23 - 27 October 2023	Singapore

"The course was outstanding in terms of meeting my personal learning objectives."

SALIHU BAKARI, AG Director Education Support Services, Tertiary Education Trust Fund, Nigeria, September 2019, Sussex.

DEVELOPING FUTURE LEADERS WITH THE GHANA SCHOLARSHIPS SECRETARIAT

In order for organisations to grow and thrive, there needs to be an emphasis on developing the skills of managers in order to establish the next cohort of effective and successful leaders.

In June 2022, the Ghana Scholarships Secretariat contracted Crown Agents to deliver a highly contextualised eight-day customised training programme on building leadership capabilities for 27 of their scholarship recipients.

All participants were managers who were moving, or had the potential to move, into leadership positions. With the guidance of expert trainers and guest speakers, this training course aimed to help them navigate 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.

It allowed delegates to study the behaviours, mindset and style of the successful leader and gain an insight into their own strengths and weaknesses in the workplace. Participants focussed on identifying key problem-solving techniques to overcome organisational barriers, using coaching skills for performance improvement and employing influencing skills to make maximum impact.

The course was developed with a high practical content, with training sessions including opportunities for participants to share their experiences and challenges, and engage in practical discussions around personal learnings. To ensure they were engaged and focussed, and that the training would be relevant and sustainable, the session topics were interactive and based on the delegates' specific learning needs.

ON COMPLETION OF THE TRAINING, PARTICIPANTS WERE ABLE TO:

- Understand the difference between a manager and a leader and what it takes to make the transition
- Recognise their own strengths and weaknesses by examining their 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

The training was well-received by the delegates, who were fully engaged throughout the programme.

100% of participants even stated that the course would have a significant or considerable impact on their work performance

"Superb, excellent and practical in nature... geared towards the development of an individual in becoming a good leader."

"Crown Agents provided a holistic and well-vested view on the subject matter and area. The training sessions were educative and insightful."

TIFFANY PEARL AFFUL, Assistant Director, Ministry of Energy, Ghana, a delegate attending Directing and Managing Organisational Strategy, July 2022, London

GOVERNANCE AND STRATEGY

2023 TRAINING COURSES	START	END	LOCATION
Delivering Good Governance in Practice	05 Jun 04 Sep	16 Jun 15 Sep	London London
Corporate Governance for Boards and Senior Executives	12 Jun 04 Dec	16 Jun 08 Dec	London Miami
Governance, Risk and Compliance Management and Integrated Assurance	17 Apr 16 Oct	28 Apr 27 Oct	Dubai London
Risk Based Internal Auditing	Dates on Demand		
The Strategy Toolkit	03 Jul 04 Dec	14 Jul 15 Dec	Miami London
Creating Innovative Practices and Strategies (approved by the Institute of Leadership & Management)	03 Jul 04 Dec	07 Jul 08 Dec	Miami London
Directing and Managing Organisational Strategy	10 Jul 11 Dec	14 Jul 15 Dec	Miami London
Countering and Audit of Fraud and Corruption	24 Apr 30 Oct	28 Apr 03 Nov	Miami Dubai
ICT Strategy, Governance and Project Management	Dates on Demand		
Board Effectiveness and Best Practice Performance	17 Apr 18 Sep	21 Apr 22 Sep	Miami London
The Crown Agents Corporate Governance Retreat	13 Mar 02 Oct	17 Mar 06 Oct	Kigali Zanzibar

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.

ABOUT THE PORTFOLIO

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 some of 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	£4,450	05 - 16 June 202	London
		04 - 15 September 2023	London

PREMIUM PROGRAMME

CORPORATE GOVERNANCE FOR BOARDS AND SENIOR EXECUTIVES

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.

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.

DURATION	FEE	DATE	VENUE
05 days	£2,950	12 - 16 June 2023	London
		04 - 08 December 2023	Miami

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	£4,450	17 - 28 April 2023	Dubai
		16 - 27 October 2023	London

CASE STUDY

ENHANCING PERSONAL EFFECTIVENESS, EFFICIENCY AND CREATIVITY FOR ENTERPRISE COMPUTING, GHANA

Organisations in today's highly competitive world, and increasingly complex and pressured business climate, often face notable challenges when re-setting themselves for the new financial year. Practical training can help businesses to support and motivate staff to aim higher in their ambitions for another successful year ahead.

In March 2022, Enterprise Computing engaged Crown Agents to deliver a highly contextualised training course for 35 staff members. These participants came from all levels within the organisation, with the collective aim of enhancing their personal effectiveness through adopting smart working practices.

On this interactive three-day course, delegates were equipped with the knowledge to advance their soft skills and personal effectiveness in order to achieve development aims. Staff participants were engaged in exploring, sharing and developing effective, efficient and innovative ways of working, with the objective of energising and empowering them through their roles. Working closely with Crown Agents' expert trainer, they were given the necessary insight to work towards achieving personal, team and organisational goals.

> "The training experience was very insightful and practical. I learned how to be personally effective and how to collaborate effectively as a team member"

Throughout the workshop, participants were encouraged to collaborate on live organisational challenges and opportunities for organisational improvement. The training was well-received by the delegates, who were fully engaged throughout the programme.

100%

- Rated the training as 'Excellent' or 'Very Good'
- Told us that the course would have a positive impact on their work performance
- Would recommend Crown Agents to their colleagues

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	£4,450	Dates on Demand	

THE STRATEGY TOOLKIT

This three-week programme combines:

Creating Innovative Practices and Strategies [approved by the Institute of Leadership & Management] 05 days
Directing and Managing Organisational Strategy 05 days

Ideal for all those with responsibility for creating or directing strategy in their organisation. In week one, 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 two, 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
10 days	£4,450	03 - 14 July 2023	Miami
		04 - 15 December 2023	London

DIRECTING AND MANAGING ORGANISATIONAL STRATEGY

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

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

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

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

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

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

- Communicate a clear vision and mission for the organisation
- Establish an understanding of the global, regional and local trends and risks that could affect the organisation's success
- Carry out a comprehensive analysis of strengths, weaknesses, opportunities and threats
- Establish strategic objectives aligned to the vision and mission, using a range of strategic and objective-setting tools such as the balanced scorecard
- Develop performance management processes that ensure alignment of objectives at all levels
- Ensure a process for initiating, managing and controlling change projects

KEY TOPICS

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

This is week two of **The Strategy Toolkit**.

DURATION	FEE	DATE	VENUE
05 days	£2,650	10 - 14 July 2023	Miami
		11 - 15 December 2023	London

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 of **The Strategy Toolkit**.

DURATION	FEE	DATE	VENUE
05 days	£2,650	03 - 07 July 2023	Miami
		04 - 08 December 2023	London

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	£2,650	24 - 28 April 2023	Miami
		30 October - 03 November 2023	Dubai

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	£4,450	Dates on Demand	

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
- 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	£2,650	17 - 21 April 2023	Miami
		18 - 22 September 2023	London

PREMIUM PROGRAMME

THE CROWN AGENTS CORPORATE GOVERNANCE RETREAT

20% OFF JAN-MAR COURSES

NEW

ACCELERATE YOUR PROGRESS ON THE JOURNEY TOWARDS GOVERNANCE EXCELLENCE

Our residential retreat is the perfect next step for alumni who have completed our open or tailored corporate governance courses for Boards, Senior Executives and non-executives or those taking up a senior position within the Governing Body of an organisation who wants to take their self-development to the next level.

Held in vibrant locations across Africa, 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.

WHY IS GOVERNANCE EXCELLENCE CRITICAL NOW?
The world has never been as uncertain, dynamic and complex as it is today. Enormous shifts are accelerating change in our environments, communities, economies, lives and work. Dealing with this volatility and striving for a sustainable future needs extensive transformation; it is the Governance Body that initiates and directs that transformation.

The governing bodies of organisations have to make the right decisions on future priorities to ensure sustainability. To be effective at this, they need to adjust their mindset, skills and behaviours to meet international best practice.

THIS RETREAT IS ABOUT HELPING YOU TO IDENTIFY COMPETENCY ENHANCEMENTS TO EFFECTIVELY CONTRIBUTE AND EXCEL AS A MEMBER OF THE GOVERNANCE BODY
Your governance role will severely test your ability to predict, learn, understand, have and express opinions, make judgments and execute decisions based on knowledge and reason.

This immersive course will help you to explore how to ensure synergy, trust and confidence between the board and stakeholders, and have decisive influence over the organisations' performance.

On completion, you will be able to evaluate your individual competency and performance and that of the governance team as a whole, to identify opportunities for improvement.

SPECIAL FEATURES OF THIS COURSE:

- You will be asked to complete a corporate governance diagnostic questionnaire before commencing the retreat to inform your individual learning and development plan
- You will hear from a range of inspiring individuals onsite or at an experiential visit
- The emphasis will be on personalised coaching style sessions that explore your strengths, challenges and aspirations
- You will explore your personal challenges and work through to a solution and action plan
- Delegates will be able to practice their governance team skills through a number of dynamic experiential group exercises focusing on common issues such as:
  - Optimising governance capital
  - Authority and Accountability matrix
  - Managing conflicts of interest
  - Risk governance
  - Embracing technological risks and opportunities
  - Information and knowledge governance
  - Excellence in stakeholder engagement
  - Intelligent and competent governance
  - Effective decision making
  - Managing the TRUST brand, personal and organisation
- There will be frequent networking opportunities and ongoing access through Crown Agents' alumni network
- Following the retreat, three sessions of optional remote coaching will be available for three months

Return to the office motivated, re-focused and more 'Fit for the Future' in your governance role and as a member of the governing body.

Fee includes five-nights' accommodation in 5* hotels, and all meals.

DURATION	FEE	DATE	VENUE
05 days	£3,450	13 - 17 March 2023	Kigali
		02 - 06 October 2023	Zanzibar

HUMAN RESOURCES

2023 TRAINING COURSES	START	END	LOCATION
The Complete HR Professional Toolkit	13 Feb 31 Jul	24 Feb 11 Aug	Dubai London
Transforming the HR Function: Strategies for Operational Excellence and Business Partnering	13 Feb 31 Jul	17 Feb 04 Aug	Dubai London
Succession Planning, Talent Management and Retirement Planning	20 Feb 07 Aug 27 Nov	24 Feb 11 Aug 08 Dec	Dubai London Abuja
Strategic HR: Aligning with the Corporate Vision	08 May 09 Oct	19 May 20 Oct	Dubai London
Learning, Performance and Digital Transformation for L&D and HR Professionals	Dates on Demand		
Planning for Retirement: Managing Your Lifestyle, Legacy and Portfolio	15 May 13 Nov	19 May 17 Nov	Mombasa London
Ensuring Employee Health and Wellbeing as an HR Leader	17 Apr 30 Oct	21 Apr 03 Nov	Cape Town London
Organisational Design and Development	Dates on Demand		

“Very educative and hands on. It will be easy to implement some of the ideas from the course once back on the job.”

REJOICE ANANE, Corporate Human Resource Manager, Ghana Ports and Harbours Authority, Ghana, a delegate attending Transforming the HR Function, July 2019, London

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.

ABOUT THE PORTFOLIO

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 Ph.D. in Industrial and Business Studies and is an Associate of the Chartered Insurance Institute (ACCII, UK), as well as a Certified Expert in Microfinance.

ELAINE YOUNG

Elaine is a commercially aware, results-focused HR and Leadership professional.

Her career spans over 30 years in operational and strategic roles, including board positions in a number of industries and in both the public and private sectors. She has extensive experience of working on international projects and with professionals from different countries.

Combining consultancy, training and coaching she delivers transformational programmes that unlock potential in organisations and individuals.

INDICATIVE STUDY VISIT

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

20% OFF JAN-MAR COURSES

This 10-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	**05 days**
Succession Planning, Talent and Performance Management	**05 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
10 days	£4,450	13 - 24 February 2023	Dubai
		31 July - 11 August 2023	London

TRANSFORMING THE HR FUNCTION: STRATEGIES FOR OPERATIONAL EXCELLENCE AND BUSINESS PARTNERING

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 staff and senior management. The tasks involved in performing this function effectively are varied and require a range of skills, experience and behaviours.

HR Business Partner is not just a job title, it is a recognised model for delivering Operational Excellence that is aligned with the achievement of local and strategic organisational goals. The HR function is embedded within the business at all levels, ensuring that activity delivers credible results.

This one-week course delivers a focused overview of the key operational duties that need to be carried out by today's HR manager and the competences required to deliver operational excellence. These activities include: recruitment and selection, performance and talent management, succession planning, identifying training requirements and managing conflict.

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

- Identify how HR as a Business Partner can contribute to the achievement of strategic objectives whilst meeting local needs
- Explore the competencies required to deliver operational excellence
- Understand the role and key tasks required of today's HR manager and how metrics and data support HR activity
- Ensure the recruitment process is structured to attract, assess, select and retain high quality candidates
- Implement successful performance management programmes, talent management strategies, succession plans, and training plans derived from L&D requirements
- Be a support to staff, understanding motivations and common causes of dispute or conflict, and build functional and personal credibility

KEY TOPICS

- Challenges facing today's effective HR manager
- HR business partnering
- Competencies for operational excellence
- 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	£2,650	13 - 17 February 2023	Dubai
		31 July - 04 August 2023	London

SUCCESSION PLANNING, TALENT MANAGEMENT AND RETIREMENT PLANNING

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 of **The Complete HR Professional Toolkit.**

DURATION	FEE	DATE	VENUE
05 days	£2,650	20 - 24 February 2023	Dubai
		07 - 11 August 2023	London
	£1,950	27 November - 08 December 2023	Abuja

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	£4,450	08 - 19 May 2023	Dubai
		09 - 20 October 2023	London

CASE STUDY

HELPING SMALL BUSINESSES BOUNCE BACK FROM A CRISIS – DIGITAL TRAINING FOR THE EUROPEAN BANK FOR RECONSTRUCTION AND DEVELOPMENT (EBRD)

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.

In 2020, Crown Agents 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 crises now and as they plan for the future. Available in multiple languages, the programme includes ten 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.

THE PROGRAMME RESULTED IN:

19,000 registered users

13,000 modules completed

34,000 tools downloaded

> "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

LEARNING, PERFORMANCE AND DIGITAL TRANSFORMATION FOR L&D AND HR PROFESSIONALS

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	
10 days	£4,450	Dates on Demand	

PLANNING FOR RETIREMENT: MANAGING YOUR LIFESTYLE, LEGACY AND PORTFOLIO

NEW

Retirement can look often appear to be a distant paradise but may also be daunting. The current demands placed upon us leave little time to ponder our retirement, which is essentially the last transition in our lives. Prior planning is therefore an important factor for a successful retirement.

In this highly interactive programme, which draws on the latest tools, support and research into retirement, participants will be taken through a personal transformational journey to help them make the transition and overcome the practical and emotional challenges they will face going into retirement.

This workshop will focus on self-discovery and the personal skills required to make the necessary changes, embrace new activities and achieve a balanced and rewarding lifestyle in retirement. Key insights into all aspects of planning will enable participants to define and manage their legacy, their lifestyle and their portfolio of activities in a financially sustainable way.

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

- Understand their own personality - the way they live their life; what matters to them; how they make decisions and the legacy they behind
- Reflect on their career and their unique set of talents, and appreciate their impact on others
- Identify methods of support during this challenging transition
- Consider and plan new ways of being productive and giving back to others
- Understand and use interpersonal skills and behaviours to make their retirement plan work
- Plan to maintain physical health and fitness, and embrace relaxation techniques and a curiosity for learning
- Appreciate the fundamentals of financial planning

KEY TOPICS

- Self-analysis of personality preferences
- Realising your legacy
- Key values and beliefs – reflecting on your career, milestones, talents and retirement drivers
- Dealing with change and seeking support in retirement
- Skills to realise a retirement plan:communication style, influencing, and presentation skills
- Being productive, e.g. through consultancy skills, advisory work, coaching and mentoring, and training work
- Giving back through charity or voluntary work
- Planning leisure time – strategies for health, fitness, relaxation, enjoyment and lifelong learning
- Financial planning:income strategies, budgeting and managing your investment portfolio

DURATION	FEE	DATE	VENUE
05 days	£1,950	15 - 19 May 2023	Mombasa
	£2,650	13 - 17 November 2023	London

ENSURING EMPLOYEE HEALTH AND WELLBEING AS AN HR LEADER

NEW

For several decades we have been able to prove there is a link between wellbeing, engagement and performance. Employers have seen the benefits of having health and wellbeing on the HR agenda, and organisations have reaped the rewards of high-performing employees.

In the modern world however, there is increasing pressure on peoples' work and personal lives. Recent surveys indicate rising numbers of employees reporting increased levels of stress and anxiety in the workplace, which have been compounded by financial and health crises, including the COVID-19 pandemic. As a result, wellbeing is now a high priority for HR Leaders.

This five-day course examines the essence of wellbeing, focusing on the 'pillars' developed by the Reward and Employee Benefits Association. The impact of job design, culture and recruitment, along with the recognition and reward processes employees are subject to, will be explored to gauge their impact on wellbeing. The course will also look at a broad range of initiatives that can be developed to improve the health and wellbeing of all employees within your organisation.

COURSE OBJECTIVES: on completion you will be able to:

- Define the meaning of wellbeing and explain the 6 Pillars of Employee Wellbeing
- Understand the different needs of various employees
- Identify the role of HR in addressing issues that impact on employee wellbeing, including HR functional activity
- Understand the value of surveys to provide data on levels of health and wellbeing within your organisation
- Explore areas for improvement within your organisation based on the 6 pillars and start to develop initiatives to improve employee wellbeing
- Empower employees to invest in their own health and wellbeing

KEY TOPICS

- Importance and definition of wellbeing
- Models of wellbeing – REBA's 6 Pillars of Wellbeing
- HR's role and the impact of the working environment on wellbeing
- Assessing wellbeing within your organisation
- Developing initiatives and new ways of working to improve health and wellbeing
- Return on investment - realising the benefits

DURATION	FEE	DATE	VENUE
05 days	£1,950	17 - 21 April 2023	Cape Town
	£2,650	30 October - 03 November 2023	London

ORGANISATIONAL DESIGN AND DEVELOPMENT

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

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

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

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

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

- Define 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	
10 days	£4,450	Dates on Demand	

FINANCIAL MANAGEMENT

2023 TRAINING COURSES	START	END	LOCATION
Public Financial Management: Issues and Solutions	15 May 09 Oct	26 May 20 Oct	Washington D.C. London
Integrated Financial Management Systems: Strategy and Implementation	27 Feb 07 Aug 04 Dec	10 Mar 18 Aug 15 Dec	Dubai Washington D.C. London
Best Practice Financial Management and Reporting on IPSAS and IFRS® Standards	13 Mar	24 Mar	Dubai
Best Practice Financial Management and Reporting on IPSAS and IFRS® Standards - ACCA Certificate	23 Oct	03 Nov	London
The Treasury and Debt Management Toolkit	13 Mar 30 Oct	24 Mar 10 Nov	Dubai London
Treasury Management	13 Mar 30 Oct	17 Mar 03 Nov	Dubai London
Public Debt Management: Issues and Solutions	20 Mar 06 Nov	24 Mar 10 Nov	Dubai London
Strategic Financial Management and Effective Budget Execution	17 Apr 13 Nov	28 Apr 24 Nov	London London
Loan Negotiation and Evaluation	Dates on Demand		
International Tax and Transfer Pricing	Dates on Demand		
Financial Risk Management	05 Jun 13 Nov	16 Jun 24 Nov	London London

“The programme was insightful. It provided an in-depth understanding of the various topics, and the facilitators were on top of their game.”

MICHAEL ADU-GYAMFI, Assistant Manager, State Interests and Governance Authority, Ghana, a delegate attending Integrated Financial Management Systems: Strategy and Implementation, March 2022, Dubai

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.

ABOUT THE PORTFOLIO

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	£4,450	15 - 26 May 2023	Washington D.C.
		09 - 20 October 2023	London

INTEGRATED FINANCIAL MANAGEMENT SYSTEMS: STRATEGY AND IMPLEMENTATION

20% OFF JAN-MAR COURSES

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	£4,450	27 February - 10 March 2023	Dubai
		07 - 18 August 2023	Washington D.C.
		04 - 15 December 2023	London

BEST PRACTICE FINANCIAL MANAGEMENT AND REPORTING ON IPSAS AND IFRS® STANDARDS

20% OFF JAN-MAR COURSES

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	£4,450	13 - 24 March 2023	Dubai

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

ACCA

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	£4,650	23 October - 03 November 2023	London

THE TREASURY AND DEBT MANAGEMENT TOOLKIT

20% OFF JAN-MAR COURSES

NEW

This two-week course includes:

Treasury Management: 05 days
Public Debt Management: Issues and Solutions: 05 days

This new toolkit programme brings together two subjects closely linked to the overall financial health of an organisation: treasury and debt management. These two areas help organisations to see financial flows and available spending, in order to make more informed decisions on financial planning and the acquisition and use of funds.

In week one, delegates will explore how effective monitoring of treasury resources can ensure that the organisation has the cash resources it needs when it needs them, while managing risk, minimising the cost of debt and optimising the returns on investment.

In the second week, you will studying the fundamental principles of public debt management and develop an understanding of the latest tools and techniques to manage your debt portfolios effectively. Current events, such as the COVID-19 pandemic and global supply chain disruption, will be taken into account.

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 will illustrate the practical application of the techniques covered and trainers will work with delegates on the real-life issues they face in their own organisation to provide you with a full understanding of these two fundamental financial areas.

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

- Develop a Treasury Management strategy and monitor and report on progress
- Manage risk and performance, cash flow management and modelling
- Understand borrowing and investing instruments
- Assess the Treasury implications of International Accounting Standards
- Understand the scope of public debt management and its linkages with fiscal and monetary policy
- Apply concepts of cost and risk to your public debt portfolio
- 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

- Treasury Management strategy, reporting and performance measures
- Developing capital markets and liquidity
- Proactive management of the debt portfolio and refinancing
- Counter-fraud measures
- Sovereign debt and sustainability
- Debt strategy formulation
- Guarantees and continent liabilities
- Internal and external audit
- Analysing and reporting on the debt portfolio
- Debt and cash management
- New challenges in bond issuance
- Public-Private Partnerships
- Emerging lenders

DURATION	FEE	DATE	VENUE
10 days	£4,450	13 - 24 March 2023	Dubai
		30 October - 10 November 2023	London

TREASURY MANAGEMENT

20% OFF JAN-MAR COURSES

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 organisation 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. It is vital that investments are managed within a Treasury Management strategy that is integrated with the overall national economic policy.

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

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

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
- Proactive management of the debt portfolio and refinancing Counter-fraud measures
- Capital markets development, liquidity, sovereign debt and sustainability

This is week one of **The Treasury and Debt Management Toolkit.**

DURATION	FEE	DATE	VENUE
05 days	£2,650	13 - 17 March 2023	Dubai
		30 October - 03 November 2023	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

This is week two of **The Treasury and Debt Management Toolkit.**

DURATION	FEE	DATE	VENUE
05 days	£2,650	20 - 24 March 2023	Dubai
		06 - 10 November 2023	London

STRATEGIC FINANCIAL MANAGEMENT AND EFFECTIVE BUDGET EXECUTION

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

This course focuses on the issues and challenges likely to impede the seamless operation of management and financial accounting processes and examines the techniques and tools needed to address them. It will underline what constitutes strategic financial management and effective budget execution within the context of 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	£4,450	17 - 28 April 2023	London
		13 - 24 November 2023	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	
10 days	£4,450	Dates on Demand	

INTERNATIONAL TAX AND TRANSFER PRICING

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

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

Week one 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	
10 days	£4,450	Dates on Demand	

FINANCIAL RISK MANAGEMENT

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	£4,450	05 June - 16 June 2023	London
		13 - 24 November 2023	London

CASE STUDY

UNDERSTANDING BOND AND INFRASTRUCTURE FINANCE WITH THE KENYA ROADS BOARD

Many organisations continue to face notable challenges when seeking to optimally allocate finite resources and maximise economic and social returns on capital investments.

To facilitate this, modern investment programmes need to take account of environmental, social, and governance (ESG) risks and opportunities, and more broadly contribute towards the Sustainable Development Goals (SDGs).

In March 2022, Kenya Roads Board (KRB) engaged Crown Agents to deliver a highly contextualised training course in Dubai for ten members of the Board of Directors. The aim of this hands-on training programme was to strengthen the capacity of the Board in financing infrastructure development, in particular through bond finance, within its sectoral remit, and to use this knowledge to enhance the investment decision making process.

On this interactive one-week programme, the KRB participants examined a range of current and emerging issues in infrastructure finance and bond finance to better understand the components and mechanics of the investment cycle.

Using highly practical training methods including group discussions, learning exercises, role-playing and case studies, participants also considered different bond types and their suitability, looking at the available borrowing instruments such as Green and ESG Bonds.

With content tailored to the context of the KRB, delegates were able to develop a better understanding of some of the emerging issues affecting organisations, such as climate-related finance following the COP26 Paris Agreement. Working with our expert trainers, they were also equipped with the skills to understand how infrastructure projects may be effectively financed under a Public-Private Partnership (PPP) and what the potential financial, operational and risks, costs and benefits of these could be.

By adhering to strict COVID-safe protocols, Crown Agents was able to deliver this face-to-face course safely and effectively.

"Very impressed, especially with the knowledge and level of interaction by the facilitator. [They were] always giving practical examples and a preferred mode of course delivery."

PRISCILLA MUSA, Pension Examiner, Reserve Bank of Malawi, a delegate attending Pension Scheme Investment in Private Equity and Infrastructure, November 2021, Dubai

BANKING, FINANCIAL SERVICES AND PENSIONS

2023 TRAINING COURSES	START	END	LOCATION
Investment of Pension Fund Assets: Portfolio Management and Investment Analysis	22 May 23 Oct	26 May 27 Oct	Mauritius London
Pension Scheme Governance and Regulation	27 Mar 31 Jul	31 Mar 04 Aug	Kigali London
The Pension Scheme Investment Toolkit	05 Jun 27 Nov	16 Jun 08 Dec	London Dubai
Pension Scheme Investment in Private Markets	05 Jun 27 Nov	09 Jun 01 Dec	London Dubai
Pension Scheme Investment in Infrastructure and Real Estate	12 Jun 04 Dec	16 Jun 08 Dec	London Dubai
The Managing Pensions in Developing Economies Toolkit	25 Sep	06 Oct	Mombasa
Pensions Management: Asset Allocation and Capital Market Issues in Developing Economies	25 Sep	29 Sep	Mombasa
Fintech, Blockchain and Cryptocurrencies	Dates on Demand		
Pensions Management: Supervision and Governance in Developing Economies	02 Oct	06 Oct	Mombasa
Corporate Governance for Banking Professionals	Dates on Demand		
Banking Strategies and Management	Dates on Demand		

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.

ABOUT THE PORTFOLIO

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.

INVESTMENT OF PENSION FUND ASSETS: PORTFOLIO MANAGEMENT AND INVESTMENT ANALYSIS

Pension schemes face a set of complex and often difficult challenges relating to the investment of assets. On the one hand, there is a need to grow the real value of pension funds by generating investment returns, whilst on the other assuring the preservation of members' capital. The sheer size of pension schemes' assets relative to investment markets creates challenges unique to institutional investors who must carefully manage entry and exits into investment positions.

Fund performance analysis, including attribution, is important to both ensure that pension schemes remain on target to grow investment funds to meet their liabilities, as well as assessing the performance of fund managers.

This programme builds delegates' knowledge by examining the current landscape of pension fund investment and the key tenets of investment analysis. The mainstream asset classes in pension fund investment are also covered in detail, along with an introduction to alternative investment classes such as Real Estate, Private Equity and Infrastructure. The programme provides delegates with a full understanding of valuation and investment analysis methodologies as well as the interpretation of analyses.

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	£1,950	22 - 26 May 2023	Mauritius
	£2,650	23 - 27 October 2023	London

PENSION SCHEME GOVERNANCE AND REGULATION

20% OFF JAN-MAR COURSES

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	£1,950	27 - 31 March 2023	Kigali
	£2,650	31 July - 04 August 2023	London

THE PENSION SCHEME INVESTMENT TOOLKIT

NEW

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 (and consequent low yields) of traditional public investment assets, the liquidity premium that pension schemes can harvest and the creation of new capital assets to support economic growth.

The two courses in this toolkit programme have been specifically designed to provide you with a holistic understanding of the suitability of different types of assets for pension scheme investment.

In week one, delegates will examine the principal types of private equity, ranging from venture capital through to growth equity, late stage/pre-IPO investments and buyouts as well as private debt markets, and will understand the investment vehicles and fund structures used as conduits for pension scheme investment.

In week two, the focus will be on the risks and opportunities of investing in infrastructure and real estate assets. The programme provides delegates with key insights into the Project Finance techniques underlying infrastructure investment and assesses the optimal position within the capital structure of project financing special purpose vehicles (SPV) to generate acceptable risk-adjusted returns for pension schemes' risk appetite.

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
10 days	£4,450	05 - 16 June 2023	London
		27 November - 08 December 2023	Dubai

PENSION SCHEME INVESTMENT IN PRIVATE MARKETS

NEW

In recent times, pension schemes have significantly increased allocations to alternative asset classes and, in particular, to private markets. The theoretical investment argument for these allocations is sound, given the high prices (and consequent low yields) of traditional public investment assets, the liquidity premium that pension schemes can harvest and the creation of new capital assets to support economic growth

At the same time, equity and debt funding available to micro-, small- and medium-sized enterprises (MSMEs) is typically insufficient to support their expansion. This is in part due to the high regulatory capital requirements for banks – their most common source of external financing – providing credit facilities to MSMEs.

In addition to analysing the potential portfolio diversification benefits of private market assets, the course will examine the principal types of private equity, ranging from venture capital through to growth equity, late stage/pre-IPO investments and buyouts as well as private debt markets, including portfolios of bank loans across different obligor types. The course will also cover the investment vehicles and fund structures used as conduits for pension scheme investment.

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	£2,650	05 - 09 June 2023	London
		27 November - 01 December 2023	Dubai

PENSION SCHEME INVESTMENT IN INFRASTRUCTURE AND REAL ESTATE

NEW

The long-term nature of both infrastructure assets, including communications, ports and amenities, and commercial and residential real estate makes investment in these alternative asset classes attractive to pension schemes.

However, pension investors need to exercise caution when considering allocations to these asset classes. The robustness of projected cash flow streams generated by these investments through the business cycle needs to be carefully analysed since it is these cash flows, typically underpinned by contractual arrangements, that actually generate income, and consequently returns, to investor capital.

The programme provides delegates with key insights into the Project Finance techniques underlying infrastructure investment and assesses the optimal position within the capital structure of project financing special purpose vehicles (SPV) to generate acceptable risk-adjusted returns for pension schemes' risk appetite. 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 government taxation and other sources.

The principal types of commercial and residential real estate are covered in detail by the programme including construction of new properties as well as the valuation analysis and risk assessment underpinning responsible investment by pension schemes in existing assets.

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	£2,650	12 - 16 June 2023	London
		04 - 08 December 2023	Dubai

THE MANAGING PENSIONS IN DEVELOPING ECONOMIES TOOLKIT

NEW

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.

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

In week one, delegates will focus on understanding pension principles and engendering more robust pension scheme provision. This includes a focus on Strategic Asset Allocation (SAA) for both Defined Benefit (DB) and Defined Contribution (DC) schemes and an assessment of how asset values can be protected against inflation and market fluctuation.

In week two, you will explore how to build sustainable and inclusive systems which assure decent retirement incomes for pension scheme members. 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	£3,650	25 September - 06 October 2023	Mombasa

PENSIONS MANAGEMENT: ASSET ALLOCATION AND CAPITAL MARKET ISSUES IN DEVELOPING ECONOMIES

NEW

The ultimate goal of pension schemes is to deliver pension promises to its members, either those that are explicit in Defined Benefit (DB) schemes such as final salary-based entitlements or those implicit in Defined Contribution (DC) pensions, where members expect their scheme to provide a meaningful retirement income.

These liabilities need to be matched by the scheme's assets, which should be structured in a way that reflects the age profile of members. This process – generally referred to as Strategic Asset Allocation (SAA) – forms the basis for pension schemes' portfolio construction and investment strategy.

Around the SAA, investment managers may take active risk positions based on their analysis of expected macroeconomic conditions. They may also over- or underweight specific investment types relative to the SAA based on their outlook using a Tactical Asset Allocation (TAA) overlay. In the long term, pension fund asset values must be protected against inflation which erodes the real value of both investment capital and retirement income.

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
05 days	£1,950	25 - 29 September 2023	Mombasa

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	
10 days	£4,450	Dates on Demand	

PENSION MANAGEMENT: SUPERVISION AND GOVERNANCE IN DEVELOPING ECONOMIES

NEW

The level of importance of pensions within socio-economic systems is matched only by their complexity. Building sustainable and inclusive systems which assure decent retirement incomes is a key challenge for pension schemes and regulators.

Effective pension systems rely on the engagement of a significant number of parties, all dedicated to delivering good retirement outcomes for pension-scheme members, including fund managers, scheme administrators and actuaries.

The migration from Defined Benefit (DB) to Defined Contribution (DC) systems has only added to the issues that pension schemes and regulators face as the risk and responsibility for the delivery of retirement income passes from scheme sponsors to members. The role of DB pension provision presents new challenges, including assurance that members make good decisions regarding their contribution levels and investment decisions.

This programme provides delegates with a holistic understanding of pensions from both the perspectives of regulators and pension scheme trustees and fund managers. In addition, it assesses best practices for supervision and governance in the context of developing economies.

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
05 days	£1,950	02 - 06 October 2023	Mombasa

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.

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.

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.

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.

If you would like more information, contact us at customisedtraining@crownagents.co.uk.

BANKING AND FINANCIAL SERVICES DELEGATES DURING THEIR TRAINING WITH CROWN AGENTS

CORPORATE GOVERNANCE FOR SENIOR BANK EXECUTIVES

20% OFF JAN-MAR COURSES

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	
05 days	£2,650	Dates on Demand	

BANKING STRATEGIES AND MANAGEMENT

20% OFF JAN-MAR COURSES

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	
05 days	£2,650	Dates on Demand	

ENVIRONMENTAL, SOCIAL AND GOVERNANCE (ESG)

2023 TRAINING COURSES	START	END	LOCATION
The Sustainability, ESG and Net Zero Toolkit for Boards and Senior Executives	27 Feb 16 Oct	10 Mar 27 Oct	Cape Town London
Responding to Sustainability and ESG Risks and Opportunities for Boards and Senior Executives	27 Feb 16 Oct	03 Mar 20 Oct	Cape Town London
Achieving Net Zero: Environmental Sustainability and Climate Change for Boards and Senior Executives	06 Mar 23 Oct	10 Mar 27 Oct	Cape Town London
ESG and Green Public Financial Management: Sustainability and the Transition to Net Zero	24 Jul	04 Aug	London
ESG and Innovation in Sustainable Financing: Structuring Solutions to Bridge Funding Gaps	12 Jun 20 Nov	16 Jun 24 Nov	London Dubai
ESG, Sustainability and Climate Change for Bank Executives - Transitioning to New Lending Strategies	22 May 04 Dec	26 May 08 Dec	Mauritius London
ESG in Pension Scheme Management	23 Oct	27 Oct	Dubai
Accelerating Equality, Diversity and Social Inclusion in the Workplace	Dates on Demand		
Sustainability for Bank Boards and Senior Executives - Leading ESG Risk and Climate Change Transition	03 Jul 04 Sep	07 Jul 08 Sep	Lagos Washington D.C.

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

ABOUT THE PORTFOLIO

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' Technical Lead: Climate and Sustainability.

With over 25 years of international experience in climate change, environmental and social sustainability, energy research, nature-based solutions, 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 urban 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.

INDICATIVE STUDY VISIT

TEMPLE

Temple is one of the UK's leading independent infrastructure and property consultancies, specialising in environment, ecology, planning, and sustainability. On Crown Agents' courses, delegates will have the opportunity to speak to Temple employees about a range of topics, including environmental monitoring, management, planning and sustainability, how digital technology can be leveraged to target and assess specific environmental impact, and how to achieve wider social value and effective community engagement in projects that impact the environment and society.

See more at www.templegroup.co.uk

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

20% OFF JAN-MAR COURSES

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	£3,650	27 February - 10 March 2023	Cape Town
	£4,450	16 - 27 October 2023	London

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

20% OFF JAN-MAR COURSES

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	£1,950	27 February - 03 March 2023	Cape Town
	£2,650	16 - 20 October 2023	London

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

20% OFF JAN-MAR COURSES

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 CO_2 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	£1,950	06 - 10 March 2023	Cape Town
	£2,650	23 - 27 October 2023	London

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

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	£4,450	24 July - 04 August 2023	London

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

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	£2,950	12 - 16 June 2023	London
		20 - 24 November 2023	Dubai

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

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	£1,950	22 - 26 May 2023	Mauritius
	£2,950	04 Dec - 08 Dec	London

ESG IN PENSION SCHEME MANAGEMENT

NEW

Environmental, Social & Governance (ESG) factors have become a critical consideration in pension scheme management. This includes the investment of pension funds as well as the governance arrangements of the scheme itself.

From an investment perspective, pension schemes must carefully consider long-term risks and the sustainability of investee entities. Against a backdrop of increasingly extreme climatic conditions, pension investors must consider the potential impairment of assets from physical hazards such as floods and wildfires, as well as climate transition risks relating to businesses and infrastructure. They must be aware of key trends and new sources of risk as global economies migrate to lower carbon business models.

From the perspective of the governance of pension schemes themselves, the fiduciary duty of Trustees to protect the long-term interests of members must be upheld, including having robust risk governance structures and processes in place. Stakeholders increasingly expect that investor firms will have strong governance structures as well as acceptable environmental and social credentials.

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

- Identify the key environmental, social and governance factors in pension scheme management
- Appreciate the longer-term nature of the risks presented to pension scheme investments by ESG factors
- Assimilate the types of risks presented by climate change and other environmental factors
- Understand the nature of the social issues that must be managed by pension schemes
- Identify the key elements of robust governance expected of pension scheme investee entities and within pension scheme organisations themselves
- Appreciate the pivotal role of the Investment Policy Statement in setting the ESG tone for pension scheme investment portfolios

KEY TOPICS

- Localised and global environmental risk factors
- Expectations for socially responsible investment aligned with UN SDG goals
- Governance issues relating to investee entities and within pension schemes themselves

DURATION	FEE	DATE	VENUE
05 days	£2,650	23 - 27 October 2023	Dubai

ACCELERATING EQUALITY, DIVERSITY AND SOCIAL INCLUSION IN THE WORKPLACE

NEW

It is noted that organisations with more ethnically diverse management and leadership teams are generally more effective at achieving their objectives and outcomes. This phenomenon intensifies when the employee population as a whole is more diverse.

Therefore, ensuring diversity, equity, and inclusion (DEI) is a strategic concern for many modern organisations. It is central to staff recruitment, induction and retention, and the on-going provision of work opportunities, career progression and services. This five-day programme focuses on an organisation's DEI responsibilities in two key areas – the workplace and ensuring access to services and programmes for all service users.

This interactive course is ideal for all managers and executives responsible for ensuring organisational policies, programmes and service offerings comply with DEI obligations. It will examine the shifts in management culture, mindset and strategic decision-making needed to transition to DEI compliance and explore how it can be used to improve overall staff wellbeing and customer, client and beneficiary satisfaction. Participants will learn how to meet stakeholders' expectations of a diverse workplace where working practices, opportunities and access to programmes and organisational services are fair, impartial and inclusive.

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

- Define the meaning of and understand the difference between diversity, equity and inclusion
- Name the protected characteristics typically identified in law and specify the organisation's responsibility to its staff, stakeholders and service users
- Assess your organisation or department's cultural readiness for embracing DEI
- Identify areas for review in your organisation's current policies, processes, programmes and services

KEY TOPICS

- Responsibilities of the organisation and individuals towards DEI
- The impact of culture and unconscious bias on DEI compliance
- Use of surveys and existing data to plot DEI within the organisation
- Ways to measure improvement for all stakeholders
- Application of DEI in policies, processes, programs and service offerings
- Identify priority actions required to kickstart DEI improvements

DURATION	FEE	DATE	
05 Days	£2,650	Dates on Demand	

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

- Climate change
- Waste and resource management
- Pollution
- Materials
- Recycling

SOCIAL

- Diversity and social inclusion
- Health, safety and wellbeing
- Education and skills
- Community impact and integration
- Remuneration and pay equality

GOVERNANCE

- Strategies and policy
- Supply chain management
- Procurement
- Reporting and financial transparency
- 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.

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

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.

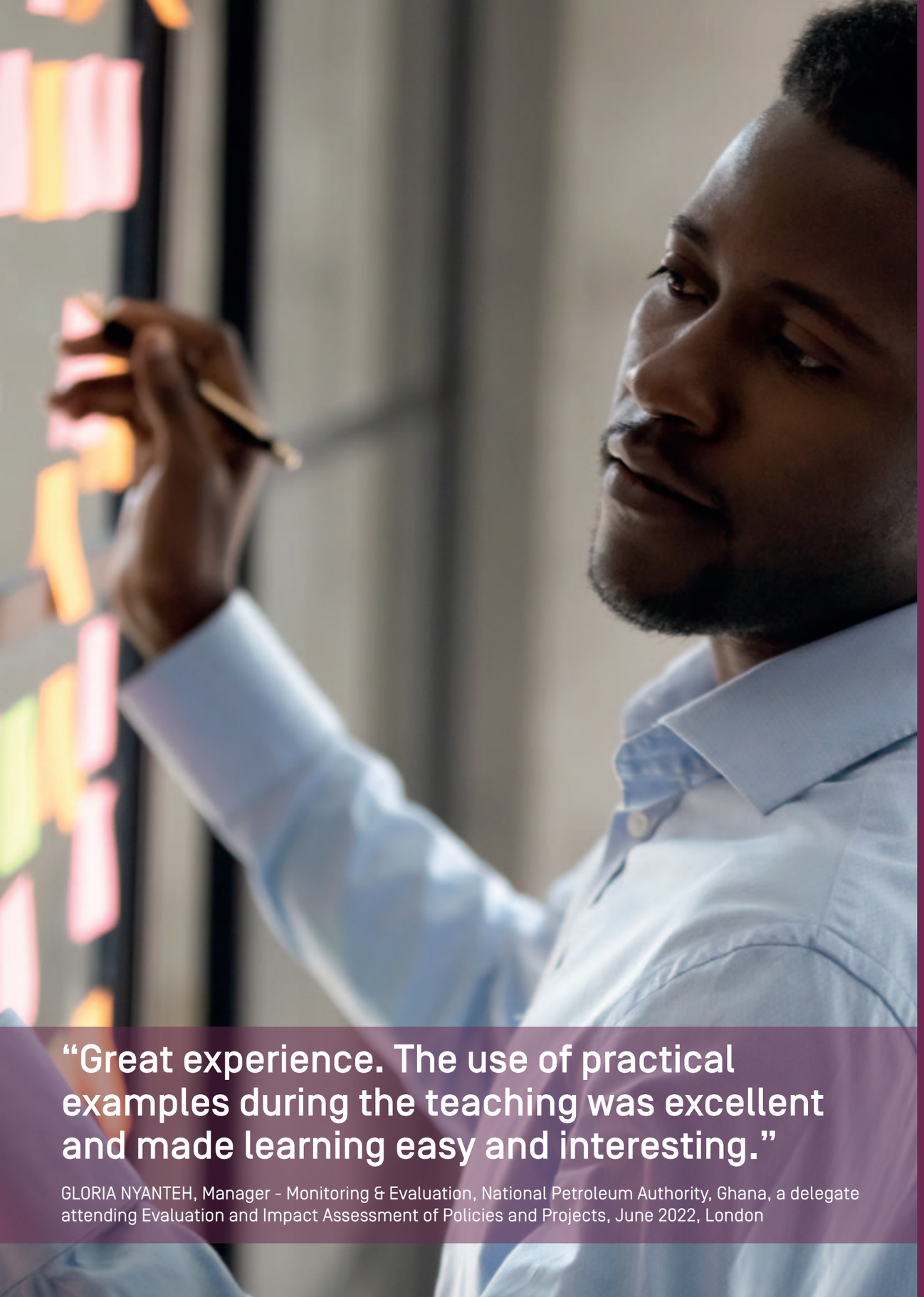
COURSE OBJECTIVES: On completion, you will be able to:

- 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	£1,950	03 - 07 July 2023	Lagos
	£2,950	04 - 08 September 2023	Washington D.C.



"Great experience. The use of practical examples during the teaching was excellent and made learning easy and interesting."

GLORIA NYANTEH, Manager - Monitoring & Evaluation, National Petroleum Authority, Ghana, a delegate attending Evaluation and Impact Assessment of Policies and Projects, June 2022, London

PROJECT MANAGEMENT AND EVALUATION

2023 TRAINING COURSES	START	END	LOCATION
Mastering Project and Programme Management Skills	08 May 20 Nov	19 May 01 Dec	Dubai London
Project Management of Development Projects [Project DPro Foundation Certificate]	06 Mar 05 Jun 18 Sep	17 Mar 16 Jun 29 Sep	London Barcelona London
Financial Management of Development Projects	20 Mar 02 Oct	31 Mar 13 Oct	London London
Programme Management of Development Programmes [Program DPro Foundation Certificate]	Dates on Demand		
Evaluation and Impact Assessment of Policies and Projects	19 Jun 23 Oct	23 Jun 27 Oct	London Miami
The Agile Project Manager [APMG AgilePM® Certificate]	27 Mar 21 Aug	31 Mar 25 Aug	London Washington D.C.
Results-Based Monitoring and Evaluation	19 Jun 30 Oct	30 Jun 10 Nov	Paris London

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.

ABOUT THE PORTFOLIO

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

PM4NGOs 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.

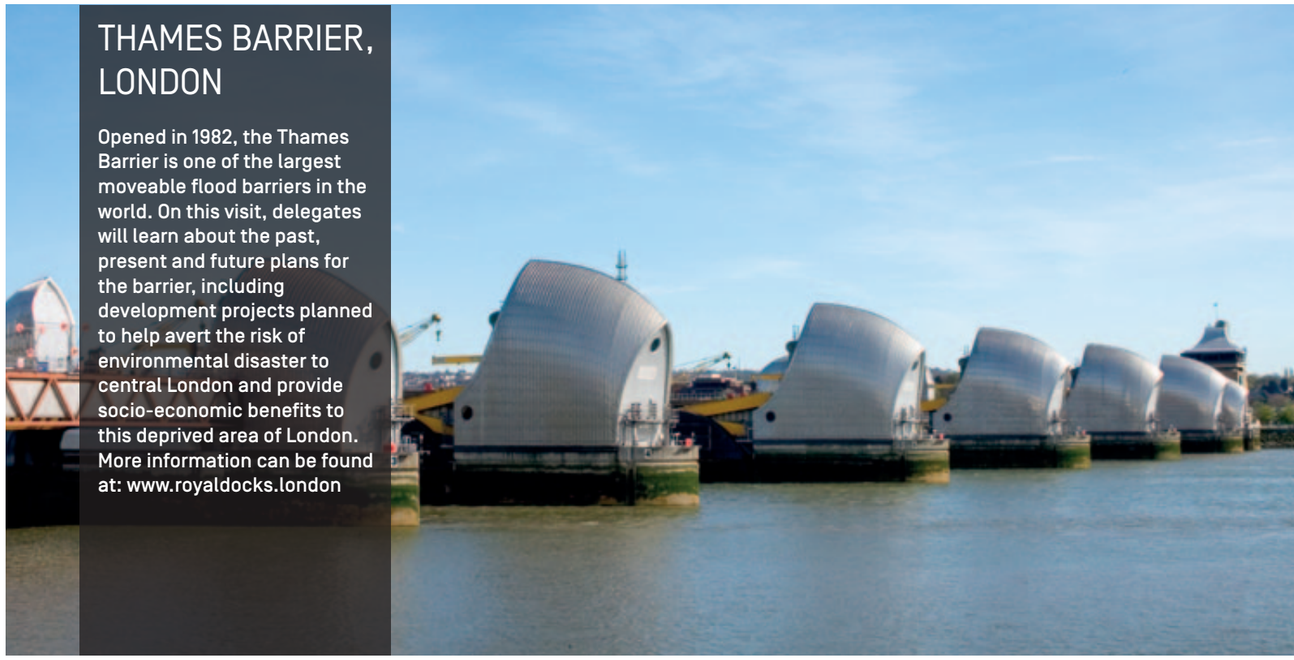
RICHARD ODOOM

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, LONDON

Opened in 1982, the Thames Barrier 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. More information can be found at: 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	£4,450	08 - 19 May 2023	Dubai
		20 November - 01 December 2023	London

PROJECT MANAGEMENT OF DEVELOPMENT PROJECTS (Project DPro Foundation Certificate)

20% OFF JAN-MAR COURSES

PM4NGOs

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 certificate.

This is week one and two of **The Development Project and Financial Management Toolkit.**

DURATION	FEE	DATE	VENUE
10 days	£4,450	06 - 17 March 2023	London
		05 - 16 June 2023	Barcelona
		18 - 29 September 2023	London

FINANCIAL MANAGEMENT OF DEVELOPMENT PROJECTS

20% OFF JAN-MAR COURSES

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	£4,450	20 - 31 March 2023	London
		02 - 13 October 2023	London

PROGRAMME MANAGEMENT OF DEVELOPMENT PROGRAMMES (Program DPro Foundation Certificate)

PM4NGOs

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.

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 certificate.

It is strongly recommended that delegates sitting for Program DPro Foundation certification exam complete the Project DPro Foundation certification first.

DURATION	FEE	DATE	
10 days	£4,450	Dates on Demand	

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

DURATION	FEE	DATE	VENUE
05 days	£2,650	19 - 23 June 2023	London
		23 - 27 October 2023	Miami

THE AGILE PROJECT MANAGER (APMG AgilePM® Certificate)

20% OFF
JAN-MAR COURSES

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	£2,950	27 - 31 March 2023	London
		21 - 25 August 2023	Washington D.C.

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	£4,450	19 - 30 June 2023	Paris
		30 October - 10 November 2023	London

CASE STUDY

FUNDAMENTALS OF PROJECT MANAGEMENT TRAINING WITH BANGLADESH BANK

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.

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.

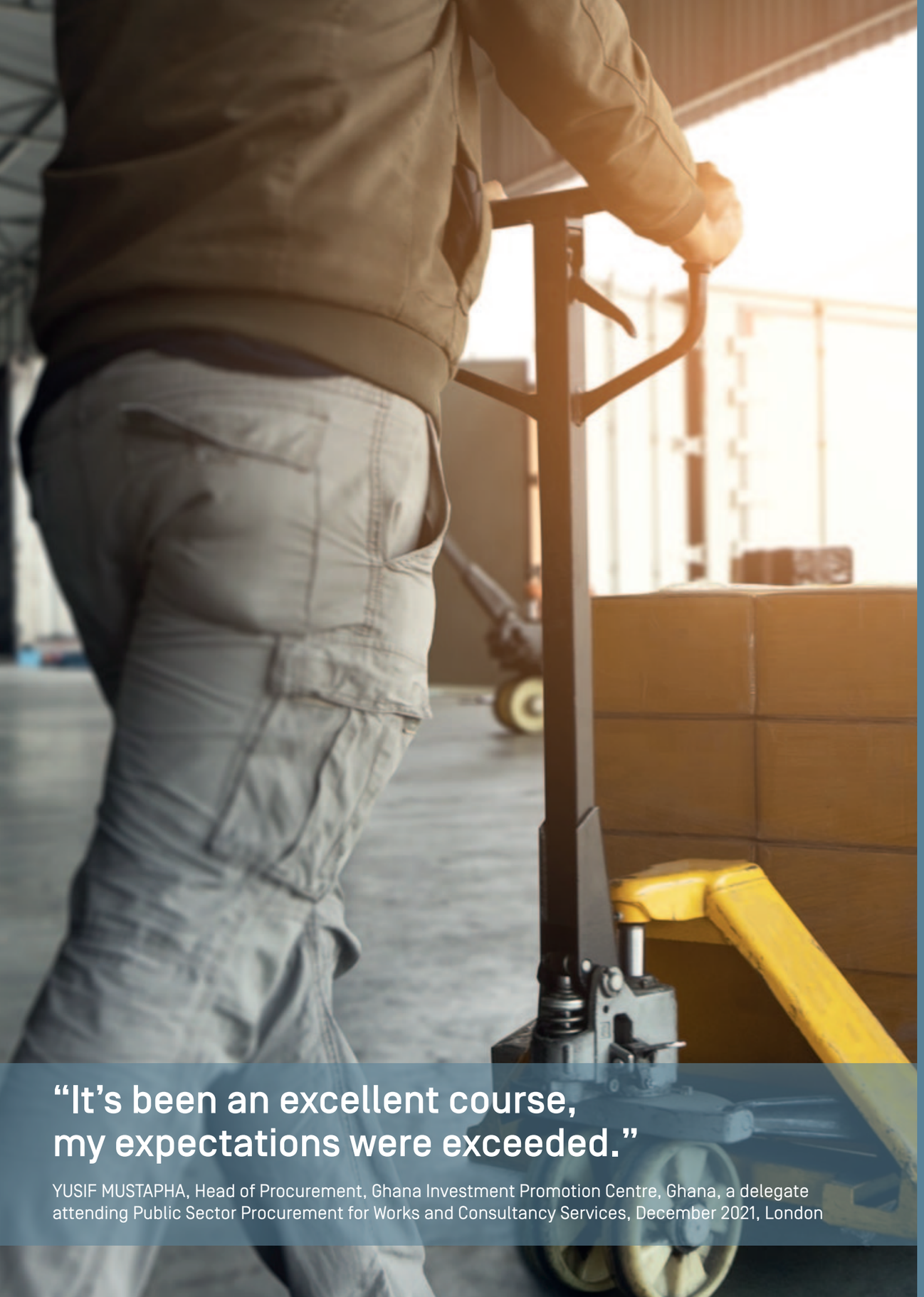
Bangladesh Bank is in the process of implementing a project entitled "Program to support Safety Retrofits and Environmental Upgrades in the Bangladeshi Ready-Made Garments Sector (SREUP)", in partnership with various Europe-based agencies. The training course delivered by Crown Agents aimed to equip 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.

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



"It's been an excellent course, my expectations were exceeded."

YUSIF MUSTAPHA, Head of Procurement, Ghana Investment Promotion Centre, Ghana, a delegate attending Public Sector Procurement for Works and Consultancy Services, December 2021, London

PROCUREMENT, SUPPLY CHAIN AND TRADE

2023 TRAINING COURSES	START	END	LOCATION
Effective Procurement of Goods and Services	20 Feb 18 Sep	03 Mar 29 Sep	Washington D.C. London
Public Procurement: Issues and Solutions	20 Mar 13 Nov	31 Mar 24 Nov	Washington D.C. London
Electronic Government Procurement: Strategy and Implementation	20 Mar 09 Oct	24 Mar 13 Oct	Mombasa Kigali
Trade Procedures and Financing	19 Jun 06 Nov	23 Jun 10 Nov	Dubai London
Health Procurement and Supply Chain Management	Dates on Demand		
The Strategic Supply Chain Management Toolkit	06 Mar 16 Oct	17 Mar 27 Oct	Zanzibar Mombasa
Supply Chain Management: Issues and Solutions	06 Mar 16 Oct	10 Mar 20 Oct	Zanzibar Mombasa
Identifying and Delivering Sustainable Supply Chain Solutions	13 Mar 23 Oct	17 Mar 27 Oct	Zanzibar Mombasa
PPP Procurement and Contract Management	09 Jan 19 Jun	20 Jan 30 Jun	Paris Dubai
PPP Issues and Solutions: Application, Framework, Project Cycle (APMG CP3P Foundation Certificate)	15 May 09 Oct	26 May 20 Oct	London Dubai
Public Procurement and Contract Management for Works and Consultancy Services	17 Apr 04 Dec	28 Apr 15 Dec	London London
The CIPS Corporate Award	Dates on Demand		
Incoterms® 2020: Latest Developments and Practical Application	Dates on Demand		
Sustainable Public Procurement: Strategy, Policy and Practice	06 Feb 04 Sep	10 Feb 08 Sep	London London
The Public Procurement Toolkit: Sustainability, Integrity and Value-for-Money	06 Feb 04 Sep	17 Feb 15 Sep	London London
Integrity and Value-for-Money in Public Procurement	13 Feb 11 Sep	17 Feb 15 Sep	London London

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

ABOUT THE PORTFOLIO

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 101 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 CP^{3}P 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	£4,450	20 February - 03 March 2023	Washington D.C.
		18 - 29 September 2023	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	20 - 31 March 2023	Washington D.C.
		13 - 24 November 2023	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	£1,950	20 - 24 Mar 2023	Mombasa
		09 - 13 October 2023	Kigali

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

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

DURATION	FEE	DATE	VENUE
05 days	£2,650	19 - 23 June 2023	Dubai
		06 - 10 November 2023	London

HEALTH PROCUREMENT AND SUPPLY CHAIN MANAGEMENT

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	
10 days	£4,450	Dates on Demand	

THE STRATEGIC SUPPLY CHAIN MANAGEMENT TOOLKIT

20% OFF JAN-MAR COURSES

NEW

This two-week programme combines:

Supply Chain Management: Issues and Solutions:	05 days
Identifying and Delivering Sustainable Supply Chain Solutions:	05 days

Efficient Supply Chain Management (SCM) is essential to organisational success. However, in order to be fully effective, SCM practices must also be sustainable. Now more than ever, businesses need to ensure their environmental, social and governance (ESG) objectives are met throughout the procurement and supply chain process.

This in-depth toolkit will give you the tools to get the most out of your supply chains and relationships with key suppliers and customers. In week one, delegates will explore the strategic role of SCM, and cover the key techniques involved in developing a successful SCM strategy from the raw commodities through to finished products.

In week two, you will learn to identify key areas of the supply chain where sustainability concepts and goals could be integrated. Delegates will examine three areas that are fundamental to your developing a sustainable supply chain: Profit (economic performance), People (social sustainability) and Planet (environmental sustainability).

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
- 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
- Understand sustainability impacts and considerations across various aspects of supply chain activity
- Outline methods of implementing sustainable procurement

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
- Contract Management
- Managing risk and tackling corruption
- Total Quality Management and ensuring sustainable SCM
- Sustainable supply chains in a global and local context
- Sustainability solutions across sourcing, production, inventory management and transportation
- Assessing the outcomes of sustainable SCM initiatives

DURATION	FEE	DATE	VENUE
10 days	£3,650	06 - 17 March 2023	Zanzibar
		16 - 27 October 2023	Mombasa

SUPPLY CHAIN MANAGEMENT: ISSUES AND SOLUTIONS

20% OFF JAN-MAR COURSES

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. They will also explore how to address quality and risk, including corruption, within the Supply Chain.

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
- Identify risks within the supply chain
- Assess the capacity and performance of supply chain staff
- Enhance systems for effective monitoring and reporting
- 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.

This is week one of **The Supply Chain Management Toolkit**.

DURATION	FEE	DATE	VENUE
05 days	£1,950	06 - 10 March 2023	Zanzibar
		16 - 20 October 2023	Mombasa

IDENTIFYING AND DELIVERING SUSTAINABLE SUPPLY CHAIN SOLUTIONS

20% OFF JAN-MAR COURSES

NEW

Sustainable Supply Chain Management (SCM) is a crucial practice for all businesses involved in the sourcing, production, inventory management and transportation of goods and services. Its purpose is to ensure that environmental and societal values are upheld and that global issues such as climate change, water security, deforestation, human rights, fair labour practices and corruption are addressed throughout the supply chain process.

As a key element of sustainability, it is now more important than ever that organisations focus on their environmental, social and governance (ESG) objectives to inform decision making at a strategic level. Procurement and supply chain professionals have a crucial role to play in shaping their organisation's ESG footprint, both directly through purchase decisions and indirectly by influencing product and service design.

This course will enable you to identify key areas of the supply chain where sustainability concepts and goals could be integrated. It will examine three areas that are fundamental to your understanding: Profit (economic performance), People (social sustainability) and Planet (environmental sustainability).

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

- Develop a deep understanding of sustainability for your organisation
- Enhance the supply chain and develop new stakeholder relationships
- Outline methods of implementing sustainable procurement
- Understand sustainability impacts and considerations across various aspects of supply chain activity
- Analyse and manage sustainability risks within the supply chain
- Motivate and build capacity of sustainable thinking in your organisation
- Implement monitoring systems to ensure sustainability goals are achieved

KEY TOPICS

- Sustainable supply chains in a global and local context
- ESG and sustainable SCM: opportunities and benefits
- Sustainability solutions across sourcing, production, inventory management and transportation
- Developing new sustainable supply chain delivery capacity
- Managing sustainable supply chain implementation risks
- Assessing the outcomes of sustainable SCM initiatives

DURATION	FEE	DATE	VENUE
05 days	£1,950	13 - 17 March 2023	Zanzibar
		23 - 27 October 2023	Mombasa

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
05 days	£4,450	09 - 20 January 2023	Paris
		19 - 30 June 2023	Dubai

PPP ISSUES AND SOLUTIONS: APPLICATION, FRAMEWORK, PROJECT CYCLE (APMG CP^{3}P 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 CP^{3}P 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 CP^{3}P Foundation certificate. Delegates will take the Foundation exam through APMG International.

DURATION	FEE	DATE	VENUE
10 days	£4,650	15 - 28 May 2023	London
		09 - 20 October 2023	Dubai

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; and 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	£4,450	17 - 28 April 2023	London
		04 - 15 December 2023	London

CASE STUDY

EXPLORING PPPs WITH THE DIRECTORATE PUBLIC PRIVATE PARTNERSHIPS — THE NATIONAL TREASURY OF KENYA

In May 2022, we were delighted to welcome 14 senior members of the National Treasury of Kenya onto one of our customised capacity-building training courses in London.

Drawing on our 60 years of training experience and in-house governance and procurement expertise, Crown Agents was able to deliver a programme on the fundamentals, governance and management of Public Private Partnerships (PPP) to meet the specific requirements of the delegation.

With the public sector increasingly interested in the use of PPP modality to help deliver on infrastructure programme commitments, this training was intended to provide a fundamental knowledge of PPPs and examine some pertinent issues in their effective governance and management. It was a pleasure to host members of the PPP committee in our London offices, with many excellent connections formed between Crown Agents and the National Treasury to strengthen our ongoing relationship.

The training was well-received by the delegates, who were fully engaged throughout the programme.

100% of delegates

stated that the course would have a significant or considerable impact on their work performance.

PREMIUM PROGRAMME

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®. 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.

Incoterms® and the Incoterms® 2020 logo are trademarks of ICC. Use of these trademarks does not imply association with, approval of or sponsorship by ICC unless specifically stated above. The Incoterms® Rules are protected by copyright owned by ICC. Further information on the Incoterm® Rules may be obtained from the ICC website iccwbo.org.

DURATION	FEE	DATE	
05 days	£2,650	Dates on Demand	

SUSTAINABLE PUBLIC PROCUREMENT: STRATEGY, POLICY AND PRACTICE

20% OFF JAN-MAR COURSES

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	£2,650	06 - 10 February 2023	London
		04 - 08 September 2023	London

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

20% OFF JAN-MAR COURSES

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	£4,450	06 - 17 February 2023	London
		04 - 15 September 2023	London

INTEGRITY AND VALUE-FOR-MONEY IN PUBLIC PROCUREMENT

20% OFF JAN-MAR COURSES

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	£2,650	03 - 17 February 2023	London
		11 - 15 September 2023	London

GOVERNMENT, POLICY AND JUSTICE

2023 TRAINING COURSES	START	END	LOCATION
Developing Effective Policies: Analysis, Evidence and Impact	12 Jun 16 Oct	16 Jun 20 Oct	London Miami
Translating Policy into Legislation	Dates on demand		
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		

“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 M KINYANJUI, Senior Officer - Strategy and Policy, Capital Markets Authority, Kenya, a delegate attending Developing Effective Polices: Analysis, Evidence and Impact, June 2019, London

Our policy-making and legislative training courses are ideal for all those responsible for the design, planning, communication, implementation or evaluation of policies.

ABOUT THE PORTFOLIO

Our courses are ideal for the legislative drafters and legal council tasked with turning effective 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.

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

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 the African Union Commission and the World Bank to develop impact evaluations and the use of evidence to reduce poverty in Indonesia, Africa and the Middle East.

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.

DEVELOPING EFFECTIVE POLICIES: ANALYSIS, EVIDENCE AND IMPACT

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

DURATION	FEE	DATE	VENUE
05 days	£2,650	12 - 16 June 2023	London
		16 - 20 October 2023	Miami

TRANSLATING POLICY INTO LEGISLATION

This programme delivers an overview of the analytical skills needed to convert policy into comprehensible and legally enforceable legislation. It gives an insight into the techniques needed to draft and structure legislation that meets that standard.

It is designed both for the policy maker who needs to instruct drafters on the preparation of legislation, and for the legislative drafter who needs to actually translate that policy.

For policy makers, it is important to understand the job of the legislative drafter and what he or she needs to know, so as to reduce the time spent on clarification.

For drafters, the programme will assist in the production of rules that are not only readily understandable, but are also workable and capable of being enforced.

The instruction is practical and interactive, and participants will be able to put the translation process into practice by undertaking written exercises, which will be assessed in a supportive feedback session.

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

- Understand the stages of the legislative process
- For the policy-makers: be aware of policy from a legislative drafter's viewpoint
- For the drafters: analyse policy for the purposes of drafting legislation
- Apply the skills learned in practical writing 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
05 days	£2,650	DATES ON DEMAND

LEGISLATIVE DRAFTING: ESSENTIAL SKILLS

This 10-day programme will deliver the essentials needed to equip delegates with the ability to draft legislation, creating original legal rules and delivering legislation that is well-written and legally enforceable.

Modern legislative drafting requires the application of essential principles and techniques. Delegates will learn what these are, and how a legislative sentence needs to be constructed. The course will stress the importance of using everyday language and indicate the common challenges that arise in the drafting process.

In a supportive environment, delegates will familiarise themselves with these principles in a hands-on way through a series of drafting sessions, receiving feedback and critique. This involves both working to improve pre-drafted texts and creating brand new legislative rules.

Working together to identify common challenges and solutions, delegates will be able to work through specific drafting issues faced in their own organisations, benefitting from peer inputs and the expertise of the course director.

It is designed for lawyers who are called upon to draft legislation, or those who want to learn exactly how legislative drafters need to go about their tasks. It will also be of benefit to people who instruct counsel in the preparation of legislation.

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

- Understand the essential characteristics of good drafting
- Improve your drafting skills through practical exercises
- Better assist the process of amending and updating statute law
- Understand how to use language that maintains consistency and is clear
- Identify areas of drafting in your jurisdiction which can be improved upon

KEY TOPICS

- Understanding the key elements of good legislative drafting
- Best use of plain English and avoiding jargon
- Improving through practical exercises and expert feedback

DURATION	FEE	DATE
05 days	£2,650	DATES ON DEMAND

THE JUDICIAL CASE MANAGEMENT AND LEGAL ETHICS TOOLKIT

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	£4,450	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
05 days	£2,650	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	
05 days	£2,650	DATES ON DEMAND	

OUR DELEGATES ENJOYING CULTURAL VISITS IN PREVIOUS YEARS DURING THEIR TRAINING

CASE STUDY

FORMING AN EFFECTIVE BOARD: TEAM BUILDING WORKSHOP – TRAINING FOR THE PARLIAMENTARY SERVICE OF GHANA

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 optimize their performance in order to effectively deliver the desired results that will drive ethical and sustainable success.

In September 2021, the Parliament of Ghana engaged Crown Agents to deliver a highly contextualised training course for six members of the Parliamentary Service Board and six supporting officials. The aim of the training was to enhance the effectiveness of the Board, and equip members with the skills to work more constructively together towards meeting the PSB's mandate and delivering the expectations of its key stakeholders.

THE PROJECT

Although a foundation knowledge in understanding teams and team dynamics is essential, there are a range of key skills and behaviours that drive improvements in board effectiveness that must be developed. This comprehensive six-day course sought to develop participants' skills and understanding in active listening, emotional intelligence, the ability to manage and resolve conflict, and the use of influencing and negotiation to find solutions to challenging situations in a constructive and positive manner.

Through a study of the structural, process, behavioural, compliance, risk and performance elements needed to ensure effectiveness, the delegates were equipped with the skills to drive good governance through better leadership, direction setting, decision making, oversight and stakeholder engagement.

ON COMPLETION OF THE TRAINING, THE DELEGATES WERE ABLE TO:

- Understand the nature of teams, team dynamics and the motives, skills and behaviours needed for a team to be effective
- Demonstrate and apply active listening skills and use this to help build trust and empathy
- Explain why emotional intelligence (EQ) is important in a team context
- Use personal communication and influencing skills to manage confrontation and resolve conflict
- Understand negotiation dynamics and how to use personal behaviours and approaches for effective negotiation and better outcomes in conflict situations
- Work as part of an effective board to set the right culture and behaviours, set risk appetite, and oversee risk and compliance

THE IMPACT

The training was well-received by the delegates, who were fully engaged throughout. 100% felt it would have a significant or considerable impact on their personal development.

FEEDBACK INCLUDED:

> "Very eye-opening, exposing me and my own management style."

FUNCTIONS OF THE BOARD

The Parliamentary Service Board is the governing body of the Parliamentary Service and is mandated by article 124(5) of the 1992 Constitution of Ghana to prescribe the terms and conditions of service of Officers of the Service. The Board, under section 7 of the Parliamentary Service Act, 1993 (Act 460), has the unique responsibility for promoting the welfare of Hon. Members of Parliament, Members of Staff and the dignity of Parliament.

COMMUNICATIONS

2023 TRAINING COURSES	START	END	LOCATION
The Writing and Presentation Skills Toolkit	15 May 13 Nov	26 May 24 Nov	London Dubai
Business Writing with Impact	15 May 13 Nov	19 May 17 Nov	London Dubai
Writing and Delivering Speeches and Presentations with Impact	22 May 20 Nov	26 May 24 Nov	London Dubai
The Analysis and Reporting Toolkit	15 May 13 Nov	26 May 24 Nov	London Dubai
Data and Statistical Analysis and Presentation	22 May 20 Nov	26 May 24 Nov	London Dubai

“The skills and knowledge required will definitely make a positive impact on my job performance, especially in the area of clarity and confidence gained in speech, report and business writing.”

BARBARA ENIMA DARKO, Senior Private Secretary, Ghana Ports and Harbours Authority, Ghana, a delegate attending Business Writing with Impact, November 2019, London

Effective internal and external communications are essential to the success of modern organisations.

ABOUT THE PORTFOLIO

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 Politecnica 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

IMPACT ON URBAN HEALTH

Impact on Urban Health, part of the Guy's and St Thomas' Hospital Foundation, works 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	£4,450	15 - 26 May 2023	London
		13 - 24 November 2023	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. The programme also covers key points about holding and managing meetings, including note taking.

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 days	£2,650	15 - 19 May 2023	London
		13 - 17 November 2023	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	£2,650	22 - 26 May 2023	London
		20 - 24 November 2023	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	£4,450	15 - 26 May 2023	London
		13 - 24 November 2023	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	£2,650	22 - 26 May 2023	London
		20 Nov - 24 Nov	Dubai

2023 SCHEDULE OF COURSES

20% OFF JAN-MAR COURSES

	COURSE	DAYS	START	FINISH	PRICE	LOCATION	PAGE
JAN	PPP Procurement and Contract Management	10	09 Jan	20 Jan	£4,450	Paris	99
	Effective Management Skills	10	30 Jan	10 Feb	£4,450	Dubai	24
FEB	Sustainable Public Procurement: Strategy, Policy and Practice	05	06 Feb	10 Feb	£2,650	London	102
	The Public Procurement Toolkit: Sustainability, Integrity and Value-for-Money	10	06 Feb	17 Feb	£4,450	London	103
	Transforming the HR Function: Strategies for Operational Excellence and Business Partnering	05	13 Feb	17 Feb	£2,650	Dubai	50
	Integrity and Value-for-Money in Public Procurement	05	13 Feb	17 Feb	£2,650	London	103
	Women in Leadership	10	13 Feb	24 Feb	£4,450	Dubai	29
	The Complete HR Professional Toolkit	10	13 Feb	24 Feb	£4,450	Dubai	49
	Succession Planning, Talent Management and Retirement Planning	05	20 Feb	24 Feb	£2,650	Dubai	50
	Effective Procurement of Goods and Services	10	20 Feb	03 Mar	£4,450	Washington D.C.	95
	The Sustainability, ESG and Net Zero Toolkit for Boards and Senior Executives	10	27 Feb	10 Mar	£3,650	Cape Town	77
	Responding to Sustainability and ESG Risks and Opportunities for Boards and Senior Executives	05	27 Feb	03 Mar	£1,950	Cape Town	78
	Integrated Financial Management Systems: Strategy and Implementation	10	27 Feb	10 Mar	£4,450	Dubai	58
MAR	Achieving Net Zero: Environmental Sustainability and Climate Change for Boards and Senior Executives	05	06 Mar	10 Mar	£1,950	Cape Town	78
	The Strategic Supply Chain Management Toolkit	10	06 Mar	17 Mar	£3,650	Zanzibar	98
	Supply Chain Management: Issues and Solutions	05	06 Mar	10 Mar	£1,950	Zanzibar	98
	Project Management of Development Projects (Project DPro Foundation Certificate)	10	06 Mar	17 Mar	£4,450	London	88
	NEW: Identifying and Delivering Sustainable Supply Chain Solutions	05	13 Mar	17 Mar	£1,950	Zanzibar	99
	NEW: The Crown Agents Corporate Governance Retreat	05	13 Mar	17 Mar	£3,450	Kigali	45
	NEW: The Treasury and Debt Management Toolkit	10	13 Mar	24 Mar	£4,450	Dubai	60
	Treasury Management	05	13 Mar	17 Mar	£2,650	Dubai	60
	Best Practice Financial Management and Reporting on IPSAS and IFRS® Standards	10	13 Mar	24 Mar	£4,450	Dubai	59
	Electronic Government Procurement: Strategy and Implementation	05	20 Mar	24 Mar	£1,950	Mombasa	96
	Public Debt Management: Issues and Solutions	05	20 Mar	24 Mar	£2,650	Dubai	61
	The Agile People and Project Manager Toolkit	10	20 Mar	31 Mar	£4,450	London	25
	The Agile Manager	05	20 Mar	24 Mar	£2,650	London	25
	Public Procurement: Issues and Solutions	10	20 Mar	31 Mar	£4,450	Washington D.C.	96
	Financial Management of Development Projects	10	20 Mar	31 Mar	£4,450	London	88
	Pension Scheme Governance and Regulation	05	27 Mar	31 Mar	£1,950	Kigali	68
	The Agile Project Manager (APMG AgilePM® Certificate)	05	27 Mar	31 Mar	£2,950	London	90
APR	NEW: Ensuring Employee Health and Wellbeing as an HR Leader	05	17 Apr	21 Apr	£1,950	Cape Town	53
	Board Effectiveness and Best Practice Performance	05	17 Apr	21 Apr	£2,650	Miami	44
	Public Procurement and Contract Management for Works and Consultancy Services	10	17 Apr	28 Apr	£4,450	London	100
	Strategic Financial Management and Effective Budget Execution	10	17 Apr	28 Apr	£4,450	London	61
	Governance, Risk and Compliance Management and Integrated Assurance	10	17 Apr	28 Apr	£4,450	Dubai	41
	Developing Future Leaders (approved by the Institute of Leadership & Management)	10	17 Apr	28 Apr	£4,650	London	26
	Management Development for Executives (approved by the Institute of Leadership & Management)	10	17 Apr	28 Apr	£4,650	Dubai	24
	Countering and Audit of Fraud and Corruption	05	24 Apr	28 Apr	£2,650	Miami	43
MAY	NEW: The Strategic Change Management Toolkit	10	08 May	19 May	£4,450	London	30
	NEW: Change Management: Planning and Leading Transformational Change	05	08 May	12 May	£2,650	London	30
	Mastering Project and Programme Management Skills	10	08 May	19 May	£4,450	Dubai	87
	The Emotional Intelligence and Leadership Toolkit	10	08 May	19 May	£4,450	Miami	31
	Emotional Intelligence, Coaching and Mentoring Toolkit	10	08 May	19 May	£4,450	Miami	33
	Emotional Intelligence: Enhancing Management and Leadership Impact (approved by the Institute of Leadership & Management)	05	08 May	12 May	£2,650	Miami	32
	Strategic HR: Aligning with the Corporate Vision	10	08 May	19 May	£4,450	Dubai	51
	The Analysis and Reporting Toolkit	10	15 May	26 May	£4,450	London	117
	The Writing and Presentation Skills Toolkit	10	15 May	26 May	£4,450	London	115

	COURSE	DAYS	START	FINISH	PRICE	LOCATION	PAGE
MAY	Business Writing with Impact	05	15 May	19 May	£2,650	London	116
	Developing High Performing Teams	05	15 May	19 May	£2,650	Miami	32
	NEW: Planning for Retirement: Managing Your Lifestyle, Legacy and Portfolio	05	15 May	19 May	£1,950	Mombasa	52
	Coaching and Mentoring Skills for Managers and Executives	05	15 May	19 May	£2,650	Miami	33
	NEW: Change Management: Implementation and People Management	05	15 May	19 May	£2,650	London	31
	Public Financial Management: Issues and Solutions	10	15 May	26 May	£4,450	Washington D.C.	58
	PPP Issues and Solutions: Application, Framework, Project Cycle (APMG CP3P Foundation Certificate)	10	15 May	26 May	£4,650	London	100
	Electronic Government Procurement: Strategy and Implementation	05	17 May	24 May	£1,950	Mombasa	96
	Data and Statistical Analysis and Presentation	05	22 May	26 May	£2,650	London	117
	Writing and Delivering Speeches and Presentations with Impact	05	22 May	26 May	£2,650	London	116
	Investment of Pension Fund Assets: Portfolio Management and Investment Analysis	05	22 May	26 May	£1,950	Mauritius	67
	ESG, Sustainability and Climate Change for Bank Executives - Transitioning to New Lending Strategies	05	22 May	26 May	£1,950	Mauritius	80
	The Crown Agents Leadership Retreat	05	22 May	26 May	£4,450	UK	34
JUN	Financial Risk Management	10	05 Jun	16 Jun	£4,450	London	63
	The Pension Scheme Investment Toolkit	10	05 Jun	16 Jun	£4,450	London	68
	NEW: Pension Scheme Investment in Private Markets	05	05 Jun	09 Jun	£2,650	London	69
	The Leadership and Governance Toolkit for Boards and Senior Executives	10	05 Jun	16 Jun	£4,650	London	28
	Executive Leadership in Action - Short Course	05	05 Jun	09 Jun	£2,950	London	27
	Project Management of Development Projects (Project DPro Foundation Certificate)	10	05 Jun	16 Jun	£4,450	Barcelona	88
	Delivering Good Governance in Practice	10	05 Jun	16 Jun	£4,450	Barcelona	39
	NEW: Pension Scheme Investment in Infrastructure and Real Estate	05	12 June	16 Jun	£2,650	London	69
	ESG and Innovation in Sustainable Financing: Structuring Solutions to Bridge Funding Gaps	05	12 Jun	16 Jun	£2,950	London	79
	Corporate Governance for Boards and Senior Executives	05	12 Jun	16 Jun	£2,950	London	40
	Developing Effective Policies: Analysis, Evidence and Impact	05	12 Jun	16 Jun	£2,650	London	107
	Trade Procedures and Financing	05	19 Jun	23 Jun	£2,650	Dubai	97
	Evaluation and Impact Assessment of Policies and Projects	05	19 Jun	23 Jun	£2,650	London	89
	Executive Leadership In Action (approved by the Institute of Leadership & Management)	10	19 Jun	30 Jun	£4,650	London	27
	PPP Procurement and Contract Management	10	19 Jun	30 Jun	£4,450	Dubai	99
	Results-Based Monitoring and Evaluation	10	19 Jun	30 Jun	£4,450	Paris	90
JUL	The Strategy Toolkit	10	03 Jul	14 Jul	£4,450	Miami	42
	Creating Innovative Practices and Strategies (approved by the Institute of Leadership & Management)	05	03 Jul	07 Jul	£2,650	Miami	42
	Sustainability for Bank Boards and Senior Executives - Leading ESG Risk and Climate Change Transition	05	03 Jul	07 Jul	£1,950	Lagos	83
	Countering and Audit of Fraud and Corruption	05	£2,650	03 Jul	07 Jul	Miami	43
	Directing and Managing Organisational Strategy	05	10 Jul	14 Jul	£2,650	Miami	43
	Effective Management Skills	10	10 Jul	21 Jul	£4,450	London	24
	Developing Future Leaders (approved by the Institute of Leadership & Management)	10	10 Jul	21 Jul	£4,650	London	26
	ESG and Green Public Financial Management: Sustainability and the Transition to Net Zero	10	24 Jul	04 Aug	£4,450	London	79
	Pension Scheme Governance and Regulation	05	31 Jul	04 Aug	£2,650	London	68
	The Emotional Intelligence and Leadership Toolkit	10	31 Jul	11 Aug	£4,450	London	31
	Emotional Intelligence, Coaching and Mentoring Toolkit	10	31 Jul	11 Aug	£4,450	London	33
	Emotional Intelligence: Enhancing Management and Leadership Impact (approved by the Institute of Leadership & Management)	05	31 Jul	04 Aug	£2,650	London	32
	The Complete HR Professional Toolkit	10	31 Jul	11 Aug	£4,450	London	49
	Transforming the HR Function: Strategies for Operational Excellence and Business Partnering	05	31 Jul	04 Aug	£2,650	London	50
AUG	Succession Planning, Talent Management and Retirement Planning	05	07 Aug	11 Aug	£2,650	London	50
	Developing High Performing Teams	05	07 Aug	11 Aug	£2,650	London	32
	Coaching and Mentoring Skills for Managers and Executives	05	07 Aug	11 Aug	£2,650	London	33

2023 SCHEDULE OF COURSES

	COURSE	DAYS	START	FINISH	PRICE	LOCATION	PAGE
AUG	Integrated Financial Management Systems: Strategy and Implementation	10	07 Aug	18 Aug	£4,450	Washington D.C.	58
	The Agile People and Project Manager Toolkit	10	14 Aug	25 Aug	£4,450	Washington D.C.	25
	The Agile Manager	05	14 Aug	18 Aug	£2,650	Washington D.C.	25
	The Agile Project Manager (APMG AgilePM® Certificate)	05	21 Aug	25 Aug	£2,950	Washington D.C.	90
SEP	The Public Procurement Toolkit: Sustainability, Integrity and Value-for-Money	10	04 Sep	15 Sep	£4,450	London	103
	Sustainable Public Procurement: Strategy, Policy and Practice	05	04 Sep	08 Sep	£2,650	London	102
	Sustainability for Bank Boards and Senior Executives - Leading ESG Risk and Climate Change Transition	05	04 Sep	08 Sep	£2,950	Washington D.C.	83
	Delivering Good Governance in Practice	10	04 Sep	15 Sep	£4,450	London	39
	Integrity and Value-for-Money in Public Procurement	05	11 Sep	15 Sep	£2,650	London	103
	Board Effectiveness and Best Practice Performance	05	18 Sep	22 Sep	£2,650	London	44
	Project Management of Development Projects (Project DPro Foundation Certificate)	10	18 Sep	29 Sep	£4,450	London	88
	Effective Procurement of Goods and Services	10	18 Sep	29 Sep	£4,450	London	95
	The Managing Pensions in Developing Economies Toolkit	10	25 Sep	06 Oct	£3,650	Mombasa	70
	NEW: Pensions Management: Asset Allocation and Capital Market Issues in Developing Economies	05	25 Sep	29 Sep	£1,950	Mombasa	70
	Fintech, Blockchain and Cryptocurrencies	10	25 Sep	06 Oct	£3,650	Mombasa	71
OCT	NEW: Pensions Management: Supervision and Governance in Developing Economies	05	02 Oct	06 Oct	£1,950	Mombasa	71
	NEW: The Crown Agents Corporate Governance Retreat	05	02 Oct	06 Oct	£3,450	Zanzibar	45
	Financial Management of Development Projects	10	02 Oct	13 Oct	£4,450	London	88
	Management Development for Executives (approved by the Institute of Leadership & Management)	10	02 Oct	13 Oct	£4,650	London	24
	Electronic Government Procurement: Strategy and Implementation	05	09 Oct	13 Oct	£1,950	Kigali	96
	Strategic HR: Aligning with the Corporate Vision	10	09 Oct	20 Oct	£4,450	London	51
	PPP Issues and Solutions: Application, Framework, Project Cycle (APMG CP3P Foundation Certificate)	10	09 Oct	20 Oct	£4,650	Dubai	100
	Public Financial Management: Issues and Solutions	10	09 Oct	20 Oct	£4,450	London	58
	Developing Effective Policies: Analysis, Evidence and Impact	05	16 Oct	20 Oct	£2,650	Miami	107
	The Strategic Supply Chain Management Toolkit	10	16 Oct	27 Oct	£3,650	Mombasa	98
	Supply Chain Management: Issues and Solutions	05	16 Oct	20 Oct	£1,950	Mombasa	98
	The Sustainability, ESG and Net Zero Toolkit for Boards and Senior Executives	10	16 Oct	27 Oct	£4,450	London	77
	Responding to Sustainability and ESG Risks and Opportunities for Boards and Senior Executives	05	16 Oct	20 Oct	£2,650	London	78
	Women in Leadership	10	16 Oct	27 Oct	£4,450	London	29
	Executive Leadership in Action (approved by the Institute of Leadership & Management)	10	16 Oct	27 Oct	£4,650	Toronto	27
	Governance, Risk and Compliance Management and Integrated Assurance	10	16 Oct	27 Oct	£4,450	London	41
	NEW: Identifying and Delivering Sustainable Supply Chain Solutions	05	23 Oct	27 Oct	£1,950	Mombasa	99
	Investment of Pension Fund Assets: Portfolio Management and Investment Analysis	05	23 Oct	27 Oct	£2,650	London	67
	NEW: ESG in Pension Scheme Management	05	23 Oct	27 Oct	£2,650	Dubai	80
	Achieving Net Zero: Environmental Sustainability and Climate Change for Boards and Senior Executives	05	23 Oct	27 Oct	£2,650	London	78
	Evaluation and Impact Assessment of Policies and Projects	05	23 Oct	27 Oct	£2,650	Miami	89
	The Crown Agents Leadership Retreat	05	23 Oct	27 Oct	£4,450	Singapore	34
	Best Practice Financial Management and Reporting on IPSAS and IFRS® Standards - ACCA Certificate	10	23 Oct	03 Nov	£4,650	London	59
	NEW: Ensuring Employee Health and Wellbeing as an HR Leader	05	30 Oct	03 Nov	£2,650	London	53
	Countering and Audit of Fraud and Corruption	05	30 Oct	03 Nov	£2,650	Singapore	43
	Results-Based Monitoring and Evaluation	10	30 Oct	10 Nov	£4,450	London	90
	NEW: The Treasury and Debt Management Toolkit	10	30 Oct	10 Nov	£4,450	London	60
	Treasury Management	05	30 Oct	03 Nov	£2,650	London	60
NOV	Public Debt Management: Issues and Solutions	05	06 Nov	10 Nov	£2,650	London	61
	Trade Procedures and Financing	05	06 Nov	10 Nov	£2,650	London	97
	NEW: The Strategic Change Management Toolkit	10	06 Nov	17 Nov	£4,450	Barcelona	30
	NEW: Change Management: Planning and Leading Transformational Change	05	06 Nov	10 Nov	£2,650	Barcelona	30
	Executive Leadership in Action (approved by the Institute of Leadership & Management)	10	06 Nov	17 Nov	£4,650	London	27

	COURSE	DAYS	START	FINISH	PRICE	LOCATION	PAGE
NOV	NEW: Change Management: Implementation and People Management	05	13 Nov	17 Nov	£2,650	Barcelona	31
	NEW: Planning for Retirement: Managing Your Lifestyle, Legacy and Portfolio	05	13 Nov	17 Nov	£2,650	London	52
	The Writing and Presentation Skills Toolkit	10	13 Nov	24 Nov	£4,450	Dubai	115
	The Analysis and Reporting Toolkit	10	13 Nov	24 Nov	£4,450	Dubai	117
	Business Writing with Impact	05	13 Nov	17 Nov	£2,650	Dubai	116
	Strategic Financial Management and Effective Budget Execution	10	13 Nov	24 Nov	£4,450	London	61
	Financial Risk Management	10	13 Nov	24 Nov	£4,450	London	63
	Public Procurement: Issues and Solutions	10	13 Nov	24 Nov	£4,450	London	96
	Public Procurement and Contract Management for Works and Consultancy Services	10	13 Nov	24 Nov	£4,450	London	100
	ESG and Innovation in Sustainable Financing: Structuring Solutions to Bridge Funding Gaps	05	20 Nov	24 Nov	£2,950	Dubai	79
	Writing and Delivering Speeches and Presentations with Impact	05	20 Nov	24 Nov	£2,650	Dubai	116
	Data and Statistical Analysis and Presentation	05	20 Nov	24 Nov	£2,650	Dubai	117
	Mastering Project and Programme Management Skills	10	20 Nov	01 Dec	£4,450	London	87
	The Pension Scheme Investment Toolkit	10	27 Nov	08 Dec	£4,450	Dubai	68
	NEW: Pension Scheme Investment in Private Markets	05	27 Nov	01 Dec	£2,650	Dubai	69
	The Leadership and Governance Toolkit for Boards and Senior Executives	10	27 Nov	08 Dec	£4,650	Miami	28
	Executive Leadership in Action - Short Course	05	27 Nov	01 Dec	£2,950	Miami	27
	Succession Planning, Talent Management and Retirement Planning	10	27 Nov	08 Dec	£4,450	Dubai	50
DEC	NEW: Pension Scheme Investment in Infrastructure and Real Estate	05	04 Dec	08 Dec	£2,650	Dubai	69
	Corporate Governance for Boards and Senior Executives	05	04 Dec	08 Dec	£2,950	Miami	40
	ESG, Sustainability and Climate Change for Bank Executives - Transitioning to New Lending Strategies	05	04 Dec	08 Dec	£2,950	London	80
	Management Development for Executives (approved by the Institute of Leadership & Management)	10	04 Dec	15 Dec	£4,650	Dubai	24
	The Strategy Toolkit	10	04 Dec	15 Dec	£4,450	London	42
	Creating Innovative Practices and Strategies (approved by the Institute of Leadership & Management)	05	04 Dec	08 Dec	£2,650	London	42
	Countering and Audit of Fraud and Corruption	05	04 Dec	08 Dec	£2,650	London	43
	Integrated Financial Management Systems: Strategy and Implementation	10	04 Dec	15 Dec	£4,450	London	58
	Public Procurement and Contract Management for Works and Consultancy Services	10	04 Dec	15 Dec	£4,450	London	100
	Effective Management Skills	10	04 Dec	15 Dec	£4,450	Dubai	24
	Directing and Managing Organisational Strategy	05	11 Dec	15 Dec	£2,650	London	43
DATES ON DEMAND	Crisis Leadership: Rising to the Challenge	05	Dates on Demand		£4,450		26
	Risk Based Internal Auditing	10	Dates on Demand		£4,450		41
	ICT Strategy, Governance and Project Management	10	Dates on Demand		£4,450		44
	Incoterms® 2020: Latest Developments and Practical Application	05	Dates on Demand		£2,650		102
	Legislative Drafting: Essential Skills	05	Dates on Demand		£4,450		108
	The Judicial Case Management and Legal Ethics Toolkit	10	Dates on Demand		£4,450		109
	Judicial Case Management	05	Dates on Demand		£2,650		109
	Judicial and Legal Ethics	05	Dates on Demand		£2,650		110
	Learning, Performance and Digital Transformation for L&D and HR Professionals	10	Dates on Demand		£4,450		52
	Organisational Design and Development	10	Dates on Demand		£4,450		53
	International Tax and Transfer Pricing	10	Dates on Demand		£4,450		62
	Loan Negotiation and Evaluation	10	Dates on Demand		£4,450		62
	Banking Strategies and Management	05	Dates on Demand		£2,650		73
	Corporate Governance for Senior Bank Executives	05	Dates on Demand		£2,650		73
	Fintech, Blockchain and Cryptocurrencies	10	Dates on Demand		£4,450		71
	Programme Management of Development Programmes (Program DPro Foundation Certificate)	10	Dates on Demand		£4,450		89
	The CIPS Corporate Award	15	Dates on Demand		£4,650		101
	Health Procurement and Supply Chain Management	10	Dates on Demand		£4,450		97
	Translating Policy into Legislation	05	Dates on Demand		£2,650		108
	NEW: Accelerating Equality, Diversity and Social Inclusion in the Workplace	05	Dates on Demand		£2,650		81

CONTACT US

We are proud of our local knowledge and network of permanent and project offices. Our regional representatives are experts in their markets and understand our clients' goals and challenges. Please contact your local office for guidance on our training services.

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Email trainingbookings@crownagents.co.uk to receive more information about your selected training programme. Please provide your contact details and a representative will be in touch to discuss your requirement and advise you on the best options available.

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Contact our UK bookings team on +44 (0)7760 552 962 or call your local sales representative.

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ACCELERATING SELF-SUFFICIENCY & PROSPERITY

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