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## **TRAINING AND PROFESSIONAL DEVELOPMENT**

SCHEDULE OF COURSES 2024  
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**CROWN AGENTS**  
ACCELERATING SELF-SUFFICIENCY & PROSPERITY

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# DELIVERING COST-EFFECTIVE AND FLEXIBLE TRAINING SOLUTIONS TO YOU IN 2024

## DEAR COLLEAGUES,

Throughout the world, 2023 threw up many new challenges while countries continued to build back from the economic and structural effects of the pandemic.

At Crown Agents, the training team has been proud to be part of an organisation that reached more than 120m people in the last year through its programmes and operations in more than 80 countries.

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 many of the challenges our clients are facing.

Within the training team, we have continued to build relationships with existing and new clients, listening and responding to their needs. We have adapted many of our courses to enable greater flexibility and have introduced a number of new courses to cater for the increased demand for short courses to accommodate our clients' reduced budgets.

## BRINGING YOU THE TRAINING YOU NEED - IN-PERSON, ONLINE, HYBRID OR DIGITAL

Face-to-face training remains our core offering, and we've been delighted to have run more than 80 in-person courses worldwide throughout 2023. But flexibility is key in today's world and as a 360° training partner we can also deliver hybrid, online and self-paced digital learning. Let us build a flexible and cost-effective solution that works for you.

## WHAT'S NEW FOR 2024?

### EIGHT NEW TOOLKITS ADDED TO THE SCHEDULE GIVING YOU MORE FIVE-DAY TRAINING OPTIONS

You've told us you'd like more five-day training options, so we've added new "Toolkits" which can be attended as either a standalone five-day course or two back-to-back five-day programmes.

### BRINGING THE TRAINING TO YOU

In 2024, we have scheduled courses in Kigali, Mauritius, Lagos and Tashkent. These courses will be offered at a lower cost but will still be delivered to the same high standards. See the schedule in the back of this brochure for more details. We can also deliver small or large-scale training for staff in-country or regionally. Talk to us if you'd like us to bring the training to you.

### "ON DEMAND" COURSES TO PROVIDE INCREASED CHOICE AND FLEXIBILITY

We have an extensive number of courses that are not included on the schedule with dates but can be added on request (subject to certain requirements). See page 4 or get in touch to find out more.

We're so pleased to have been able to deliver training in more than fifteen countries in 2023 and look forward to working with you throughout 2024 to help build the capacity of your staff and organisation.

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



A handwritten signature in black ink that reads "Penny Gruber".

**Penny Gruber**

Head of Training and Professional Development, Crown Agents.

# 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 2024, we're offering 96 courses with a wide range of dates and locations. Our courses are 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

On-demand courses offer the flexibility of selecting a course of your choice, at a time and location of preference. Whilst we hope that you will find a course that will cater to your needs from our extensive course schedule, if you have a group of staff that would like to attend a course not found in our calendar, then an on-demand course can be requested. This can be one of our existing scheduled courses, or a customised course of your choice. As well as the flexible benefits that on-demand courses bring, Crown Agents will add the identified training to our open course calendar and website to enable other organisations from around the world to register to enable peer-to-peer networking.

Some of the case studies you'll see in this directory were on-demand deliveries. We request that you contact us a minimum of three months in advance to your preferred course commencement date. If you are interested in requesting an on-demand course, or would like further details, please do contact us to find out more.



## 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 to meet your needs online.

**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 business skills training to over 19,000 European small businesses through our online training platform

**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 can deliver in-person, online or digital training**

We also 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 of trainers, training strategies and coaching and mentoring programmes.

# 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 on to which they can download course materials.



### 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 through simultaneous translation. Please contact us for further information.



### COURSE SPECIFIC STUDY VISITS AND CULTURAL EXCURSIONS

Where relevant, 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 INTERNATIONAL TRAINING LOCATIONS

Our training is delivered in training centres or hotels worldwide which offer the highest standards of modern equipment and comfort and are ideally situated for exploring local attractions. We're proud to offer scheduled courses this year in Dubai, Lagos, London, Mauritius, Tashkent, Washington D.C. and Zanzibar. If you would like to attend a scheduled course in any other international location, this can be requested 'On Demand' (see page 4), and customised training can also be delivered in any country, including some of the additional popular destinations shown below.



## EXPANDING OUR LOCATIONS ACROSS AFRICA

We've also 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 scheduled dates in four African locations in 2024.





**“This training experience was really worth it. The subject matter was well discussed. Tutors are knowledgeable in the area which helped them explain things better to my understanding.”**

EMMA RANSOM SMITH, Clients Relations Officer, Beulah Insurance Brokers, Ghana. A delegate attending Change Management: Planning and Leading Transformational Change

# LEADERSHIP, MANAGEMENT AND DEVELOPMENT

2024 TRAINING COURSES	START	END	LOCATION	PRICE
Executive Leadership In Action (approved by the Institute of Leadership)	15 Jan 13 May 04 Nov	26 Jan 24 May 15 Nov	Dubai London London	£4,650
Emotional Intelligence: Enhancing Management and Leadership Impact (approved by the Institute of Leadership)	12 Feb 17 Jun 12 Aug 09 Dec	16 Feb 21 Jun 16 Aug 13 Dec	Dubai Washington D.C. London London	£2,650
The Emotional Intelligence and Team Leadership Toolkit	12 Feb 12 Aug	23 Feb 23 Aug	Dubai London	£4,450
Developing High Performing Teams	19 Feb 12 Aug	23 Feb 16 Aug	Dubai London	£2,650
The Agile Manager	11 Mar 02 Sep	22 Mar 06 Sep	London Washington D.C.	£2,650
Developing Future Leaders (approved by the Institute of Leadership)	15 Apr 01 Jul	26 Apr 12 Jul	London London	£4,650
Management Development for Executives (approved by the Institute of Leadership)	15 Apr 09 Dec	26 Apr 20 Dec	London Dubai	£4,650
Emotional Intelligence, Coaching and Mentoring Toolkit	17 Jun 09 Dec	28 Jun 20 Dec	Washington D.C. London	£4,450
Coaching and Mentoring Skills for Managers and Executives	24 Jun 16 Dec	28 Jun 20 Dec	Washington D.C. London	£2,650
Executive Leadership in Action - Short Course	15 Jul 18 Nov	19 Jul 22 Nov	London Washington D.C.	£2,950
The Leadership and Governance Toolkit for Boards and Senior Executives	15 Jul 18 Nov	26 Jul 29 Nov	London Washington D.C.	£4,650
The Crown Agents Leadership Retreat	09 Sep	13 Sep	London	£4,450
Women in Leadership	23 Sep	27 Sep	London	£2,650
The Strategic Change Management Toolkit	04 Nov	15 Nov	Dubai	£4,450
Change Management: Planning and Leading Transformational Change	04 Nov	08 Nov	Dubai	£2,650
Change Management: Implementation and People Management	11 Nov	15 Nov	Dubai	£2,650

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



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

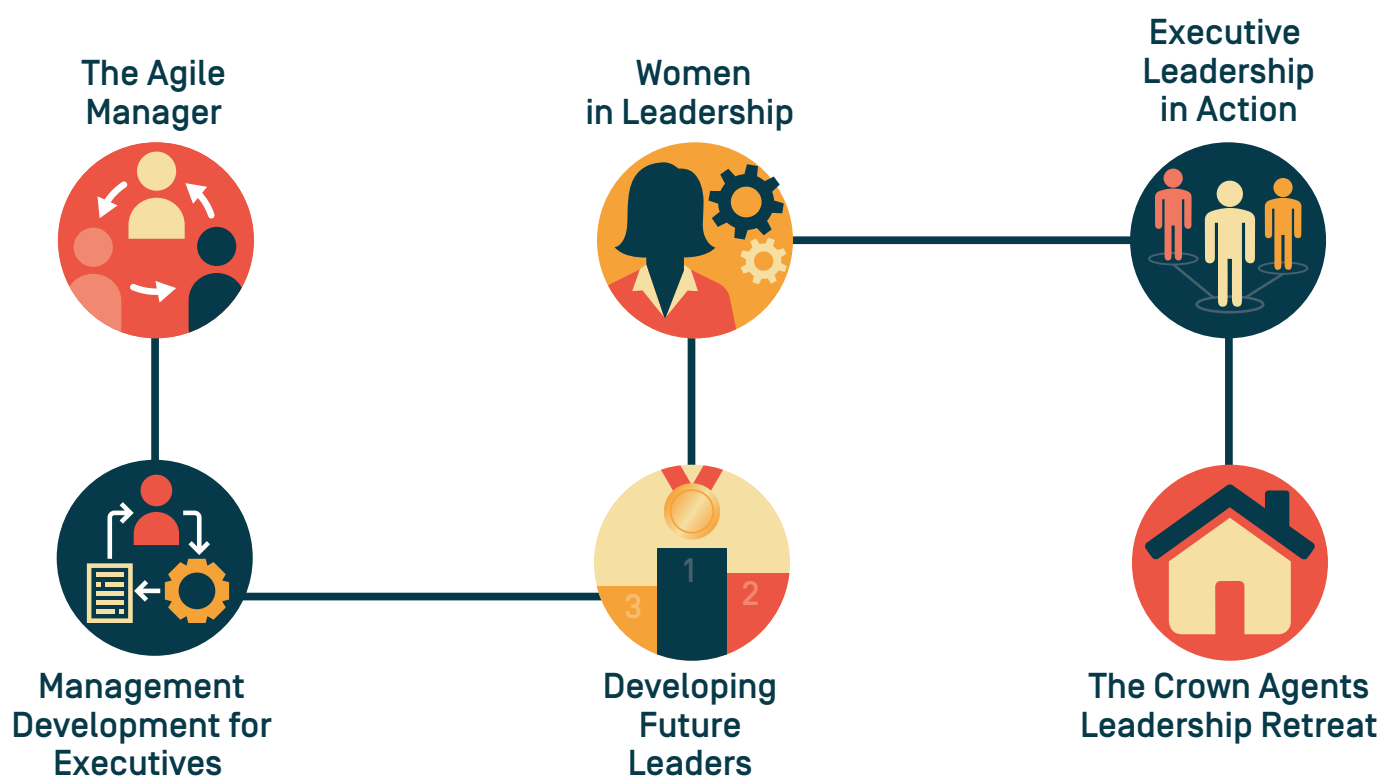


### DELEGATES ON OUR WOMEN IN LEADERSHIP COURSE AND THE CROWN AGENTS' LEADERSHIP RETREAT





## PROGRAMMES FOR EVERY STEP OF YOUR CAREER JOURNEY



# GOVERNANCE AND STRATEGY

2024 TRAINING COURSES	START	END	LOCATION	PRICE
<b>NEW</b> The Governance Excellence Toolkit	13 May	24 May 07 Oct	Dubai 18 Oct	£4,450 London
<b>NEW</b> Excellence in Governance: Ethics, Risk, and Compliance Management	13 May 07 Oct	17 May 11 Oct	Dubai London	£2,650
<b>NEW</b> Excellence in Governance: Performance Management, Internal Control and Internal Audit	20 May 14 Oct	24 May 18 Oct	Dubai London	£2,650
The Strategy Toolkit	01 Jul	12 Jul	London	£4,450
Creating Innovative Practices and Strategies (approved by the Institute of Leadership)	01 Jul	05 Jul	London	£2,650
Directing and Managing Organisational Strategy	08 Jul	12 Jul	London	
Corporate Governance for Boards and Senior Executives	22 Jul 25 Nov	26 Jul 29 Nov	London Washington D.C.	£2,950
The Crown Agents Corporate Governance Retreat	30 Sep	11 Oct	Zanzibar	£3,450
Board Effectiveness and Best Practice Performance	21 Oct	25 Oct	London	£2,650
Delivering Good Governance in Practice	04 Nov	15 Nov	London	£4,450

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.

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

“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.

## CASE STUDY

# BUILDING THE CAPACITY OF ETHIOPIAN BANKS FOR MORE THAN A DECADE

Crown Agents has a long-standing relationship with the banking sector in Ethiopia. From 2014-2019, we were privileged to support the National Bank of Ethiopia (NBE) and the Commercial Bank of Ethiopia (CBE) under a long-term framework agreement, through which we trained more than a thousand bank staff from private and public banks across the country.

### OUR TRAINING COVERED A WIDE RANGE OF TECHNICAL AND MANAGERIAL TOPICS, INCLUDING:

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

Alongside our training of staff within Ethiopia, we have hosted many programmes internationally for Boards and Executive Team Members from several leading banks. We specialise in working with these most senior teams within banks to build capacity in areas including Leadership and Corporate Governance, Strategy, Risk Management and ESG.

Over the last few years, we have developed bespoke programmes for the Boards and ETs of banks including:

- Abay
- Dashen
- Zemen
- Berhan
- Amhara
- CBE

“...other Boards of Directors should take these courses to run their businesses successfully.”

TILAYE KASSAHUN, Board of Directors, Abay Bank, Ethiopia.

In May 2023 we ran a programme focused on Strategic Leadership and Cultural Transformation in Dubai for Amhara Bank, a relatively new start-up bank. The senior team of ten, including several regional vice presidents, spent the week engaging with topics including leading with emotional intelligence, cultural transformation and building high performing teams. One of the delegates said the experience was

“Encouraging and inspirational”

With new banking programmes launching in 2024, including our new **Capital Markets for Banks** course, we look forward to continuing our collaboration with the Ethiopian banking sector.



“Fantastic training, it made a real positive impact.”

ASHENAFI ASFHA, Board Director, Zemen Bank, Ethiopia.

# HUMAN RESOURCES

2024 TRAINING COURSES	START	END	LOCATION	PRICE
Planning for Retirement: Managing Your Lifestyle, Legacy and Portfolio	13 - 17 May 2024		London	£2,650
NEW The Strategic HR Toolkit	10 Jun	21 Jun	London	£4,450
	23 Sep	04 Oct	London	
NEW Strategic HR Blueprint: Positioning HR for Organisational Success	10 Jun 23 Sep	14 Jun 27 Sep	London London	£2,650
NEW Implementing HR Strategy: Transforming Vision into Action	17 Jun 30 Sep	21 Jun 04 Oct	London London	£2,650
Transforming the HR Function: Strategies for Operational Excellence and Business Partnering	29 Jul 02 Dec	02 Aug 06 Dec	London Dubai	£2,650
The Complete HR Professional Toolkit	29 Jul 02 Dec	09 Aug 13 Dec	London Dubai	£4,450
Succession Planning, Talent Management and Retirement Planning	05 Aug 09 Dec	09 Aug 13 Dec	London Dubai	£2,650
Ensuring Employee Health and Wellbeing as an HR Leader	21 Oct	25 Oct	Mauritius	£1,950

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 Toolkit**, and for the Senior Manager or Head of HR, our **Strategic HR Toolkit** 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.

“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**.

### CASE STUDY

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

Micro, small and medium-sized enterprises (MSMEs) are of great importance to all countries' economic growth, playing a critical role in driving recovery from COVID-19 and acting as the entrepreneurial power houses of the nation.

Between 2020 and 2023, Crown Agents designed and ran the EBRD's Know How Academy platform, a high-profile digital training project. Originally launched as a rapid crisis response to assist small businesses during the pandemic, this free-to-use online learning and advice hub evolved to train MSMEs in practical skills including trade export, financial management, digital marketing and leadership. Available in multiple languages, the programme included ten custom-designed e-learning modules and a wealth of tools and resources from knowledge partners and sector experts. The programme supported 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:



**20,000** registered users



**14,000** modules completed



**35,000** 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.

Talk to us if you need a self-paced digital training solution – ideal where there are large numbers of staff and multi-site/multi-lingual requirements.

# FINANCIAL MANAGEMENT

2024 TRAINING COURSES	START	END	LOCATION	PRICE
<b>NEW</b> Strategic Financial Management and Effective Budget Executive Toolkit	15 Apr 18 Nov	26 Apr 29 Nov	London London	£4,450
<b>NEW</b> Strategic Financial management: Frameworks, Principles and Practice	15 Apr 18 Nov	18 Apr 22 Nov	London London	£2,650
<b>NEW</b> Effective Budget Execution: Critical Processes and Strategic Drivers	22 Apr 25 Nov	26 Apr 29 Nov	London London	£2,650
Financial Management of Development Projects	13 May 09 Sep	24 May 20 Sep	London London	£4,450
Integrated Financial Management Systems: Strategy and Implementation	03 Jun 02 Dec	14 Jun 13 Dec	London London	£4,450
<b>NEW</b> Public Financial Management, ESG and Green Finance Toolkit	17 Jun 07 Oct	28 Jun 18 Oct	London London	£4,450
<b>NEW</b> The Treasury and Debt Management Toolkit	17 Jun	28 Jun	Dubai	£4,450
<b>NEW</b> Best Practice in Treasury Management	17 Jun	21 Jun	Dubai	£2,650
<b>NEW</b> Public Financial Management: Issues and Solutions	17 Jun 07 Oct	21 Jun 11 Oct	London London	£2,650
<b>NEW</b> ESG, Green Public Financial Management and Climate Finance	24 Jun 14 Oct	28 Jun 20 Oct	London London	£2,650
<b>NEW</b> Public Debt Management: Issues and Solutions	24 Jun 18 Nov	28 Jun 22 Nov	London London	£2,650
<b>NEW</b> Best Practice Financial Management and Reporting on IPSAS AND IFRS® Standards Toolkit	29 Jul	09 Aug	London	£4,450
<b>NEW</b> International Accounting Standards - Strategy, Principles and The Core Standards	29 Jul	02 Aug	London	£2,650
<b>NEW</b> International Accounting Standards - Major Application Areas, Systems and Processes	05 Aug	09 Aug	London	£2,650
Best Practice Financial Management and Reporting on IPSAS and IFRS Standards – ACCA Certificate	21 Oct	01 Nov	London	£4,650
<b>NEW</b> Public Debt and Loan Negotiation and Evaluation Toolkit	18 Nov	29 Nov	London	£4,450
<b>NEW</b> Loan Negotiation and Evaluation	25 Nov	29 Nov	London	£2,650
Financial Risk Management	02 Dec	13 Dec	London	£4,450

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** and **Best Practice in 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.

“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.

### CASE STUDY

## TRAINING THE KENYA ROADS BOARD ON BOND AND INFRASTRUCTURE FINANCE



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.

# BANKING, FINANCIAL SERVICES AND PENSIONS

2024 TRAINING COURSES	START	END	LOCATION	PRICE
Investment of Pension Fund Assets: Portfolio Management and Investment Analysis	22 Apr 21 Oct	26 Apr 25 Oct	Kigali London	£2,250 £2,650
<b>NEW</b> Capital Markets' Masterclass for Banks	06 May	10 May	London	£2,650
The Pension Scheme Investment Toolkit	13 May 18 Nov	24 May 29 Nov	London Dubai	£4,450
Pension Scheme Investment in Infrastructure and Real Estate	20 May 25 Nov	24 May 29 Nov	London Dubai	£2,650
The Managing Pensions in Developing Economies Toolkit	17 Jun	21 Jun	Mauritius	£3,950
Pensions Management: Asset Allocation and Capital Market Issues in Developing Economies	17 Jun	21 Jun	Mauritius	£2,250
Pensions Management: Supervision and Governance in Developing Economies	24 Jun	28 Jun	Mauritius	£2,250
Pension Scheme Governance and Regulation	16 Sep	20 Sep	Mauritius	£2,250
ESG in Pension Scheme Management	28 Oct	01 Nov	Kigali	£2,250
Pension Scheme Investment in Private Markets	13 Nov 18 Nov	17 May 22 Nov	London Dubai	£2,650

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 financial 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.

“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.

## OUR EXPERTISE IN TRAINING BANKS

Crown Agents has extensive experience of training banks, whether retail, Central or Multilateral. Our programmes cover all bases, from leadership and governance for Boards and Executive Teams through to the technical and operational skills essential for succeeding in this fast-moving sector. Through both long-term frameworks and short-term programmes, we have delivered training to thousands of banking staff over the past few years.

**SOME OF THE BANKS CROWN AGENTS AND OUR FACULTY HAVE PROVIDED TRAINING FOR INCLUDE:**

- World Bank
- African Development Bank
- Asian Development Bank
- Caribbean Development Bank
- Central or National Banks of Ethiopia, Nigeria, Bangladesh, Ghana and Kenya
- HSBC, Burgan Bank Kuwait and Deutsche Bank

We understand the needs of both established banking sectors and those transitioning to privatisation or working with Capital Markets.

**OUR CURRENT SCHEDULED AND ON-DEMAND COURSES FOR THE BANKING SECTOR INCLUDE:**

- Capital Markets Masterclass for Banks
- Corporate Governance for Banking Professionals
- Banking Strategy and Management
- Sustainability for Bank Boards and Senior Executives
- Leveraging Branch Networks and other Retail Channels
- Fintech, Blockchain and Cryptocurrencies
- Digitalisation of Banking Products and Services
- Interest Free Banking

“Crown Agents' experience is excellent. Keep it up.”

A Consultant at Zemen Bank, Ethiopia.

**CUSTOMISED TRAINING DEVELOPED SPECIFICALLY FOR YOUR ORGANISATION**

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.

If you would like more information, contact us at [customisedtraining@crownagents.co.uk](mailto:customisedtraining@crownagents.co.uk)

# ENVIRONMENTAL, SOCIAL AND GOVERNANCE (ESG)

2024 TRAINING COURSES	START	END	LOCATION	PRICE
The Sustainability, ESG and Net Zero Toolkit for Boards and Senior Executives	26 Feb 21 Oct	08 Mar 01 Nov	Kigali London	£3,650 £4,450
Responding to Sustainability and ESG Risks and Opportunities for Boards and Senior Executives	26 Feb 21 Oct	01 Mar 25 Oct	Kigali London	£1,950 £2,650
Achieving Net Zero: Environmental Sustainability and Climate Change for Boards and Senior Executives	26 Feb 28 Oct	08 Mar 01 Nov	Kigali London	£1,950 £2,650
ESG and Innovation in Sustainable Financing: Structuring Solutions to Bridge Funding Gaps	01 Jul 18 Nov	05 Jul 22 Nov	London London	£2,950
Integrating Gender Mainstreaming into Policies and Programmes	21 Oct	25 Oct	London	£2,650
ESG, Sustainability and Climate Change for Bank Executives – Transitioning to New Lending Strategies	11 Nov	15 Nov	Tashkent	£1,950
Sustainability for Banks, Boards and Senior Executives – Leading ESG Risk and Climate Change Transition	04 Nov	08 Nov	Lagos	£1,950

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.



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



# PROJECT MANAGEMENT AND EVALUATION

2024 TRAINING COURSES	START	END	LOCATION	PRICE
The Agile People and Project Manager Toolkit	11 Mar	22 Mar	London	£4,450
	02 Sep	13 Sep	Washington D.C.	£4,450
The Agile Project Manger [APMG AgilePM® Certificate]	18 Mar 09 Sep	22 Mar 13 Sep	London Washington D.C.	£2,950
Project Management of Development Projects [Project DPro Foundation Certificate]	08 Apr 02 Dec	19 Apr 13 Dec	London London	£4,450
Evaluation and Impact Assessment of Policies and Projects	20 May 21 Oct	24 May 25 Oct	London London	£2,650
<b>NEW</b> The Mastering Project Management, ICT Strategy and Governance Toolkit	03 Jun 16 Sep	14 Jun 27 Sep	London London	£4,450
<b>NEW</b> Best Practice Project and Programme Management	03 Jun 16 Sep	07 Jun 20 Sep	London London	£2,650
<b>NEW</b> ICT Strategy and Governance	10 Jun 23 Sep	14 Jun 27 Sep	London London	£2,650
Results Based Monitoring and Evaluation	01 Jul	12 Jul	London	£4,450

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.

“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.

### CASE STUDY

## FUNDAMENTALS OF PROJECT MANAGEMENT TRAINING WITH BANGLADESH BANK

Well 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 was 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.



# PPP, PROCUREMENT, SUPPLY CHAIN AND TRADE

2024 TRAINING COURSES	START	END	LOCATION	PRICE
The Public Procurement Toolkit: Sustainability, Integrity and Value-for-Money	11 Mar 02 Sep	22 Mar 13 Sep	London London	£4,450
Sustainable Public Procurement: Strategy, Policy and Practice	11 Mar 02 Sep	15 Mar 06 Sep	London London	£2,650
Public Procurement: Issues and Solutions	11 Mar 09 Dec	22 Mar 20 Dec	London London	£4,450
Integrity and Value-for-Money in Public Procurement	18 Mar 09 Sep	22 Mar 13 Sep	London London	£2,650
Electronic Government Procurement: Strategy and Implementation	06 May 09 Sep	10 May 13 Sep	Kigali Dubai	£2,250 £2,650
<b>NEW</b> PPP - The Fundamentals, Governance and Management for Boards, Committees and Senior Executives	20 May	24 May	London	£2,950
Public Procurement and Contract Management for Works and Consultancy Services	17 Jun 09 Dec	28 Jun 20 Dec	London London	£4,450
<b>NEW</b> PPP, Procurement and Contract Management Toolkit	17 Jun 11 Nov	28 Jun 22 Nov	London Washington D.C.	£4,450
<b>NEW</b> PPP - Planning, Governance and Procurement	17 Jun 11 Nov	21 Jun 15 Nov	London Washington D.C.	£2,650 £4,450
<b>NEW</b> PPP - Achieving Financial Close, Contract Management and Handback	24 Jun 18 Nov	28 Jun 22 Nov	London Washington D.C.	£2,650
Effective Procurement of Goods and Services	02 Sep	13 Sep	London	£4,450
The Strategic Supply Chain Management Toolkit	30 Sep	11 Oct	Kigali	£3,650
Supply Chain Management: Issues and Solutions	30 Sep	04 Oct	Kigali	£1,950
Identifying and Delivering Sustainable Supply Chain Solutions	07 Oct	11 Oct	Kigali	£1,950
PPP Issues and Solutions: Application, Framework, Project Cycle [APMG CP³P Foundation Certificate]	07 Oct	18 Oct	London	£4,650
Trade Procedures and Financing	21 Oct	25 Oct	London	£2,650

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 190-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.

“ Excellent training and communication throughout the programme. A rewarding interaction, good impact and improved procurement abilities acquired. ”

YUSUF BABA OCHE, Director, Pepfar Program Coordinating, Institute of Human Virology, Nigeria. A delegate attending **Procurement: Strategic Practices and Supply Chain Management**.

### CASE STUDY

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

Following a successful delivery in May 2022, the Directorate of PPP in the National Treasury once again commissioned Crown Agents to deliver a five-day training for senior officials of the directorate and key stakeholders in government departments working to ensure PPP projects are planned effectively.

With the Kenyan government's increased focus on the use of PPP, particularly in the infrastructure and water sectors, this training was intended to provide a fundamental end-to-end understanding of PPPs and examine some pertinent issues in their effective governance and management systems.

Drawing on our extensive real-world PPP expertise, Crown Agents was able to deliver a programme in July 2023 on the core governance, risk factors and effective management of PPPs that was tailored to meet the specific requirements of the delegation.



“ Thought provoking and extremely helpful in understanding the big picture. ”

It was a pleasure to host new and existing members of the PPP directorate in our London offices, with many excellent connections formed between Crown Agents and the National Treasury to strengthen our ongoing relationship.

**100% of delegates**  
stated that the course would have  
a significant or considerable impact  
on their work performance.

# GOVERNMENT, POLICY AND JUSTICE

2024 TRAINING COURSES	START	END	LOCATION	PRICE
Developing Effective Policies: Analysis, Evidence and Impact	13 May 14 Oct	17 May 18 Oct	London London	£2,650
The Policy Toolkit: Evidence, Evaluation and Impact Assessment	13 May 14 Oct	24 May 25 Oct	London London	£4,450

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 counsel 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.

“ 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 Policies: Analysis, Evidence and Impact**.

## CASE STUDY

# OUR TRAINING PARTNERSHIP WITH THE PARLIAMENT OF GHANA

Crown Agents has several long-term training partnerships with organisations worldwide. We are proud to have such a partnership with the Parliament of Ghana, for which, in the past five years, we have delivered several customised training programmes both internationally and in-country.

### THE PARTNERSHIP

Since 2018, Crown Agents has supported the Parliament of Ghana with capacity development, with many staff attending our open scheduled programmes and customised training deliveries. We have delivered several in-country training programmes in Accra, which has enabled us to deliver at scale. Since 2020, Crown Agents has delivered the following customised training to staff in Accra:

- Organisation Design and Development
- Agile Leadership and Management
- Strategic Change Management
- Governance, Risk and Compliance Management and Integrated Assurance

In addition, in September 2021, the Parliament of Ghana engaged Crown Agents to deliver a highly contextualised international 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 to meet the PSB's mandate and deliver the expectations of its key stakeholders.

### FEEDBACK FROM DELEGATES INCLUDED:

“ Very useful training experience and practical lessons learned. ”

“ Educative and relevant to the Parliamentary system. ”

# COMMUNICATIONS

2024 TRAINING COURSES	START	END	LOCATION	PRICE
The Analysis and Reporting Toolkit	13 May 18 Nov	24 May 29 Nov	Dubai London	£4,450
Business Writing with Impact	13 May 18 Nov	17 May 29 Nov	Dubai London	£2,650
Data and Statistical Analysis and Presentation	20 May 25 Nov	24 May 29 Nov	Dubai London	£2,650

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.

“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.

## OUR DELEGATES ENJOYING CULTURAL VISITS DURING THEIR TRAINING



# 2024 SCHEDULE OF COURSES

COURSE		DAYS	START	FINISH	PRICE	LOCATION
<b>JANUARY</b>						
Executive Leadership In Action [approved by the Institute of Leadership]	✓👑	10	15 Jan	26 Jan	£4,650	Dubai
<b>FEBRUARY</b>						
Emotional Intelligence: Enhancing Management and Leadership Impact [approved by the Institute of Leadership]	✓	05	12 Feb	16 Feb	£2,650	Dubai
The Emotional Intelligence and Team Leadership Toolkit		10	12 Feb	23 Feb	£4,450	Dubai
Developing High Performing Teams		05	19 Feb	23 Feb	£2,650	Dubai
<b>MARCH</b>						
The Sustainability, ESG and Net Zero Toolkit for Boards and Senior Executives		10	19 Feb	01 Mar	£3,650	Kigali
Responding to Sustainability and ESG Risks and Opportunities for Boards and Senior Executives		05	26 Feb	01 Mar	£1,950	Kigali
Achieving Net Zero: Environmental Sustainability and Climate Change for Boards and Senior Executives		05	26 Feb	01 Mar	£1,950	Kigali
Integrity and Value-for-Money in Public Procurement		05	11 Mar	15 Mar	£2,650	London
Sustainable Public Procurement: Strategy, Policy and Practice		05	18 Mar	22 Mar	£2,650	London
The Public Procurement Toolkit: Sustainability, Integrity and Value-for-Money		10	11 Mar	22 Mar	£4,450	London
The Agile People and Project Manager Toolkit	🎓	10	11 Mar	22 Mar	£4,450	London
The Agile Manager		05	11 Mar	22 Mar	£2,650	London
The Agile Project Manager [APMG AgilePM® Certificate]	🎓	05	18 Mar	22 Mar	£2,950	London
Public Procurement: Issues and Solutions		10	11 Mar	22 Mar	£4,450	London
<b>APRIL</b>						
Project Management of Development Projects [Project DPro Foundation Certificate]	🎓	10	08 Apr	19 Apr	£4,450	London
Management Development for Executives [approved by the Institute of Leadership]	✓	10	15 Apr	26 Apr	£4,650	London
Developing Future Leaders [approved by the Institute of Leadership]	✓	10	15 Apr	26 Apr	£4,650	London
<b>NEW</b> Strategic Financial Management & Effective Budget Execution Toolkit		10	15 Apr	26 Apr	£4,450	London
<b>NEW</b> Strategic Financial Management: Frameworks, Principles and Practice		05	15 Apr	18 Apr	£2,650	London
<b>NEW</b> Effective Budget Execution: Critical Processes and Strategic Drivers		05	22 Apr	26 Apr	£2,650	London
Investment of Pension Fund Assets: Portfolio Management and Investment Analysis		05	22 Apr	26 Apr	£2,250	Kigali
<b>MAY</b>						
Electronic Government Procurement: Strategy and Implementation		05	06 May	10 May	£2,250	Kigali
<b>NEW</b> Capital Markets Masterclass for Banks		05	06 May	10 May	£2,650	London
Planning for Retirement: Managing Your Lifestyle, Legacy and Portfolio		05	13 May	17 May	£2,650	London
The Policy Toolkit: Analysis, Evidence and Impact		10	13 May	24 May	£4,450	London
Developing Effective Policies: Analysis, Evidence and Impact		05	13 May	17 May	£2,650	London
Financial Management of Development Projects		10	13 May	24 May	£4,450	London
Executive Leadership In Action [approved by the Institute of Leadership]	✓👑	10	13 May	24 May	£4,650	London
<b>NEW</b> Governance, Risk, Compliance Management and Integrated Assurance Toolkit		10	13 May	24 May	£4,450	Dubai
<b>NEW</b> Excellence in Governance: Ethics, Risk, and Compliance Management		05	13 May	17 May	£2,650	Dubai
The Analysis and Reporting Toolkit		10	13 May	24 May	£4,450	Dubai
Business Writing with Impact		05	13 May	17 May	£2,650	Dubai
The Pension Scheme Investment Toolkit		10	13 May	24 May	£4,450	London
Pension Scheme Investment in Infrastructure and Real Estate		05	20 May	24 May	£2,650	London
<b>NEW</b> PPP - The Fundamentals, Governance and Management for Boards, Committees and Senior Executives	👑	05	20 May	24 May	£2,950	London
Data and Statistical Analysis and Presentation		05	20 May	24 May	£2,650	Dubai
Pension Scheme Investment in Private Markets		05	13 May	17 May	£2,650	London
<b>NEW</b> Excellence in Governance: Performance Management, Internal Control and Internal Audit		05	20 May	24 May	£2,650	Dubai
Evaluation and Impact Assessment of Policies and Projects		05	20 May	24 May	£2,650	London

# 2024 SCHEDULE OF COURSES

COURSE	DAYS	START	FINISH	PRICE	LOCATION
<b>JUNE</b>					
<b>NEW</b> The Mastering Project Management, ICT Strategy and Governance Toolkit	10	03 Jun	14 Jun	£4,450	London
<b>NEW</b> Best Practice Project and Programme Management	05	03 Jun	07 Jun	£2,650	London
Integrated Financial Management Systems: Strategy and Implementation	10	03 Jun	14 Jun	£4,450	London
<b>NEW</b> ICT Strategy and Governance	05	10 Jun	14 Jun	£2,650	London
<b>NEW</b> The Strategic HR Toolkit	10	10 Jun	21 Jun	£4,450	London
<b>NEW</b> Strategic HR Blueprint: Positioning HR for Organisational Success	05	10 Jun	07 Jun	£2,650	London
Public Procurement and Contract Management for Works and Consultancy Services	10	17 Jun	28 Jun	£4,450	London
<b>NEW</b> Implementing HR Strategy: Transforming Vision into Action	05	17 Jun	21 Jun	£2,650	London
<b>NEW</b> PPP, Procurement and Contract Management Toolkit	10	17 Jun	28 Jun	£4,450	London
<b>NEW</b> PPP - Planning, Governance and Procurement	10	17 Jun	21 Jun	£2,650	London
Pensions Management: Asset Allocation and Capital Market Issues in Developing Economies	05	17 Jun	21 Jun	£2,250	Mauritius
The Managing Pensions in Developing Economies Toolkit	10	17 Jun	21 Jun	£3,950	Mauritius
Emotional Intelligence: Enhancing Management and Leadership Impact [approved by the Institute of Leadership]	✓ 05	17 Jun	21 Jun	£2,650	Washington D.C.
<b>NEW</b> PPP - Achieving Financial Close, Contract Management and Handback	05	24 Jun	28 Jun	£2,650	London
Pensions Management: Supervision and Governance in Developing Economies	05	24 Jun	28 Jun	£2,250	Mauritius
<b>NEW</b> Public Financial Management, ESG & Green Finance Toolkit	10	17 Jun	28 Jun	£4,450	London
<b>NEW</b> Public Financial Management: Issues and Solutions	05	17 Jun	21 Jun	£2,650	London
<b>NEW</b> The Treasury and Debt Management Toolkit	10	17 Jun	28 Jun	£4,450	Dubai
<b>NEW</b> Best Practice in Treasury Management	05	17 Jun	21 Jun	£4,450	Dubai
Emotional Intelligence, Coaching and Mentoring Toolkit	10	17 Jun	28 Jun	£4,450	Washington D.C.
Coaching and Mentoring Skills for Managers and Executives	05	24 Jun	28 Jun	£2,650	Washington D.C.
<b>NEW</b> ESG, Green Public Financial Management and Climate Finance	05	24 Jun	28 Jun	£2,650	London
<b>NEW</b> Public Debt Management: Issues & Solutions	05	24 Jun	28 Jun	£2,650	Dubai
<b>JULY</b>					
Developing Future Leaders [approved by the Institute of Leadership]	✓ 10	01 Jul	12 Jul	£4,450	London
ESG and Innovation in Sustainable Financing: Structuring Solutions to Bridge Funding Gaps	05	01 Jul	12 Jul	£2,950	London
Results-Based Monitoring and Evaluation	10	01 Jul	12 Jul	£4,450	London
The Strategy Toolkit	10	01 Jul	12 Jul	£4,450	London
Creating Innovative Practices and Strategies [approved by the Institute of Leadership]	✓ 05	01 Jul	05 Jul	£2,650	London
Directing and Managing Organisational Strategy	05	08 Jul	12 Jul	£2,650	London
The Leadership and Governance Toolkit for Boards and Senior Executives	👑 10	15 Jul	26 Jul	£4,650	London
Executive Leadership in Action - Short Course	👑 05	15 Jul	19 Jul	£2,950	London
Corporate Governance for Boards and Senior Executives	👑 05	22 Jul	26 Jul	£2,950	London
<b>AUGUST</b>					
The Complete HR Professional Toolkit	10	29 July	09 Aug	£4,450	London
Transforming the HR Function: Strategies for Operational Excellence and Business Partnering	05	29 Jul	02 Aug	£2,650	London
<b>NEW</b> Best Practice Financial Management and Reporting on IPSAS and IFRS® Standards Toolkit	10	29 Jul	09 Aug	£4,450	London
<b>NEW</b> IAS Strategy, Principles & The Core Standards	05	29 Jul	02 Aug	£2,650	London
Succession Planning, Talent Management and Retirement Planning	👑 05	05 Aug	09 Aug	£2,650	London
<b>NEW</b> IAS - Major Application Areas, Systems & Processes	05	05 Aug	09 Aug	£2,650	London
The Emotional Intelligence and Team Leadership Toolkit	10	12 Aug	23 Aug	£4,450	London
Emotional Intelligence: Enhancing Management and Leadership Impact [approved by the Institute of Leadership]	✓ 05	12 Aug	16 Aug	£2,650	London
Developing High Performing Teams	05	12 Aug	16 Aug	£2,650	London

# 2024 SCHEDULE OF COURSES

COURSE		DAYS	START	FINISH	PRICE	LOCATION
<b>SEPTEMBER</b>						
The Public Procurement Toolkit: Sustainability, Integrity and Value-for-Money		10	02 Sep	13 Sep	£4,450	London
Sustainable Public Procurement: Strategy, Policy and Practice		05	02 Sep	06 Sep	£2,650	London
Effective Procurement of Goods and Services		10	02 Sep	13 Sep	£4,450	London
The Agile People and Project Manager Toolkit		10	02 Sep	13 Sep	£4,450	Washington D.C.
The Agile Manager		05	02 Sep	06 Sep	£2,650	Washington D.C.
The Crown Agents Leadership Retreat		05	09 Sep	13 Sep	£4,450	London
Integrity and Value-for-Money in Public Procurement		05	09 Sep	13 Sep	£2,650	London
The Agile Project Manager (APMG AgilePM® Certificate)		05	09 Sep	13 Sep	£2,950	Washington D.C.
Electronic Government Procurement: Strategy and Implementation		05	09 Sep	13 Sep	£2,650	Dubai
Pension Scheme Governance and Regulation		05	16 Sep	20 Sep	£2,250	Mauritius
Financial Management of Development Projects		10	09 Sep	20 Sep	£4,450	London
<b>NEW</b> The Mastering Project Management, ICT Strategy and Governance Toolkit		10	16 Sep	27 Sep	£4,450	London
<b>NEW</b> Best Practice Project and Programme Management		05	16 Sep	20 Sep	£2,650	London
<b>NEW</b> ICT Strategy and Governance		05	23 Sep	27 Sep	£2,650	London
<b>NEW</b> The Strategic HR Toolkit		10	23 Sep	04 Oct	£4,450	London
<b>NEW</b> Strategic HR Blueprint: Positioning HR for Organisational Success		05	23 Sep	27 Sep	£2,650	London
Women in Leadership		05	23 Sep	27 Sep	£2,650	London
<b>OCTOBER</b>						
The Strategic Supply Chain Management Toolkit		10	30 Sep	11 Oct	£3,650	Kigali
Supply Chain Management: Issues and Solutions		05	30 Sep	04 Oct	£1,950	Kigali
The Crown Agents Corporate Governance Retreat		05	30 Sep	11 Oct	£3,450	Zanzibar
<b>NEW</b> Implementing HR Strategy: Transforming Vision into Action		05	30 Sep	04 Oct	£2,650	London
Identifying and Delivering Sustainable Supply Chain Solutions		05	07 Oct	11 Oct	£1,950	Kigali
<b>NEW</b> Public Financial Management, ESG & Green Finance Toolkit		10	07 Oct	18 Oct	£4,450	London
<b>NEW</b> Public Financial Management: Issues and Solutions		05	07 Oct	11 Oct	£2,650	London
<b>NEW</b> Governance, Risk, Compliance Management and Integrated Assurance Toolkit		10	07 Oct	18 Oct	£4,450	London
<b>NEW</b> Excellence in Governance: Ethics, Risk, and Compliance Management		05	07 Oct	11 Oct	£2,650	London
PPP - Issues and Solutions: Application, Framework, Project Cycle (APMG CP³P Foundation Certificate)		10	07 Oct	18 Oct	£4,650	London
The Policy Toolkit: Analysis, Evidence and Impact		10	14 Oct	25 Oct	£4,450	London
Developing Effective Policies: Analysis, Evidence and Impact		05	14 Oct	18 Oct	£2,650	London
<b>NEW</b> Excellence in Governance: Performance Management, Internal Control and Internal Audit		05	14 Oct	18 Oct	£2,650	London
<b>NEW</b> ESG, Green Public Financial Management and Climate Finance		05	14 Oct	18 Oct	£2,650	London
Investment of Pension Fund Assets: Portfolio Management and Investment Analysis		05	21 Oct	25 Oct	£2,650	London
Trade Procedures and Financing		05	21 Oct	25 Oct	£2,650	London
Ensuring Employee Health and Wellbeing as an HR Leader		05	21 Oct	25 Oct	£1,950	Mauritius
Evaluation and Impact Assessment of Policies and Projects		05	21 Oct	25 Oct	£2,650	London
Integrating Gender Mainstreaming into Policies and Programmes		05	21 Oct	25 Oct	£2,250	London
The Sustainability, ESG and Net Zero Toolkit for Boards and Senior Executives		10	21 Oct	01 Nov	£4,450	London
Responding to Sustainability and ESG Risks and Opportunities for Boards and Senior Executives		05	21 Oct	25 Oct	£2,650	London
Board Effectiveness and Best Practice Performance		05	21 Oct	25 Oct	£2,950	London
<b>NOVEMBER</b>						
Best Practice Financial Management and Reporting on IPSAS and IFRS® Standards - ACCA Certificate		10	21 Oct	01 Nov	£4,650	London
ESG in Pension Scheme Management		05	28 Oct	01 Nov	£2,250	Kigali
Achieving Net Zero: Environmental Sustainability and Climate Change for Boards and Senior Executives		05	28 Oct	01 Nov	£2,650	London

# 2024 SCHEDULE OF COURSES

COURSE		DAYS	START	FINISH	PRICE	LOCATION
Planning for Retirement: Managing Your Lifestyle, Legacy and Portfolio		05	28 Oct	01 Nov	£2,650	London
Change Management: Planning and Leading Transformational Change		05	04 Nov	08 Nov	£2,650	Dubai
Sustainability for Bank Boards and Senior Executives - Leading ESG Risk and Climate Change Transition		05	04 Nov	08 Nov	£1,950	Lagos
The Strategic Change Management Toolkit		10	04 Nov	15 Nov	£4,450	Dubai
Delivering Good Governance in Practice		10	04 Nov	15 Nov	£4,450	London
Executive Leadership In Action [approved by the Institute of Leadership]	✓	10	04 Nov	15 Nov	£4,650	London
Change Management: Implementation and People Management		05	11 Nov	15 Nov	£2,650	Dubai
<b>NEW</b> PPP, Procurement and Contract Management Toolkit		10	11 Nov	22 Nov	£4,450	Washington D.C.
<b>NEW</b> PPP - Planning, Governance and Procurement		05	11 Nov	15 Nov	£2,650	Washington D.C.
ESG, Sustainability and Climate Change for Bank Executives - Transitioning to New Lending Strategies	👑	05	11 Nov	15 Nov	£1,950	Tashkent
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