



# TRAINING AND PROFESSIONAL DEVELOPMENT

DIRECTORY OF COURSES 2019

[www.crownagents.com/training](http://www.crownagents.com/training)



**CROWN AGENTS**  
ACCELERATING SELF-SUFFICIENCY & PROSPERITY



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# 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.



OUR TEAM BASED IN THE UK

## REGIONAL REPRESENTATIVES



Samron Adane  
East Africa  
T: +251 944 718337



Maureen Ademola  
Nigeria  
T: +234 (0)803 314 5652



Nii Mac-Carthy  
West Africa  
T: +233 (0)268 792483



Margaret Gatuhi  
Kenya  
T: +254 (0)729624 622



Shishant Paliwal  
Asia and Middle East  
T: +91 971 749 5033



Sylvia Nakyajja  
Uganda  
T: +256 (0)772 755 706

# WELCOME TO YOU ALL /

Dear colleague,

I'm delighted to introduce you to Crown Agents' portfolio of training programmes for 2019.

As Crown Agents enters its 59th year of building the skills and capacity of professionals worldwide, it was a great honour to be appointed to the role of Head of Training and Professional Development at the beginning of 2018. It's been my pleasure to meet so many of our valued clients and hear of their aspirations for their organisations and countries.

Bringing together professionals from across the world to learn, share and light the spark of innovation is what we do best; we are confident that taking part in one of our international training programmes will yield tangible benefits for you and your organisation.

But we know that the classroom is only the beginning; the true challenge of implementing training only begins when you're back in the office, facing real-life pressures and priorities.

## Supporting you to achieve real impact and change

We're always striving to do more to enhance the impact of our training and that's why it's not goodbye and good luck from us on the last day of your course. We offer ongoing support to delegates by maintaining access to their trainers' advice and coaching support, building lively communities for alumni on WhatsApp and LinkedIn and holding in-country networking events. We are committed to our delegates for the long term.

You can find more details of our exclusive alumni networking events on page 08, and how to connect with us on social media on page 104.

And driving all that we do are Crown Agents' values of empowering people to accelerate the self-sufficiency and prosperity of their businesses, institutions and countries. We help our delegates to find their own authentic voice as leaders, to seek success with integrity, and to inspire others to achieve greatness too.

These values unite all staff at Crown Agents, whether they're procuring life-saving cancer drugs in Ukraine, getting 250,000 children back into school in Ghana or training 1000 professionals a year.

## Continuing to innovate in 2019

In 2019, we're excited to be introducing blended learning elements to some of our programmes and brand new courses in response to your feedback, including: Coaching and Mentoring for Success (see p. 25) and Statistical Thinking and Data Analysis for Business Improvement (see p. 56).

We're also entering into training collaborations with further universities, professional bodies and learning institutes worldwide (see p. 13).

I'm looking forward to welcoming you to a training programme held at one of nine global locations or delivering a customised programme for your organisation locally in 2019.

Warmest regards,

Penny Gruber  
Head of Training and Professional Development, Crown Agents



# OUR CAPACITY BUILDING SERVICES /

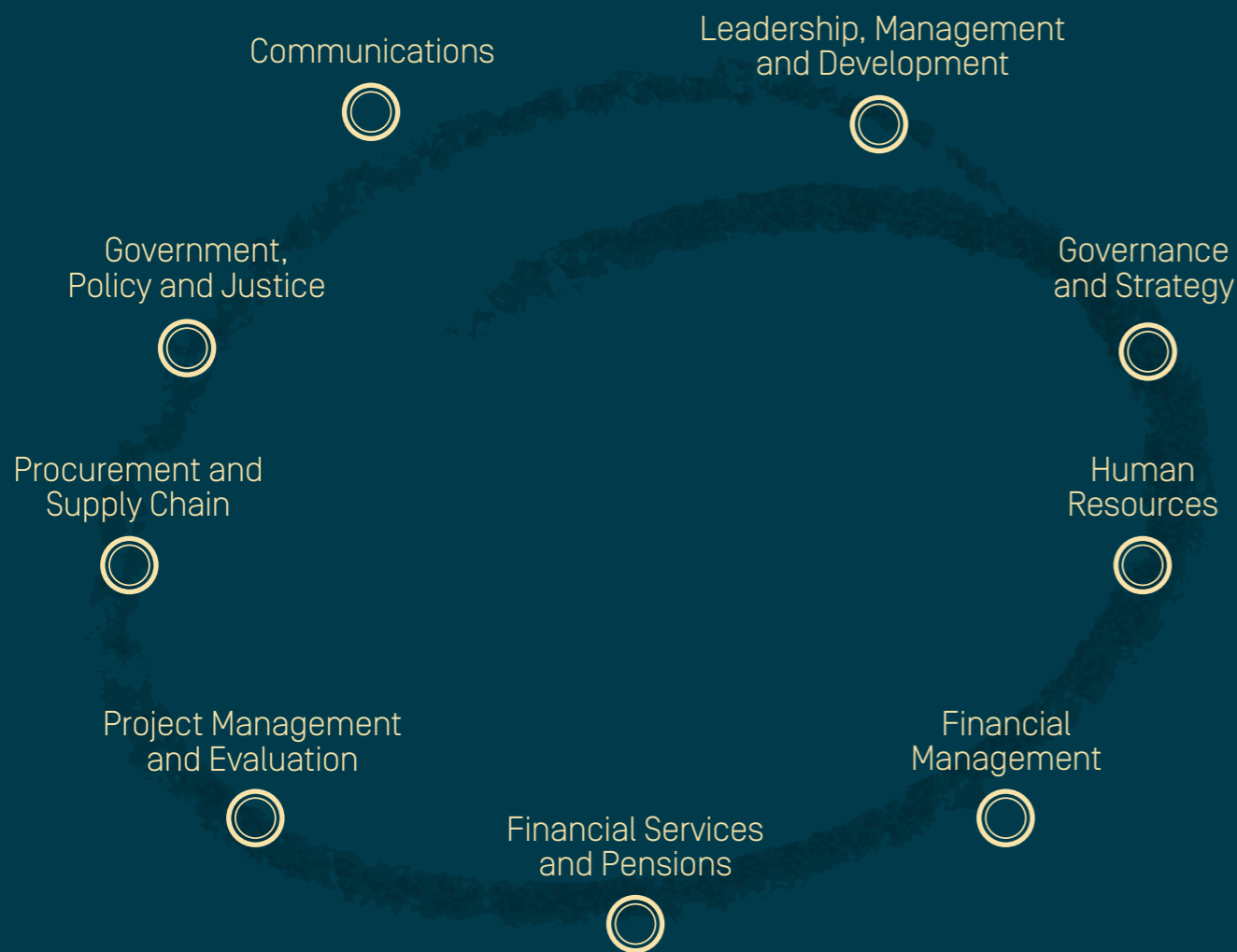
Through our training and professional development programmes, we harness individuals' potential to accelerate positive change in their organisations and play a greater role in their nation's progress.

We work with governments, NGOs and private and public sector organisations to help them find lasting solutions to their challenges. Since we began our capacity building work in 1960, we have trained more than 58,000 people. We have unprecedented experience of working hand-in-hand with governments and corporations as a trusted partner and an unparalleled understanding of the countries we serve.

## OPEN SCHEDULED COURSES

Our comprehensive portfolio of 75 courses offer a wide choice of dates and locations. They are structured to deliver a clear step-by-step development pathway as you progress through your career. Always interactive and engaging, our training utilises a wide range of innovative techniques and methodologies that bring the learning alive, including group exercises, visits to peer organisations and personal coaching.

-  75 Courses
-  129 Training dates
-  09 Locations



## CUSTOMISED TRAINING PROGRAMMES



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

Some of our recent customised training projects are featured as case studies in this directory.

-  Cost effective training for your organisation
-  Any of our courses can be tailored to your specific needs
-  We have run customised training in over 30 countries

## OUR CONSULTANCY SERVICES

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

-  Train the Trainer and Competency Frameworks
-  Training strategies and analysis
-  Coaching and Mentoring

## WHY TRAIN WITH CROWN AGENTS? /

### THE CROWN AGENTS ALUMNI – OUR FAMILY

We don't see our delegates as clients, we see them as family. Whenever we welcome someone to one of our programmes, be it anywhere in the world, we begin on a journey together that's long-term, collaborative and keeps building on what's been learned in the classroom.

Here are a few reasons why we receive loyalty and good wishes from so many professionals worldwide.

### THE WARMEST WELCOME

Our delegates tell us that we make them feel at home away from home and that means a lot to us. Our staff are always on hand to advise on how to get the most out of your stay and act as a trusted friend whatever your needs.

### MORE THAN JUST A CLASSROOM EXPERIENCE

#### Cultural and course-specific visits

Alongside visits to organisations and institutions directly relevant to your programme, we make sure that there's time to enjoy the cultural experience on offer. Delegates enjoy iconic sites including Wembley Stadium in London, taking a city tour in Washington D.C. or a harbour cruise in Dubai.

#### Networking

We know that meeting peers from other countries is a valuable part of the Crown Agents training experience. That's why we host relaxed networking events that bring different course attendees together for discussion and fun times.

#### Keeping in touch

All courses have their own WhatsApp group and this is a really popular way for delegates to stay connected, sharing ideas, memories and photos long after the course ends. We also have a LinkedIn group for our alumni where news and views are exchanged.



### IN-COUNTRY ALUMNI EVENTS

We love to host our alumni to say thank you for their continued support, talk about recent Crown Agents projects and above all, to meet old friends again.

With recent events in Ghana, Sierra Leone and Uganda, we have more planned in 2019. We'll be in touch with your invitation.

#### Ongoing advice

Our role as your capacity-building partner doesn't end when we present your certificate. Investing in the ongoing impact of our training is of huge importance to us. We know that it's when you get back to the office that the hard work of implementing what you have learned and driving change begins. That's why we are always available to answer questions and offer advice once the course ends.

The [ourexperts@crownagents.co.uk](mailto:ourexperts@crownagents.co.uk) email address is designed to help channel your enquiry to the expert who can best help.

#### Coaching: developing the individual

One-to-one coaching, and a personalised approach to self-development, forms an important part of courses including The Leadership Retreat and can have a profoundly positive effect. If you are interested in coaching for you or your team, either in-country or over Skype, please contact us at [trainingenquiries@crownagents.co.uk](mailto:trainingenquiries@crownagents.co.uk)

## ABOUT CROWN AGENTS /

# WE MANAGE LARGE PROGRAMMES AND PROJECTS TO ACCELERATE SELF-SUFFICIENCY AND PROSPERITY AROUND THE WORLD



We are a not-for-profit business which empowers leaders to accelerate self-sufficiency and prosperity for their communities, businesses, institutions and countries. These leaders could be heads of state or school teachers, global companies or local entrepreneurs, partners or donors.

We've been innovating since 1833, but we know the pace of change hasn't always been quick enough. Today we're investigating the potential of frontier technologies to help accelerate that change for our partners. Our freight forwarding arm Greenshields Cowie is a leader in last mile logistics, helping us deliver proven results even in the most challenging and fragile environments.

### WE ARE PARTNERS

We work with NGOs, donors and governments to empower leaders to find solutions. Local concerns are at the heart of our approach. We create projects which have a life of their own, beyond our input.

### WE ARE AMBITIOUS

We have to be to deliver life-saving drugs successfully across 80% of South Sudan. Or secure 40% savings on Ukraine's health procurement budget, saving money to treat more patients. Or get 4,000 aid consignments into Syria since the conflict began in the most transparent and accountable way.

### WE ARE TRUSTED

We've been described as 'honesty for hire'. We understand the burden of risk and the value of honesty. That's why we invest in our integrity.

### WE ARE SUPPORT

When a crisis unfolds, our focus on long-term change gives way to supporting people to get through the day. But the day after work begins on restoring self-sufficiency.



# OUR TRAINING LOCATIONS /



## 01 / CENTRAL LONDON, U.K.

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 are also held in modern facilities within easy walking distance.

## 02 / WASHINGTON D.C., UNITED STATES OF AMERICA

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 a leading hotel in the friendly and vibrant Crystal City neighbourhood, an ideal base for exploring all that Washington D.C. has to offer.

## 03 / TORONTO, CANADA

Toronto is Canada's dynamic second city, 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.

## 04 / DUBAI, UNITED ARAB EMIRATES

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

## 05 / CAPE TOWN, SOUTH AFRICA

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

## 06 / ACCRA, GHANA

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

## 07 / 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.

## 08 / MOMBASA, KENYA

The coastal city of Mombasa is the second largest in Kenya, offering a host of attractions and sights. Rich in history, heritage and stunning beaches, Mombasa is home to many beautiful spots such as Fort Jesus and the old Law Courts dating back to the beginning of the 20th Century.

## 09 / PORT LOUIS, MAURITIUS

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

# YOUR TRAINING EXPERIENCE /



## THE CROWN AGENTS 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.



## OUR TRAINING FACILITIES AND LEARNING MATERIALS

We run courses in nine countries worldwide. All of our training is delivered in training centres or hotels which offer the highest standards of modern equipment and comfort. Ensuring our venues are accessible to all is a priority for us. If you have any specific requirements or requests, please speak to a member of the team when you book and we will do our best to accommodate your needs.

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



## 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.



## 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.



## 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, plus 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.\*



## TRANSPORT AND ACCOMMODATION

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, providing delegates with the opportunity to access a huge range of accommodation across London.

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

\*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 & 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 76 for more details.



### ICSA

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



### ILM

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



### LEARNING & PERFORMANCE INSTITUTE (LPI)

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



### SCOTTISH QUALIFICATIONS AUTHORITY (SQA)

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



### CHARTERED INSTITUTE OF PUBLIC RELATIONS (CIPR)

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



### LONDON SOUTH BANK UNIVERSITY

We are working with this leading university to offer courses that align with modules on one of its Masters-level programmes (See pages 22, 36 and 46).

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



Association of Chartered Certified Accountants



Chartered Institute of Bankers of Nigeria



Commercial Bank of Ethiopia



Ethiopian Management Institute

# LEADERSHIP, MANAGEMENT AND DEVELOPMENT /

98% of delegates in 2017 and 2018 rated our courses as excellent.

## TRAINING COURSES

## START

## END

Effective Management Skills (ILM Level 3 Award)	15 July 2019	26 July 2019
	09 December 2019	20 December 2019
Management Development for Executives (ILM endorsed)	01 April 2019	12 April 2019
	07 October 2019	18 October 2019
The Agile Manager	25 February 2019	01 March 2019
	19 August 2019	23 August 2019
Transitioning from Senior Manager to Leader (ILM endorsed)	14 January 2019	25 January 2019
	02 December 2019	13 December 2019
Emotional Intelligence (ILM endorsed)	25 February 2019	01 March 2019
	28 October 2019	01 November 2019
Women in Leadership	29 April 2019	10 May 2019
	16 September 2019	27 September 2019
Executive Leadership in Action (ILM endorsed)	04 February 2019	15 February 2019
	03 June 2019	14 June 2019
	11 November 2019	22 November 2019
Strategic Change Management	13 May 2019	24 May 2019
	16 September 2019	27 September 2019
The Crown Agents Leadership Retreat	02 September 2019	06 September 2019
Leadership, Public Management and Governance	02 September 2019	20 September 2019
Management Development and Finance Masterclass for Senior Executives	07 October 2019	25 October 2019
Developing High Performing Teams	18 February 2019	22 February 2019
	21 October 2019	25 October 2019
Coaching and Mentoring for Success	11 March 2019	15 March 2019
	05 August 2019	09 August 2019

“FROM BEING A DIRECTOR GENERAL WHO WAS DIRECTING MY STAFF AS TO WHAT NEEDED TO BE DONE, I AM GOING BACK AS A DIRECTOR GENERAL WHO SEES HIMSELF AS A MEMBER OF THE TEAM THAT WORKS TOWARDS A COMMON PURPOSE... CROWN AGENTS ARE AN EXCELLENT SERVICE PROVIDER... THEIR UNDERSTANDING OF THE DIFFERENT CULTURES THEY ENCOUNTER IS SECOND TO NONE.”

TAMBA KELLIE, Director General, Sierra Leone Electricity and Water Regulatory Commission, a delegate attending Executive Leadership in Action (ILM endorsed), May 2018, London



## ABOUT THE PORTFOLIO /

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

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

### OUR COLLABORATION WITH ILM



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

Crown Agents is proud to be an ILM Approved Centre and works closely with ILM to offer a range of certified and endorsed courses of the highest quality. Our delegates can be confident they have achieved an independently assessed, assured and internationally recognised award. All delegates completing these courses receive one year student membership, giving them access to a raft of online resources.

## 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.



## FEATURED DIRECTOR OF STUDIES MARIA OLDER /

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

She is an inspirational and results-focused professional who designs and delivers innovative training that focuses on the individual delegate and their unique learning journey. Working for organisations including governments and leading firms in the banking, utilities, travel and shipping sectors, Maria has an in-depth appreciation of how to bring learning to life.



## EFFECTIVE MANAGEMENT SKILLS (ILM LEVEL 3 AWARD) /



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

It focuses on four main areas: Understanding what is needed to be a successful manager; problem solving and making decisions; understanding your organisation's needs; delegation and effective team working. Delegates will also gain influencing skills and learn a number of key techniques to deliver impactful presentations and team briefings. Delegates will receive a one year student membership of ILM, gaining access to an electronic database of tools, techniques and relevant articles on management.

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

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

#### KEY TOPICS:

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

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

**DURATION:** 10 DAYS / **FEES:** £4,350

**DATES:** 15 July 2019      26 July 2019      Singapore  
09 December 2019      20 December 2019      Dubai

# MANAGEMENT DEVELOPMENT FOR EXECUTIVES (ILM ENDORSED) /



Includes Coaching for Performance module

An ideal progression course for delegates who have completed the Effective Management Skills qualification course. This programme builds on the skills learned to further arm the developing manager with essential knowledge and tools. It is also very relevant for experienced 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

Combine with Finance Masterclass for Senior Executives to attend the Management Development and Finance Masterclass for Senior Executives course from 07 - 25 October.

This is an ILM endorsed programme. To gain the award, delegates will identify ways to apply what they have learned to manage a particular challenge or issue effectively. They will make a presentation based on this issue and two set questions. On completion of a successful assessment, delegates will receive the Endorsed Award ILM certificate following the course.

**DURATION:** 10 DAYS / **FEES:** £4,150  
**DATES:** 01 April 2019 12 April 2019 Washington D.C.  
 07 October 2019 18 October 2019 Dubai

# THE AGILE MANAGER /



The role of managers in senior and executive positions is evolving. To be successful in today's world of business, 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 the organisation. It focuses on the skills and attitudes 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
- Choose appropriate team development techniques to enhance performance
- Embed a best practice approach to performance management
- Prepare for your next step: understand the difference between management and leadership and the skills you need to make that transition

**KEY TOPICS:**

- Identifying various management styles and how they impact in different environments
- Managing change within oneself and for the team
- Understanding team development
- The Emotionally Intelligent manager
- Performance management – the approach and the practice
- Looking ahead – difference between management and leadership
- Personal planning to take learning from the course forward

**DURATION:** 05 DAYS / **FEES:** £2,450  
**DATES:** 25 Feb 2019 01 March 2019 Dubai  
 19 August 2019 23 August 2019 London

# TRANSITIONING FROM SENIOR MANAGER TO LEADER (ILM ENDORSED) /



Includes Coaching for Performance module

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

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

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

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

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

**KEY TOPICS:**

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

This is an ILM endorsed programme. To gain the award, delegates will identify ways to apply what they have learned to manage a particular challenge or issue effectively. They will make a presentation based on this issue and one set question. On completion of a successful assessment, delegates will receive the Endorsed Award ILM certificate following the course.

**DURATION:** 10 DAYS / **FEES:** £4,150  
**DATES:** 14 January 2019 25 January 2019 Mauritius  
 02 December 2019 13 December 2019 Dubai

# EMOTIONAL INTELLIGENCE (ILM ENDORSED) /



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

Daniel Goleman, Author, Emotional Intelligence

Emotional intelligence (EQ) enables you to bring thinking and feelings together, working in harmony with cognitive intelligence, to create a more rounded and successful individual. EQ is now increasingly recognised by organisations worldwide as an important leadership quality. The emotionally intelligent leader will be more resilient, have better work relationships and make smarter and more authentic decisions.

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

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

- Gain insight into your emotional intelligence – how you view yourself and how others view you
- Understand your emotions and 'trigger points' and harness them for improved outcomes at work
- Examine and challenge entrenched ideas and self-limiting behaviours
- Use your improved social, empathetic and listening skills to build better relationships
- Bring IQ and EQ into greater harmony to make more considered and smarter business decisions
- Use the skills learned to build your resilience and manage stress

**KEY TOPICS:**

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

This is an ILM endorsed programme. To gain the award, delegates will identify ways to apply what they have learned to manage a particular challenge or issue effectively. They will make a presentation based on this issue and two set questions. On completion of a successful assessment, delegates will receive the Endorsed Award ILM certificate following the course.

**DURATION:** 05 DAYS / **FEES:** £2,450  
**DATES:** 25 February 2019 01 March 2019 Dubai  
 28 October 2019 01 November 2019 London

# WOMEN IN LEADERSHIP /

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

Men and women are equally capable of becoming good leaders, however research shows that the path for women is often less straight-forward. Factors impacting on women's path to leadership positions can include:

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

## WHY A WOMAN-ONLY PROGRAMME?

This programme creates a trusting and non-competitive environment in which participants can identify their capabilities and develop a plan for growth and improvement away from the pressures of the work

environment and every-day life. It is highly interactive and supplemented by site visits, group working and feedback and co-counselling sessions.

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

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

**DURATION:** 10 DAYS / **FEES:** £3,995  
**DATES:** 29 April 2019    10 May 2019    Washington D.C.  
 16 September 2019    27 September 2019    London

# CROWN AGENTS' WOMEN IN LEADERSHIP PROGRAMME /

“Women in Leadership offers a spectacular experience and platform to learn from very endowed experts. The support system is amazing, reassuring and based on actual case studies of Corporate and Industry. The course provides a perfect reflection of individual confidence level, risks appetite, professional ethics, job fulfillment and total purpose”.

Rita Afua Adzovie, Director of HR, Administration and Corporate Affairs at National Pensions Regulatory Authority, Ghana, a delegate attending Women in Leadership, April 2018, London.

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

Our Women in Leadership programme is a flagship event in our leadership portfolio. Its aim is to assist women to focus on their personal strengths, motivations and next steps as leaders, offering positive solutions and pathways to greater success in the workplace.

Delegates learn what drives and sustains successful leadership and work together in a supportive and empowering environment to grow the skills and confidence they need to reach their goals.

Held in London and Washington D.C. in Spring and Autumn, delegates enjoy a wide range of inspiring guest speakers and visits. Don't miss this opportunity to share and learn with some incredible women and unlock your potential. If you're a woman aspiring to accelerate your career and grow as a leader then this is the course for you.



Delegates from the first Women in Leadership course, held in London in September 2017

## PREMIUM PROGRAMME

# EXECUTIVE LEADERSHIP IN ACTION (ILM ENDORSED) /



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.



## Includes Coaching for Performance module

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

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

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

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

- Understand your own leadership style by examining your personal values and preferences
- Develop your emotional intelligence to grow as a leader and an individual

- Improve your influencing skills
- Use power appropriately to deal with difficult situations and individuals
- Improve your communication skills, using personal influencing techniques for resolving conflicts and getting the best out of people
- Benefit from one-to-one personal coaching during and after the course
- Learn how to coach others for performance improvement
- Return to work with a practical Personal Development Plan

**SPECIAL BENEFITS** of this course include:

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

This is an ILM endorsed programme. To gain the award, delegates will identify ways to apply what they have learned to manage a particular challenge or issue effectively. They will make a presentation based on this issue and two set questions. On completion of a successful assessment, delegates will receive the Endorsed Award ILM certificate following the course.

Combine with Corporate Governance for Boards and Senior Executives to attend the 15-day Executive Leadership and Corporate Governance course from 11 - 29 November.

**DURATION:** 10 DAYS / **FEES:** £4,650  
**DATES:** 04 February 2019    15 February 2019    Singapore  
 03 June 2019    14 June 2019    Toronto  
 11 November 2019    22 November 2019    London

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

EDWARD OTSIEKA OPIAYO, Chief Manager Finance, Insurance Regulatory Authority, Kenya, a delegate attending Executive Leadership in Action (ILM endorsed), February 2017, Dubai

# LEADERSHIP, PUBLIC MANAGEMENT AND GOVERNANCE /



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



**KEY TOPICS:**

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

Gain new intellectual, practical and transferable skills:

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

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

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

**ASSESSMENT**

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

**ACCREDITATION FROM LSBU**

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

**DURATION:** 15 DAYS / **FEES:** £6,250

**DATES:** 02 September 2019 - 20 September 2019 London

\*Subject to verification process and contract

# THE CROWN AGENTS LEADERSHIP RETREAT /



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.



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



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

**THIS ISN'T A REGULAR TRAINING COURSE**

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

**THIS RETREAT IS ABOUT HELPING YOU TO FIND THE ANSWER SO YOU CAN STEP BOLDLY INTO THE FUTURE**

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

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

Although you will hear from a range of inspiring individuals including an expert in political economy, a psychologist and a high-flying business entrepreneur, the emphasis will be on personalised coaching style sessions that explore your strengths, challenges and aspirations as an individual.

- You will be asked to complete psychometric questionnaires before commencing the retreat and an individualised learning plan will be prepared for you
- One-to-one coaching sessions are integral to the programme. You will explore your personal challenges and work through to a solution and action plan
- Outdoor training – you'll be working on teamwork and skills' development in the beautiful fields and woods surrounding Roffey Park

**"This was the best senior level programme I have attended. It was very interactive with substantial networking opportunities."**

MR. FRANCIS NGESE, Trustee, Central Bank of Kenya, a delegate attending the first Crown Agents Leadership Retreat, August 2018

- Dynamic experiential group exercises will focus on common issues facing leaders, including:
  - What authentic and resilient leadership really means
  - Using emotional intelligence for more effective leadership
  - Becoming a more astute player in the rapidly changing political economy
- You will visit an inspiring institution and enjoy relaxing downtime in London
- Following the retreat, ongoing remote coaching will be available for three months

**WHO IS THE RETREAT FOR?**

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

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

**Fee includes six nights' accommodation at Roffey Park and all meals.**

**DURATION:** 05 DAYS / **FEES:** £3,995

**DATES:** 02 September 2019 - 06 September 2019 U.K.

# STRATEGIC CHANGE MANAGEMENT /

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

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

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

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

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

- Learn from real-life scenarios to improve your effectiveness
- Identify the role you play in the organisation and practice alternative responses

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

**KEY TOPICS:**

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

**DURATION:** 10 DAYS / **FEES:** £3,995

**DATES:** 13 May 2019 24 May 2019 London  
16 September 2019 27 September 2019 Toronto

# MANAGEMENT DEVELOPMENT AND FINANCE MASTERCLASS FOR SENIOR EXECUTIVES /



This three-week programme combines:

**Management Development for Executives (ILM endorsed):** 10 days  
**Mastering Finance for Senior Executives:** 05 days

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

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

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

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

- Understand your management style and the skills needed to develop high performing teams
- Build your team, undertake appraisals, set targets and understand talent management and succession planning
- Coach your team for improved motivation and results

- Gain the essential finance skills needed for career success
- Understand the difference between revenue, profit, cash flow, overhead and margins and use this information to make better decisions

**KEY TOPICS:**

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

The Management Development for Executives element of this course is an ILM endorsed programme. To gain the award, delegates will identify ways to apply what they have learned to manage a particular challenge or issue effectively. They will make a presentation based on this issue and two set questions. On completion of a successful assessment, delegates will receive the Endorsed Award ILM certificate following the course.

**DURATION:** 15 DAYS / **FEES:** £5,850

**DATES:** 07 October 2019 25 October 2019 Dubai

# DEVELOPING HIGH PERFORMING TEAMS /



Most of us work in teams, but a high performing team is more than just a group of people who happen to work together. It's a 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 as an agile manager. Delegates will explore core areas of management, team development strategies, 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 knowledge as a people manager
- Understand the organisational culture and climate required to stimulate consistent high performance
- Develop your team members' skills through skilful 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

**DURATION:** 05 DAYS / **FEES:** £2,295

**DATES:** 18 February 2019 22 February 2019 Dubai  
21 October 2019 25 October 2019 London

# COACHING AND MENTORING FOR SUCCESS /



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 potentials 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 a number of 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 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 and listening 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

**DURATION:** 05 DAYS / **FEES:** £2,295

**DATES:** 11 March 2019 15 March 2019 Dubai  
05 August 2019 09 August 2019 London



# GOVERNANCE AND STRATEGY /

## TRAINING COURSES

## START

## END

Corporate Governance for Boards and Senior Executives	08 April 2019 25 November 2019	12 April 2019 29 November 2019
Executive Leadership and Corporate Governance Delivering Good Governance in Practice	11 November 2019 03 June 2019 09 September 2019	29 November 2019 14 June 2019 20 September 2019
Governance, Risk Management and Integrated Assurance	01 July 2019 28 October 2019	12 July 2019 08 November 2019
World-class Risk Based Internal Auditing	12 August 2019	23 August 2019
Countering, Investigating and Prosecuting Fraud and Corruption	13 May 2019 11 November 2019	24 May 2019 22 November 2019
Countering and Audit of Fraud and Corruption	13 May 2019 11 November 2019	17 May 2019 15 November 2019
Detection, Forensic Investigation and Prosecution of Fraud and Corruption	20 May 2019 18 November 2019	24 May 2019 22 November 2019
The Strategy Toolkit	17 June 2019 25 November 2019	05 July 2019 13 December 2019
Creating Innovative Practices and Strategies (ILM endorsed)	17 June 2019 25 November 2019	28 June 2019 06 December 2019
Directing and Managing Organisational Strategy	01 July 2019 09 December 2019	05 July 2019 13 December 2019
Strategic Management in the Public and Not for Profit Sectors	09 September 2019	20 September 2019
ICT Strategy, Governance and Project Management	11 March 2019 04 November 2019	22 March 2019 15 November 2019

**“THE TRAINING WAS VERY PRACTICAL AND RELEVANT TO MY JOB... THANK YOU CROWN AGENTS FOR IMPARTING LIFE-LONG SKILLS AND EXPERIENCE WHICH I WILL BE ABLE TO APPLY IN MY CURRENT JOB AND ALSO AT A PERSONAL LEVEL.”**

JACQUELINE H. MUSONDA, Director of Support Services, Rural Electrification Authority, Zambia, a delegate attending The Strategy Masterclass, July 2018, Washington D.C.

## ABOUT THE PORTFOLIO /

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

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

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

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

## FEATURED DIRECTOR OF STUDIES NIGEL FREEMAN /

Nigel Freeman is a Corporate Governance specialist with many years of experience in both the public and private sectors.

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

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



## INDICATIVE STUDY VISIT /

### ICSA – THE GOVERNANCE INSTITUTE

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

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



### PREMIUM PROGRAMME

## EXECUTIVE LEADERSHIP AND CORPORATE GOVERNANCE /



This three-week programme combines:

**Executive Leadership in Action (ILM endorsed):** 10 days  
**Corporate Governance for Boards and Senior Executives:** 05 days

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

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

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

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

- Evaluate and improve your personal leadership style
- Use your personal influencing skills to get the best out of people
- Understand the requirements of good corporate governance frameworks
- Help create a culture conducive to good governance based on accountability and values

#### KEY TOPICS:

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

#### SPECIAL BENEFITS OF THIS COURSE INCLUDE:

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

**Executive Leadership in Action is an ILM endorsed programme.**

For full information on qualification requirements, please view the course outline at [www.crownagents.com/training](http://www.crownagents.com/training)

**DURATION:** 15 DAYS / **FEES:** £6,250

**DATES:** 11 November 2019 29 November 2019 London

## PREMIUM PROGRAMME

# CORPORATE GOVERNANCE FOR BOARDS AND SENIOR EXECUTIVES /

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



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

New or updated corporate governance laws, regulations and directives are frequently released, for e.g. the new UK Corporate Governance Code 2019, on which so many other codes are based, and we will consider the strategic and practical implications of this in a global context.

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

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

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

- Define the nature, important components and requirements of corporate governance frameworks and integrate them harmoniously with other current initiatives

- Identify behavioural and procedural requirements of good governance with relevant roles, responsibilities and accountabilities within a conducive culture based on values
- Appreciate the importance of risk governance and how to achieve it
- Design the Board's informational and assurance needs to discharge its oversight effectively while ensuring appropriate stakeholder engagement

**KEY TOPICS:**

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

**SPECIAL BENEFITS OF THIS COURSE INCLUDE:**

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

For a three-week training option which includes this course, complete the premium Executive Leadership and Corporate Governance programme from 11-29 November in London.

**DURATION:** 05 DAYS / FEES: £2,950  
**DATES:** 08 April 2019 12 April 2019 London  
25 November 2019 29 November 2019 London

# DELIVERING GOOD GOVERNANCE IN PRACTICE /

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

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

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

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

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

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

**KEY TOPICS:**

- Nature and importance of a good corporate governance
- Components of a good corporate governance framework and the applicable principles and practices
- How new codes such as the UK Corporate Governance Code 2019 will impact on governance arrangements in organisations
- Roles and responsibilities and authority under a good corporate governance
- Cultural and behavioural requirements that underpin effective governance
- Risk management
- Control and managing compliance
- Performance and quality management
- Reporting and providing assured information

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

**DURATION:** 10 DAYS / FEES: £3,995  
**DATES:** 03 June 2019 14 June 2019 Toronto  
09 September 2019 20 September 2019 London

# WORLD-CLASS RISK BASED INTERNAL AUDITING /

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

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

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

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

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

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

- Implement the principles and practices of risk-based auditing
- Design and implement a quality assurance and continuous improvement framework

**KEY TOPICS:**

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

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

**DURATION:** 10 DAYS / FEES: £3,995  
**DATES:** 12 August 2019 23 August 2019 Toronto



# GOVERNANCE, RISK MANAGEMENT AND INTEGRATED ASSURANCE /

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

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

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

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

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

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

- Understand the integrated concepts of: governance; risk management information; compliance and performance
- Control and assurance; and the standards expected for each, including structural, procedural and behavioural components
- Appreciate how to establish, lead and manage the specialist functions in line with the principles and practices of current corporate governance codes and standards, and manage the required change and development effectively
- Provide the assured information required
- Undertake effective stakeholder engagement

**KEY TOPICS:**

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

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

**DURATION:** 10 DAYS / FEES: £3,995

**DATES:** 01 July 2019 12 July 2019 Toronto  
28 October 2019 08 November 2019 Dubai

# COUNTERING AND AUDIT OF FRAUD AND CORRUPTION /

Countering fraud and corruption is critical for organisational sustainability and success and to stem the erosion of stakeholder value and public confidence. The most effective counter fraud and corruption strategy encompasses deterrence, and where possible prevention. This requires good governance, risk management and robust control, all operating within a conducive culture of integrity and transparency. In turn, it needs to be rigorously audited and assured in line with international standards.

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

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

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

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

- Understand and assess the nature of fraud and corruption risks

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

**KEY TOPICS:**

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

This is week one of Countering, Investigating and Prosecuting Fraud and Corruption

**DURATION:** 05 DAYS / FEES: £2,295

**DATES:** 13 May 2019 17 May 2019 London  
11 November 2019 15 November 2019 London

# COUNTERING, INVESTIGATING AND PROSECUTING FRAUD AND CORRUPTION /

This 10-day course combines:

**Countering and Audit of Fraud and Corruption:** 05 days  
**Detection, Forensic Investigation and Prosecution of Fraud and Corruption:** 05 days

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

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

We will explore a range of topics in detail such as cybercrime, economic crime (including money laundering) and fraud and corruption in procurement and contracting. Ideal for those that have a role to play in: combating, detecting, or undertaking investigation of, fraud and corruption; developing, reviewing or auditing organisations' counter fraud and corruption arrangements.

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

- Understand and assess the nature of fraud or corruption risks and how to counter them
- Utilise key global counter fraud and corruption initiatives
- Develop and maintain an effective counter fraud and corruption culture

- Design appropriate deterrent and prevention mitigation and control
- Undertake effective detection and investigation
- Take appropriate corrective action and asset recovery
- Increase the likelihood of successful prosecution or other appropriate legal action

**KEY TOPICS:**

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

**DURATION:** 10 DAYS / FEES: £3,995

**DATES:** 13 May 2019 24 May 2019 London  
11 November 2019 22 November 2019 London

# DETECTION, FORENSIC INVESTIGATION AND PROSECUTION OF FRAUD AND CORRUPTION /

Fraud and corruption and financial and economic crime are acknowledged as a major scourge and block to progress for organisations, governments and society at large worldwide. Whether the focus is at an organisational or wider level, the ability to successfully detect potential cases and undertake evidence-based investigations that result in prosecution, or other appropriate corrective action, has never been more important.

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

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

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

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

- Recognise the key risk areas for fraud and corruption, including public office, tax, procurement and contracting
- Detect potential cases and plan and execute a thorough investigation, including interviews with suspects
- Confidently use forensic investigation tools and techniques, including data analytics
- Increase the likelihood of asset recovery and a successful prosecution or non-legal response

**KEY TOPICS:**

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

This is week two of Countering, Investigating and Prosecuting Fraud and Corruption

**DURATION:** 05 DAYS / FEES: £2,295

**DATES:** 20 May 2019 24 May 2019 London  
18 November 2019 22 November 2019 London

# THE STRATEGY TOOLKIT /



This three-week programme combines:

**Creating Innovative Practices and Strategies (ILM endorsed):** 10 days  
**Directing and Managing Organisational Strategy:** 05 days

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

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

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

- Understand your organisation's unique strategic challenges
- Enhance the competencies that facilitate innovation
- Select and plan strategies and manage risks effectively
- Establish strategic objectives using tools such as the balanced scorecard
- Develop performance management processes that ensure alignment of objectives
- Make best use of innovations in information, communications and technology
- Empower teams and effectively manage conflicts arising from change

**KEY TOPICS:**

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

**DURATION:** 15 DAYS / **FEES:** £5,950  
**DATES:** 17 June 2019 05 July 2019 Washington D.C.  
 25 November 2019 13 December 2019 London

# CREATING INNOVATIVE PRACTICES AND STRATEGIES (ILM ENDORSED) /



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

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

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

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

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

**KEY TOPICS:**

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

This is week one and two of The Strategy Toolkit

This is an ILM endorsed programme. For full details see the course outline at [www.crownagents.co.uk/training](http://www.crownagents.co.uk/training)

**DURATION:** 10 DAYS / **FEES:** £4,150  
**DATES:** 17 June 2019 28 June 2019 Washington D.C.  
 25 November 2019 06 December 2019 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 three of The Strategy Toolkit

**DURATION:** 05 DAYS / **FEES:** £2,295  
**DATES:** 01 July 2019 05 July 2019 Washington D.C.  
 09 December 2019 13 December 2019 London

# ICT STRATEGY, GOVERNANCE AND PROJECT MANAGEMENT /

15% OFF

JAN - MAR COURSES

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

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

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

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

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

**KEY TOPICS:**

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

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

**DURATION:** 10 DAYS / **FEES:** £3,995  
**DATES:** 11 March 2019 22 March 2019 London  
 04 November 2019 15 November 2019 London

# STRATEGIC MANAGEMENT IN THE PUBLIC AND NOT FOR PROFIT SECTORS /



The aim of this course is to provide delegates with a framework for understanding the concepts of strategy and to expose them to a range of strategic behaviour models. It explores which concepts derived from the private commercial sector have relevance to managers working in a not for profit or public sector context.



After the growing adoption of a more 'business-like' approach in public services and the voluntary sector, issues of ethical practice will be considered. The interface between the policy and strategic domains is also a focus area.

#### KEY TOPICS:

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

#### GAIN NEW INTELLECTUAL, PRACTICAL AND TRANSFERABLE SKILLS:

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

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

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

#### ASSESSMENT

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

#### ACCREDITATION FROM LSBU

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

**DURATION:** 10 DAYS / **FEES:** £4,650  
**DATES:** 09 September 2019 20 September 2019 London

\*Subject to verification process and contract

# ACCELERATING GROWTH IN THE RWANDAN AGRICULTURAL PRIVATE SECTOR /

## ABOUT THE PROJECT

The Government of Rwanda is developing its private sector by increasing domestic investment. There is a high priority to promote the participation of Small and Medium Enterprises (SMEs). The impact of this investment should reduce unemployment rates through the growth of SMEs and alleviate inequalities between social groups in rural areas.



The Rwanda Private Sector Driven Agricultural Growth Project (PSDAG) is a five-year project funded by the United States Agency for International Development (USAID), led by RTI International. As part of this innovative programme, Crown Agents USA, in collaboration with Crown Agents UK, has supported the capacity building elements of the project.

## PILOT TRAINING PROGRAMME, DELIVERED BY CROWN AGENTS UK

In 2018 a pilot training programme was launched and entailed the following four themes:

- **Communicating Effectively with Private Investors:** Focusing on practical communication skills within the context of the investor cycle, including meetings, presentations and negotiations, needed to win and sustain investment
- **Marketing Agriculture Investment Opportunities to Potential Investors:** A step by step course to build understanding and develop stakeholder awareness, competitive skills and marketing strategies, at points across the investor cycle
- **Contracting and Business Case Assessment and Preparation:** Developing best practice skills in business case development and appraisal, with a focus on financial appraisal. Building key knowledge of the procurement process and of SOE (State Owned Enterprise) privatisation and PPP (Public-Private Partnership) options and models
- **Public Private Dialogue/Policy Advocacy to leverage best practice and boost investment:** This course focuses on how to best promote PPD (Public-Private Dialogue) interactions and feedback at the national and local levels. It promotes the practical exploration of how to improve PPD through better data collection and legislative and company issues tracking

## OUR BLENDED LEARNING APPROACH

Responding to the capacity building needs of the key GoR stakeholder institutions, Crown Agents designed a blended learning approach to the pilot programme.

Alongside a series of classroom-based workshops, we delivered live webinars and remote mentoring. This allowed the new workshop skills to be built upon and embedded over time, with participants benefitting from learning reinforcement, guest speaker sessions and trainer follow-up on participants' assignments.

All materials were hosted on a 'Learning Support Platform', allowing for additional discussions and experience sharing through a chat-room discussion forum. This encouraged participant networking throughout the programme and built a sense of belonging to a broader Community of Practice.

## PROJECT LINKS

[www.agrilinks.org/activities/usaidrwanda-private-sector-driven-agricultural-growth-psdag-project](http://www.agrilinks.org/activities/usaidrwanda-private-sector-driven-agricultural-growth-psdag-project)

[www.rti.org](http://www.rti.org)



# HUMAN RESOURCES /

## TRAINING COURSES

## START

## END

The Complete HR Professional	22 July 2019	09 August 2019
Transforming the HR Function	18 February 2019	22 February 2019
	22 July 2019	26 July 2019
Succession Planning, Talent and Performance Management	29 July 2019	09 August 2019
	02 December 2019	13 December 2019
Strategic HR: Aligning with the Corporate Vision	11 March 2019	22 March 2019
	28 October 2019	08 November 2019
Transforming the Impact of L&D	02 September 2019	27 September 2019
Optimising the Impact of the L&D Function	02 September 2019	13 September 2019
Train the Trainer (LPI certified)	16 September 2019	27 September 2019
Organisational Design and Development	28 January 2019	08 February 2019
	11 November 2019	22 November 2019
Public Sector Entrepreneurship	02 September 2019	13 September 2019

“ THE COURSE EXCEEDED ALL OBJECTIVES... (AND) HAS GIVEN ME THE CONFIDENCE TO CONTRIBUTE TO TALENT, SUCCESSION AND PERFORMANCE MANAGEMENT IN MY ORGANISATION... EXCELLENT – VERY IMPRESSED WITH THE QUALITY OF TRAINING.”

JESSICA KITAKULE-MUKUNGU, Adviser- VP Human Resources and Corporate Services, African Development Bank, Côte D'Ivoire, a delegate attending Succession Planning, Talent and Performance Management, July 2018, London

## ABOUT THE PORTFOLIO /

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

For the HR Officer or Manager, we have three operationally-focused courses that make up [The Complete HR Professional](#).

For the Senior Manager or Head of HR, our [Strategic HR: Aligning with the Corporate Vision](#) course equips them to design and implement HR strategies that deliver on organisational goals and to become valued HR Partners. Our L&D and Train the Trainer programmes are ideal for those who undertake L&D analyses or deliver training.

### OUR COLLABORATION WITH LPI



The LPI (Learning & Performance Institute) is a leading authority on workplace learning. We're proud to be an LPI Accredited Learning Provider and Authorised Assessment Centre, reflecting the high quality of our training.

Delegates on our L&D courses receive a one-year LPI Affiliate Membership. Participants in [Optimising the Impact of the L&D Function](#) will also have the opportunity to attend LPI's [Learning Live](#) conference for decision-makers in corporate learning.

## INDICATIVE STUDY VISIT /

### THE NATIONAL HEALTH SERVICE - GUY'S AND ST. THOMAS'S FOUNDATION TRUST, LONDON

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



## FEATURED DIRECTOR OF STUDIES 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.



## THE COMPLETE HR PROFESSIONAL /

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

**Transforming the HR Function:** 05 days  
**Succession Planning, Talent and Performance Management:** 10 days

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

**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

Includes one year's LPI Affiliate Membership

**DURATION:** 15 DAYS / **FEES:** £5,850

**DATES:** 22 July 2019 09 August 2019 London

# TRANSFORMING THE HR FUNCTION /

15% OFF  
JAN - MAR COURSES

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

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

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

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

**KEY TOPICS:**

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

This course is week one of The Complete HR Professional programme from 22 July - 09 August.

**DURATION:** 05 DAYS / **FEES:** £2,295  
**DATES:** 18 February 2019 22 February 2019 Accra  
 22 July 2019 26 July 2019 London

# SUCCESSION PLANNING, TALENT AND PERFORMANCE MANAGEMENT /

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

This course will equip you with the skills to pro-actively identify and implement a talent management and succession plan to assist business performance, recruitment and retention. Delegates will also gain essential performance management skills which will improve performance in individuals and teams and nurture talent.

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

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

**KEY TOPICS:**

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

This course is week two and three of The Complete HR Professional programme from 22 July - 09 August

**DURATION:** 10 DAYS / **FEES:** £3,995  
**DATES:** 29 July 2019 09 August 2019 London  
 02 December 2019 13 December 2019 Cape Town

# STRATEGIC HR: ALIGNING WITH THE CORPORATE VISION /

15% OFF  
JAN - MAR COURSES

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:** 10 DAYS / **FEES:** £3,995  
**DATES:** 11 March 2019 22 March 2019 Dubai  
 28 October 2019 08 November 2019 Washington D.C.



# ORGANISATIONAL DESIGN AND DEVELOPMENT /

15% OFF  
JAN - MAR COURSES

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

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

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

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

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

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

**KEY TOPICS:**

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

**DURATION:** 10 DAYS / FEES: £3,995

**DATES:** 28 January 2019 08 February 2019 Cape Town  
11 November 2019 22 November 2019 Washington D.C.

# TRANSFORMING THE IMPACT OF L&D /

This 20 day course combines:

**Optimising the impact of the L&D Function:  
Train the Trainer (LPI certified):**

10 days  
10 days

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

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

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

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

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

- Evaluate the impact of training on staff performance once they return to the office
- Understand the requirements of a successful L&D function and what it can offer the organisation
- Evaluate different methods of learning and how these can be used to build a learning culture

- Put together a departmental/organisation-wide training plan from information gathered during the Learning Needs Analysis
- Create a course with consideration of the Learning Cycle, delegates' learning styles, learning barriers and the principles of adult learning
- Identify the qualities of an effective trainer
- Plan and deliver a successful training session, evaluate and give feedback

**KEY TOPICS:**

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

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

**DURATION:** 20 DAYS / FEES: £7,250

**DATES:** 02 September 2019 27 September 2019 London

# OPTIMISING THE IMPACT OF THE L&D FUNCTION /

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

**Includes one year's LPI Affiliate Membership and attendance at Learning Live, the LPI annual conference for senior L&D professionals.**

**This course is week one and two of Transforming the Impact of L&D**

**DURATION:** 10 DAYS / FEES: £3,995

**DATES:** 02 September 2019 13 September 2019 London

# TRAIN THE TRAINER (LPI CERTIFIED) /

**Learning & Performance Institute**  
Accredited Learning Provider

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

This practice-based course is aimed both at experienced trainers wishing to gain enhanced skills, and non-training professionals who wish to gain valuable training skills. Through highly interactive and practice-based learning, delegates will learn how to become an effective trainer.

**GAIN THE TPMA AWARD**

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

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

- Identify the qualities of an effective trainer
- Become a more confident and skilled trainer
- Understand the requirements of a training needs analysis
- Explain how and why we learn
- Handle challenging trainees
- Create a course with consideration of the Learning Cycle, delegates' learning styles, learning barriers and the principles of adult learning

- Design a conducive training environment
- Plan and deliver a successful training session, evaluate and give feedback

**KEY TOPICS:**

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

**Includes one year's LPI Affiliate Membership**

**This course is week three and four of Transforming the Impact of L&D**

**DURATION:** 10 DAYS / FEES: £4,350

**DATES:** 16 September 2019 27 September 2019 London

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



#### KEY TOPICS:

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

#### GAIN NEW INTELLECTUAL, PRACTICAL AND TRANSFERABLE SKILLS:

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

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

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

#### ASSESSMENT

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

#### ACCREDITATION FROM LSBU

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

**DURATION:** 10 DAYS / **FEES:** £4,650  
**DATES:** 02 September 2019 13 September 2019 London

\*Subject to verification process and contract

# SUPPORTING EFFECTIVE MANAGEMENT AND LEADERSHIP IN SIERRA LEONE /

In November 2017, we delivered a training programme to build the management and leadership capabilities of the staff of the Sierra Rutile Limited. The training was developed for 50 junior managers based in Mobimbi, a remote location in Southern Sierra Leone. The programme was designed to build greater self-reliance among a cadre of 50 junior managers. Their job roles included Safety Advisers, Chemists and Transport Managers. Employees reporting to these managers range from four to up to 100. The five-day programme was led by Ann Hall, a highly experienced management and leadership trainer, and was split over two weeks with the participants divided into two groups.



“A very good change, in terms of attitude and positive behaviour.”

George Lamin, Equipment Supervisor

## THE PROJECT

In December 2016, Sierra Rutile Limited was acquired by Iluka Resources. The goal of the training was to accelerate employees' self-sufficiency and give front-line managers the confidence to deal with their team's challenges instead of escalating everything to more senior managers or Human Resources. Iluka's COO attended the first day of training to show the company's commitment to empowering front-line managers to make decisions on people matters efficiently and effectively.

The learning objectives for the course were identified by Sierra Rutile Limited, however, participants outlined and reviewed their objectives daily through the training process. This approach allowed line managers to identify the key challenges they face at work. One of the main challenges that front-line managers wanted to overcome was the company culture of referring everything to the Human Resources Department, which was outlined as a barrier to productivity. We tailored the course content to Sierra Rutile Limited's specific policies and procedures and combined these with real-life examples, so that the classes could discuss common issues and work through them together. The training was highly practical and focused around issues that participants face daily.

The training objectives included:

- Identifying what makes an effective manager in the unique conditions of a remote mining operation
- Understanding leadership behaviours and preferred management styles

- Showing leadership when dealing with unpredictable and potentially dangerous situations
- Learning to hold difficult conversations and provide both positive and corrective feedback, especially on topics of personal safety
- Managing effectively during times of change, particularly in the transition of the acquisition by Iluka
- Managing minor issues confidently without needing to refer to HR

In the second week, the focus turned to how delegates would act differently on their return to work, based on what they had learned throughout the programme. Everyone created an action plan and individual development plan and were encouraged to think about what they had learned each day. The trainer recommended that the groups meet up at least once a month to discuss their progress after the training, to make sure that everything they learned was being implemented.

Everyone who attended the training also received our "Management Guide: Practical Toolkit & Reference for Supervisors" pocket booklet, which was designed especially for the staff at the Sierra Rutile Limited.

## IMPACT

Participants told us that the programme resulted in a clear shift in thinking about behaviour around leadership and management. Everyone who attended gave positive feedback and said that they believed the training would have a lasting impact on both their self-sufficiency and their workplace performance.





# FINANCIAL MANAGEMENT /

TRAINING COURSES	START	END
Public Financial Management: Issues and Solutions	29 April 2019 07 October 2019	10 May 2019 18 October 2019
Integrated Financial Management Systems: Strategy and Implementation	04 March 2019 12 August 2019	15 March 2019 23 August 2019
Best Practice Financial Management and Reporting on IPSAS and IFRS® Standards	01 April 2019 28 October 2019	12 April 2019 08 November 2019
Treasury Management	15 July 2019 02 December 2019	26 July 2019 13 December 2019
Strategic Financial Management and Effective Budget Execution	04 March 2019 18 November 2019	15 March 2019 29 November 2019
Forensic Audit	23 September 2019	27 September 2019
International Tax and Transfer Pricing	30 September 2019	11 October 2019
Finance Masterclass for Senior Executives	01 July 2019 21 October 2019	05 July 2019 25 October 2019
Statistical Thinking and Data Analysis for Business Improvement	08 April 2019 09 December 2019	12 April 2019 13 December 2019

“INTERESTING AND  
CAPTIVATING... THANK YOU”

YVONNE KABYANGA, Accountant, Ministry of Finance, Planning and Economic Development,  
Government of Uganda, a delegate attending Best Practice Financial Management and Reporting  
on IPSAS and IFRS® Standards, April 2018, London

## ABOUT THE PORTFOLIO /

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

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

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

## FEATURED DIRECTOR OF STUDIES RICHARD ODOOM /

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

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



## INDICATIVE STUDY VISIT /

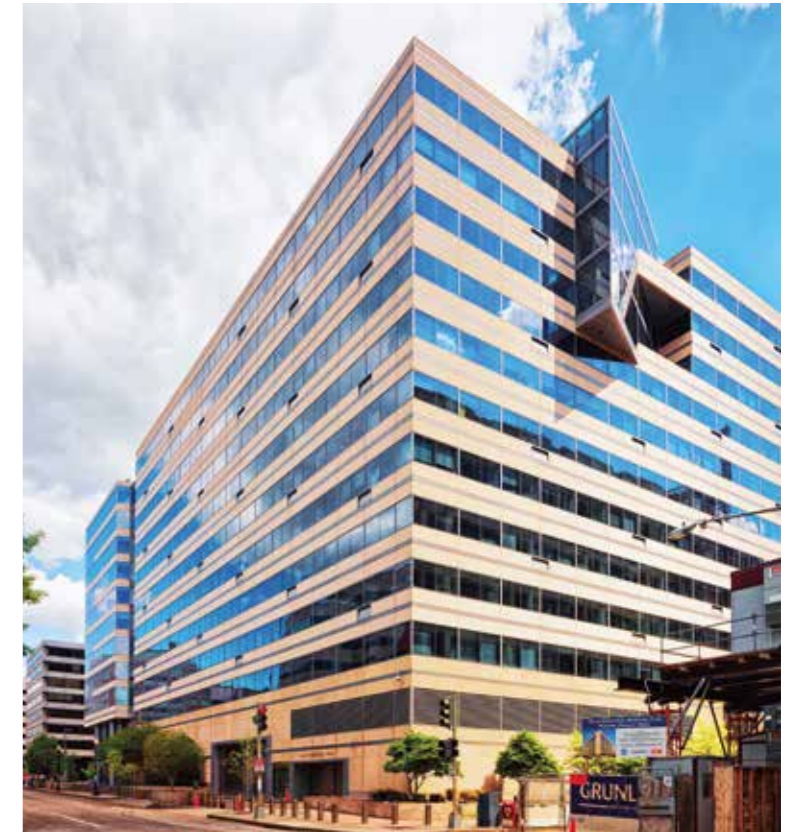
### INTERNATIONAL MONETARY FUND (IMF) AND WORLD BANK

Delegates attending finance programmes based in Washington D.C. will have the opportunity to visit the IMF and World Bank Headquarters.

The IMF's goal is to make the global economy work for all by facilitating trade and promoting sustainable economic growth. Delegates will have the chance to attend tours and briefings on a variety of topics related to the work of the fund.

The World Bank Group works in every major area of development, providing financial products and technical assistance to help countries share and apply innovative knowledge and solutions to the challenges they face.

The Visitor Center showcases the World Bank Group's efforts to end poverty and boost shared prosperity for the world's poorest people. Delegates will explore the history of the World Bank Group and learn about the work it does throughout the world.



## INTEGRATED FINANCIAL MANAGEMENT SYSTEMS: STRATEGY AND IMPLEMENTATION /

15% 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:** 10 DAYS / **FEES:** £3,995

**DATES:** 04 March 2019 15 March 2019 Toronto  
12 August 2019 23 August 2019 London

# 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:** 10 DAYS / FEES: £3,995

**DATES:** 29 April 2019 10 May 2019 Washington D.C.  
07 October 2019 18 October 2019 Dubai

## CASE STUDY REFORMING PUBLIC FINANCIAL MANAGEMENT IN NEPAL /

Crown Agents worked in partnership with donors and the Government of Nepal to support public financial management (PFM) reform at the national, sub-national and sectoral level, encouraging greater financial accountability throughout the system. Phase one of the project ran from May 2013 to March 2017. We are now implementing a second phase from October 2017 to May 2021.

### Understanding and minimising risk for the government of Nepal

The programme was designed to build on and address gaps in other PFM technical assistance programmes being provided to central government (World Bank multi-donor trust fund) and sub-national government (ADB strengthening public management programme). Through technical assistance and capacity building, we strengthened the Government of Nepal's financial management to reduce fiduciary risks for public and other donor funds.

**OUR APPROACH:**

- Over 15+ assessments around fiduciary risk across a variety of sectors and ministries including health, climate change, rural infrastructure, education and women and children
- Embedding advisory support within the Public Expenditure and Financial Accountability (PEFA) Secretariat and short-term support to finalise development of the national PFM reform
- Working within a politically tense environment, we cleared a backlog of over 7,000 audit observations, settling \$80million queried expenditure
- Giving training in financial performance and IT audit to the Auditor General to increase the quality of external budget implementation oversight and transparency

15+ \$80m

assessments around fiduciary risk

queried expenditure settled

“The strongest performing output of the programme continues to be... the component delivered by Crown Agents.”

UK Department for International Development, 29 October 2016

Crown Agents brought a strong grasp of Nepal's political economy, an adaptive programming approach and a team of experienced national and international experts to the programme. PFMA was a top performing programme, scoring A\*s in each of the last four annual donor reviews.

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

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

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

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

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

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

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

**KEY TOPICS:**

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

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

**DURATION:** 10 DAYS / FEES: £3,995

**DATES:** 01 April 2019 12 April 2019 London  
28 October 2019 08 November 2019 Washington D.C.

# TREASURY MANAGEMENT /

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

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

Effective Treasury Management is vital in ensuring that the entity has the cash resources it needs when it needs them, while managing risk, minimising the cost of debt and optimising the returns on investment. Expertise in this area is required by every public and private sector organisation. At a national level, governments usually need to borrow. However, sovereign debt can spiral out of control as it takes a higher proportion of GDP. It is vital that investments are managed within a Treasury Management strategy that is integrated with the overall national economic policy.

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

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

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

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

**KEY TOPICS:**

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

**DURATION:** 10 DAYS / FEES: £3,995

**DATES:** 15 July 2019 26 July 2019 Washington D.C.  
02 December 2019 13 December 2019 London

# STRATEGIC FINANCIAL MANAGEMENT AND EFFECTIVE BUDGET EXECUTION /

15% OFF  
JAN - MAR COURSES

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

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

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

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

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

- Understand the main processes involved in the preparation of accounts for strategic and operational use by all level of management
- Appreciate the accounting adjustments which are necessary to transform internal management accounts into statutory and regulatory financial statements

**KEY TOPICS:**

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

**DURATION:** 10 DAYS / FEES: £3,995

**DATES:** 04 March 2019 15 March 2019 Toronto  
18 November 2019 29 November 2019 Singapore

# FORENSIC AUDIT /

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

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

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

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

- Understand what forensic auditing is and its role in both internal and external audit
- Champion integrity, good governance and anti-fraud or corruption activity in your organisation
- Use counter-fraud techniques to detect, prevent and correct fraud
- Incorporate forensic auditing into audit plans

- Know what to do when fraud is discovered and how to start an investigation
- Manage investigation documents, records and confidentiality protocols
- Work effectively with the police and criminal justice system

**KEY TOPICS:**

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

**DURATION:** 05 DAYS / FEES: £2,295

**DATES:** 23 September 2017 27 September 2017 London

# INTERNATIONAL TAX AND TRANSFER PRICING /

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

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

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

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

- Identify the key direct tax principles that underpin an effective framework for cross-border taxation
- Understand the OECD and UN Model Tax Conventions and develop the knowledge to approach tax treaty issues with confidence
- Explain how transfer pricing is legislated in local tax 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:** 10 DAYS / FEES: £3,995

**DATES:** 30 September 2019 11 October 2019 London

# FINANCE MASTERCLASS FOR SENIOR EXECUTIVES /

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

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

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

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

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

- Make more informed choices about suppliers, contracts or tenders
- Effectively communicate financial performance to your management
- Present a business case for investment

**KEY TOPICS:**

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

**DURATION:** 05 DAYS / FEES: £2,295

**DATES:** 01 July 2019 05 July 2019 Toronto  
21 October 2019 25 October 2019 Dubai

# STATISTICAL THINKING AND DATA ANALYSIS FOR BUSINESS IMPROVEMENT /

NEW

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 statistical skills to intelligently gather, analyse, interpret and utilise data to drive and back up those decisions.

This brand new programme will equip delegates with the skills to effectively analyse data and approach problem-solving from a statistics perspective. You will discover how to improve business processes by drilling down into statistics to understand the intricacies of the challenges your business faces, gaining the quantitative skills needed to draw conclusions from business data sets that drive better informed decision-making within your organisation.

You don't need any prior knowledge of statistics to attend this course; this programme is ideal for any manager responsible for understanding the strengths and weaknesses impacting on the performance of their organisation and for achieving improvement.

## KEY TOPICS:

- How statistical thinking and data analysis can improve business outcomes and efficiencies
- Creating statistical models to support decision-making
- Principles of quantitative data analysis
- Formulating research questions for improved results

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

- Use Statistical Thinking as the basis of all decision-making and strategic analysis
- Understand the types of data most useful in a business context and how to use them
- Conduct structured analysis and draw informed conclusions from large data sets
- Present data-based decisions in an easily digestible way to Boards and Executives
- Use data to drive informed decisions throughout your organisation

**DURATION:** 05 DAYS / **FEES:** £2,295

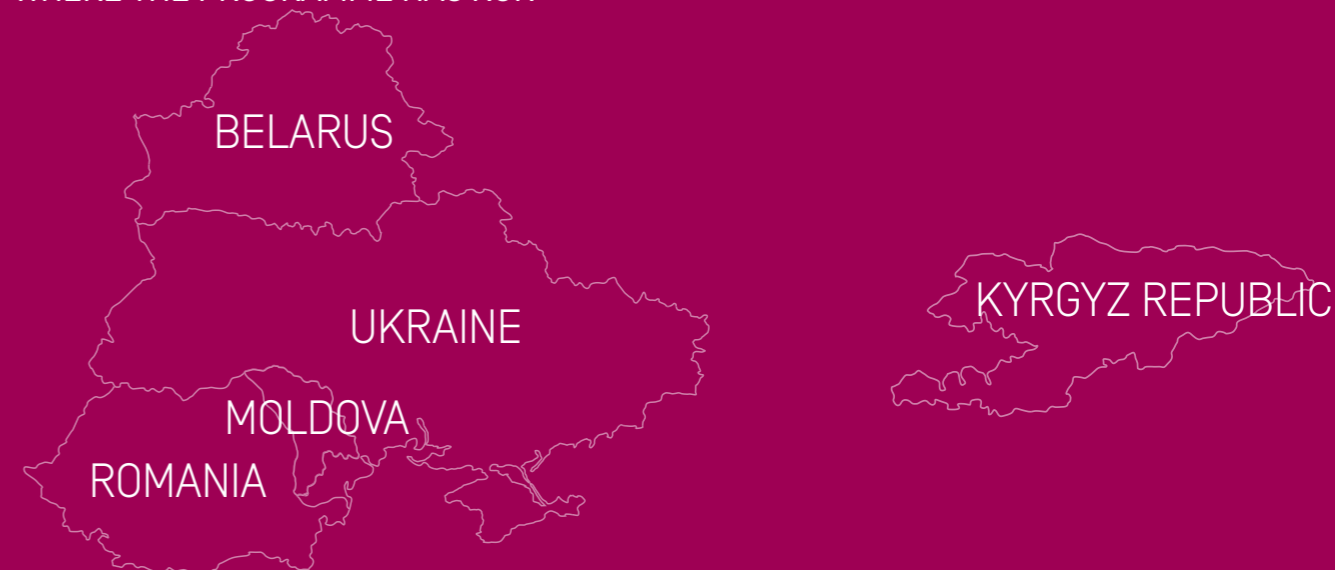
**DATES:** 08 April 2019 12 April 2019 London  
09 December 2019 13 December 2019 London



# CASE STUDY: WORKING WITH THE EUROPEAN BANK OF RECONSTRUCTION AND DEVELOPMENT BUILDING THE EXPORT CAPACITY OF SMEs IN EASTERN EUROPE AND CENTRAL ASIA /

Small and medium-sized enterprises (SMEs) are vital for a country's economic growth. They are responsible for significant contributions to export expansion, increased employment, and overall play an important role in the political economy, helping to promote and strengthen modernisation and reform. However, due to constraints in the business environment their contribution often doesn't reach its full potential.

## WHERE THE PROGRAMME HAS RUN



Responding to this, the European Bank for Reconstruction and Development (EBRD) has created the Small Business Initiative, facilitating projects in more than 30 countries that help SMEs to access a range of consultancy services. The objective is to boost local economies by helping SMEs to grow and succeed. These projects are supported by many donors, including the European Union.

Financing alone, however, cannot meet the challenges facing SMEs. They also need access to know-how to improve their performance and grow. So, in 2017, working with EBRD, Crown Agents designed and developed a "trade in goods export capacity building" programme for the Small Business Initiative.

## THE PROJECT

The cross-border environment is very different from domestic trading. New exporters need to understand the processes, protocols and procedures which will enable them to be competitive and compliant in the global market place, increasing their exports to both existing and new markets.

Crown Agents developed two specialised training courses to enable participants to learn about the fundamentals of international trading, from responding to enquiries, through the contracting process to international shipping and export credit control:

- Export practice and procedures for new exporters
- Advanced export practice and trade finance

In 2017 we delivered a number a number of these courses throughout Ukraine and adapted the programmes to further countries in the region.

In 2018, we delivered on behalf of the EBRD a number of the same programmes in Belarus, Moldova, Romania and Kyrgyz Republic, and again in Ukraine, and are in discussion with EBRD to customise the programme for other countries and their local contexts.

An important element of this capacity building for SMEs was the follow-up mentoring sessions which were delivered to help business leaders implement what they had learned and grow their businesses in the months following the course.

As part of the EBRD's Small Business Initiative, Crown Agents has so far trained more than 300 SMEs in 10 different locations in Eastern Europe and Central Asia.

## THE IMPACT

The EBRD Small Business Initiative programme has achieved outstanding results and Crown Agents is proud to be part of such a high-impact programme.

One of the delegates attending the training commented:

"The trainer successfully combines a deep understanding of the content of questions with an inspirational presentation of material that motivates the participants of the training to master new knowledge. In addition, he constantly illustrated the material with examples from his work in companies around the world."

# OUR DELEGATES ENJOYING CULTURAL VISITS DURING THEIR TRAINING /





## FINANCIAL SERVICES AND PENSIONS /

### TRAINING COURSES

	START	END
The Banking Toolkit	01 July 2019	26 July 2019
Banking Strategy: Evolution and Development in Emerging Markets	01 July 2019	12 July 2019
Mobile Money, FinTech and Agency Banking	15 July 2019	26 July 2019
	14 October 2019	25 October 2019
Pension Schemes for the Modern Era	20 May 2019	24 May 2019
Investment of Pension Fund Assets	01 April 2019	05 April 2019
	05 August 2019	09 August 2019
Pension Scheme Governance and Regulation	12 August 2019	16 August 2019
Managing Pensions in a Development Environment	09 September 2019	20 September 2019
Insurance Strategy: Evolution and Development in Emerging Markets	11 November 2019	22 November 2019

**“AS A TRUSTEE, THIS COURSE HAS BEEN AN EYE OPENER AND WILL IMPACT HUGELY ON DECISIONS I TAKE. GREAT PRESENTATIONS AND INTERESTING DISCUSSIONS.”**

ALEXANDER YALLY APIAH, Corporate Affairs Officer and Trustee, National Pensions Regulatory Authority, Ghana, a delegate attending Pension Scheme Governance and Regulation, April 2018, Dubai

## ABOUT THE PORTFOLIO /

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

For insurance companies striving to increase market coverage, our targeted programme offers guidance on building a robust and sustainable sector in an emerging market.

Our pensions courses have been designed to build delegates' knowledge step-by-step to equip them 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 DIRECTOR OF STUDIES DUNCAN HUGHES /

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

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



## INDICATIVE STUDY VISIT /

### FINTECH EXHIBITION

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



## THE BANKING TOOLKIT /

This 20 day course combines:

Banking Strategy: Evolution and Development in Emerging Markets:

10 days

Mobile Money, FinTech and Agency Banking:

10 days

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

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

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

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

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

**KEY TOPICS:**

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

**DURATION:** 20 DAYS / **FEES:** £6,950

**DATES:** 01 July 2019 26 July 2019 London

# BANKING STRATEGY: EVOLUTION AND DEVELOPMENT IN EMERGING MARKETS /

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

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

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

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

- Appreciate the principal drivers of banking strategy in the modern era
- Understand the critical difference between strategy and operational issues

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

**KEY TOPICS:**

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

This course is week one and two of The Banking Toolkit programme from 01 – 26 July

**DURATION:** 10 DAYS / FEES: £3,995

**DATES:** 01 July 2019 12 July 2019 London

# INSURANCE STRATEGY: EVOLUTION AND DEVELOPMENT IN EMERGING MARKETS /

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

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

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

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

- Understand the nature of risk and the role of insurance in managing it
- Appreciate the key elements comprising sustainable insurance systems

- Analyse existing systems, including informal mutual community insurance
- Understand the potential role of technology in facilitating higher penetration
- Contextualise issues and potential solutions in your own market
- Identify opportunities to increase insurance coverage in new areas

**KEY TOPICS:**

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

**DURATION:** 10 DAYS / FEES: £3,995

**DATES:** 11 November 2019 22 November 2019 London

# MOBILE MONEY, FINTECH AND AGENCY BANKING /

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

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

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

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

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

**KEY TOPICS:**

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

July dates includes attendance at FinTech Week exhibition.

This course is week three and four of The Banking Toolkit programme from 01-26 July

**DURATION:** 10 DAYS / FEES: £3,995

**DATES:** 15 July 2019 26 July 2019 London  
14 October 2019 25 October 2019 London

# PENSION SCHEMES FOR THE MODERN ERA /

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

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

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

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

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

- Understand the principal assumptions underlying liability estimation
- Analyse investment and compute theoretical asset values

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

**KEY TOPICS:**

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

**DURATION:** 05 DAYS / £2,295

**DATES:** 20 May 2019 24 May 2019 Mombasa



# INVESTMENT OF PENSION FUND ASSETS /

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

Asset allocation remains a critical consideration as pension schemes seek to leverage their natural liquidity in order to generate higher returns from longer term investment in new capital assets. The traditional approach of allocating to existing securities markets – which may only result in increasingly inflated prices for existing capital – is increasingly being called into question. Consequently, investors urgently need to acquire the knowledge and skills to confidently invest in asset classes such as Private Equity and Infrastructure assets.

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

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

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

- Understand the principal asset valuation techniques
- Appreciate the limitations of public security investment
- Analyse the risks and return potential of the major asset classes
- Understand the tenets of modern portfolio theory
- Appreciate the potential benefits of, and risks pertaining to private market investment
- Analyse the key risks of different asset types

**KEY TOPICS:**

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

**DURATION:** 05 DAYS / FEES: £2,295

<b>DATES:</b>	01 April 2019	05 April 2019	Cape Town
	05 August 2019	09 August 2019	London

# MANAGING PENSIONS IN A DEVELOPMENT ENVIRONMENT /

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

Schemes are becoming less generous against a backdrop of profound demographic changes, as the risks and burdens of adequate pension funding shift to the individual. This is necessitating substantial changes to the management of schemes. In addition, the broadening of pension scheme investment into private asset classes such as Private Equity and Infrastructure assets calls for a new set of analytical and management skills.

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

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

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

- Understand pension principles and engender more robust pension scheme provision
- Apply best practice governance to ensure more effective management of pension scheme risks

- Design and implement change in pension schemes to make them more sustainable and operationally efficient
- Shape objectives and informed decision-making on the proper investment of pension scheme assets
- Identify the specific opportunities and threats relating to investment of pension fund assets:
  - In domestic and overseas market
  - In mainstream securities and private assets such as Private Equity and Infrastructure

**KEY TOPICS:**

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

**DURATION:** 10 DAYS / FEES: £3,995

**DATES:** 09 September 2019 20 September 2019 Mauritius

# PENSION SCHEME GOVERNANCE AND REGULATION /

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

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

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

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

- 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:** 05 DAYS / FEES: £2,295

**DATES:** 12 August 2019 16 August 2019 London

**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

## CASE STUDY

# MANAGING PENSIONS: ESSENTIALS FOR TRUSTEES CUSTOMISED PROGRAMME FOR THE AFRICAN UNION /

The role of trustees in pension scheme management is becoming increasingly critical in the pensions landscape. With the continual extension of liabilities caused by aging populations and low or negative investment returns, trustees must govern internal controls, ensuring that proper processes are in place to assure the continuation of an organisation in the long term.

In April 2018, Crown Agent’s designed and delivered a bespoke training programme for ten members of the Board of Trustees from the African Union headquarters in Addis Ababa, Ethiopia. The supranational nature of the African Union presents its own unique challenges to pension scheme governance and regulation, alongside the typical challenges faced by emerging markets. The programme was designed to equip the participants with specific skills to enable them to play their role effectively for the African Union.

## THE PROJECT:

Delivered in Dubai by pensions expert Duncan Hughes, the programme highlighted trustees’ regulatory and fiduciary responsibilities as well as addressing associated key technical knowledge requirements.

It provided holistic coverage of the range of risks faced in pension scheme management, in some cases taking delegates back to the basics of financial management, and examining best practice case studies from the US, Netherlands and Ghana. Ranging from fraud and operational risks through to the exponentially expanding gap between assets and liabilities, Duncan offered insights into best practices in each area.

The training was found very useful by participants, with comments including:

“Very beneficial at a personal and institutional level.”

MILIMO NGULULU, Senior Treasury Finance Officer, African Union

Commenting on what the Trustees gained from the training, Dr. Frank Odoom, client liaison, said:

“The trainees understood the fiduciary responsibility placed on them as trustees, that they have to insist on the separation of the pension funds from the AU. They understood that getting the best return on the fund was paramount and thus their oversight over the investment activities of the fund was crucial... the fact that they clearly understand their roles and responsibility now is gratifying...”

# PROJECT MANAGEMENT AND EVALUATION /

## TRAINING COURSES

## START

## END

Mastering Project and Programme Management Skills	06 May 2019 02 December 2019	17 May 2019 13 December 2019
The Development Project Toolkit	23 September 2019	18 October 2019
Project Management of Development Projects (PMD Pro Level 1 Certificate)	11 March 2019 23 September 2019	22 March 2019 04 October 2019
Financial Management of Development Projects	13 May 2019 07 October 2019	24 May 2019 18 October 2019
The PMD Pro Qualifications Toolkit	23 September 2019	18 October 2019
Project Management of Development Projects (PMD Pro Level 2 Certificate)	07 October 2019	18 October 2019
Evaluation and Impact Assessment of Policies and Projects	13 May 2019 04 November 2019	17 May 2019 08 November 2019
Results-Based Monitoring and Evaluation	03 June 2019 11 November 2019	14 June 2019 22 November 2019

“MY PERFORMANCE... WILL DEFINITELY INCREASE 75% - 95%.  
CROWN AGENTS' ABILITY TO ORGANISE THESE COURSES TO HELP  
IMPROVE EMPLOYEES' PERFORMANCE... WILL GO A LONG WAY  
TO INCREASE PRODUCTIVITY IN VARIOUS ORGANISATIONS..”

CHRISTINE AFIA BINEY, Planning, Monitoring and Evaluation Officer, Ministry of Education, Ghana, a delegate attending  
Project Management of Development Projects (PMD Pro Level 1 Certificate), March 2018, London

## ABOUT THE PORTFOLIO /

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

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

### CERTIFICATION COURSES IN PROJECT MANAGEMENT



Gain an internationally recognised qualification with our PMD Pro 1 & 2 courses: PMD Pro is a certification programme tailored to the complexities, challenges and objectives that are common to development projects.

## INDICATIVE STUDY VISIT /

### OLYMPIC PARK LONDON

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



## FEATURED DIRECTOR OF STUDIES 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.



## 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:** 10 DAYS / FEES: £3,995

**DATES:** 06 May 2019 17 May 2019 Dubai  
02 December 2019 13 December 2019 London

# THE DEVELOPMENT PROJECT TOOLKIT /

This 20-day programme combines:

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

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

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

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

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

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

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

**KEY TOPICS:**

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

**DURATION:** 20 DAYS / **FEES:** £7,250  
**DATES:** 23 September 2019 18 October 2019 London

# PROJECT MANAGEMENT OF DEVELOPMENT PROJECTS (PMD PRO LEVEL 1 CERTIFICATE) /



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

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

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

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

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

- Describe typical activities in each phase of the project life cycle
- Assess the quality of a project logframe
- Map key project stakeholders and create an effective engagement plan
- Plan an appropriate approach to M&E for a given project
- Recognise and distinguish all elements in the life of a development project as described in the PMD Pro 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 PMD PRO LEVEL 1 CERTIFICATION**

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

**This course is week one and two of The Development Project Toolkit and The PMD Pro Qualifications Toolkit**

**DURATION:** 10 DAYS / **FEES:** £4,350  
**DATES:** 11 March 2019 22 March 2019 London  
 23 September 2019 04 October 2019 London

# FINANCIAL MANAGEMENT OF DEVELOPMENT PROJECTS /

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

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

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

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

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

- Formulate project plans and budgets and understand their impact on project profitability and cash-flows
- Align project procurement and contracting processes with international best practice
- Use integrated financial management information systems to enhance project efficiency and effectiveness
- Evaluate project implementation risks and minimise them by establishing appropriate internal controls

**KEY TOPICS:**

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

**This course is week three and four of The Development Project Toolkit**

**DURATION:** 10 DAYS / **FEES:** £3,995  
**DATES:** 13 May 2019 24 May 2019 London  
 07 October 2019 18 October 2019 London

# THE PMD PRO QUALIFICATIONS TOOLKIT /



This 20 day programme combines:

**Project Management of Development Projects (PMD Pro Level 1 Certificate):** 10 days  
**Project Management of Development Projects (PMD Pro Level 2 Certificate):** 10 days

Please note that only those delegates that pass Level 1 may take the Level 2 exam.

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

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

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

The course includes integrated preparation for the optional PMD Pro Level 1 certificate exam which may be taken at the end of week two, and the Level 2 exam which may be taken at the end of week four.

**KEY TOPICS:**

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

**ABOUT THE PMD PRO LEVEL 1 and 2 CERTIFICATION**

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

**DURATION:** 20 DAYS / **FEES:** £7,250  
**DATES:** 23 September 2019 18 October 2019 London

# PROJECT MANAGEMENT OF DEVELOPMENT PROJECTS (PMD PRO LEVEL 2 CERTIFICATE) /



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

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

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

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

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

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

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

**KEY TOPICS:**

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

**ABOUT THE PMD PRO LEVEL 2 CERTIFICATION**

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

**Please note that delegates taking the Level 2 exam must have already passed the Level 1 exam.**

**This course is week three and four of The PMD Pro Qualifications Toolkit**

**DURATION:** 10 DAYS / **FEES:** £4,350  
**DATES:** 07 October 2019 18 October 2019 London

# EVALUATION AND IMPACT ASSESSMENT OF POLICIES AND PROJECTS /

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

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

It will cover the core principles of impact evaluation and assessment and equip participants with the skills to make more informed decisions and evaluations. This programme will benefit participants from public and private sector organisations, NGOs, local government departments and agencies.

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

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

**KEY TOPICS:**

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

**DURATION:** 05 DAYS / **FEES:** £2,295  
**DATES:** 13 May 2019 17 May 2019 London  
04 November 2019 08 November 2019 Dubai

# 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:** 10 DAYS / **FEES:** £3,995  
**DATES:** 03 June 2019 14 June 2019 London  
11 November 2019 22 November 2019 Washington D.C.

## CASE STUDY IMPROVING THE ACCOUNTABILITY OF POLICY MAKING AND PUBLIC SERVICES FOR THE GOVERNMENT OF JAMAICA /

Understanding the key principles of good policy making is vital to achieving cost effective and high quality legislation. The most robust and effective policies are underpinned and driven by strong and demonstrable evidence.

In April 2017, Crown Agents designed and delivered a five-day training programme for the Public Investment Management Secretariat (PIMSEC), Government of Jamaica.

The aim of the training was to provide government officials in PIMSEC with the skills needed to make more informed decisions and evaluations of domestic policies. The main objective of the course was to improve the accountability of policy making and public services.

### OUR APPROACH

Delegates were trained to use methods of impact evaluation to identify the most effective and efficient policy initiatives with the best value for money. The training also taught delegates how to improve the planning, procurement and management of impact evaluations and assessments. Based on international best practice, the programme



covered the core principles of impact evaluation and assessment, with subjects covered including:

- Measuring impact and outcomes
- Applying impact assessment and evaluation in the policy process
- Using systematic reviews of evidence to assess impact
- Establishing a 'counter-factual' to understand the possible outcomes of implementing an alternative policy
- Key qualitative methodologies
- The principles of cost benefit analysis

The training was very well received by PIMSEC and participating staff:

**"I believe that significant capacity was built last week, and we look forward to its implementation in the weeks and months to come."**

Douglas M. Levermore Executive Director, PIMSEC



“EXCELLENT, WELL ORGANISED PROGRAMME, FACULTY AND FACILITATORS CAREFULLY CHOSEN, BEST IN THE FIELD. VISITS TO SITES ALSO A GREAT LEARNING EXPERIENCE.”

CYRIL KWABENA OTENE NSIAH, Deputy Clerk, Parliamentary Service of Ghana, a delegate attending Public Sector Procurement for Works and Consultancy Services, July 2018, London

IMAGES ARE FROM OUR LIBRARY AND NOT DIRECTLY ASSOCIATED WITH THE QUOTE

# PROCUREMENT AND SUPPLY CHAIN /

## TRAINING COURSES

## START

## END

Ethics and Integrity in Procurement [Crown Agents Certificate]	01 April 2019 12 August 2019	12 April 2019 23 August 2019
Effective Procurement Strategies for Senior Executives [Crown Agents Certificate]	01 April 2019 18 November 2019	12 April 2019 29 November 2019
3Ps of Public Sector Procurement: Principles, Practices and Performance	28 January 2019 14 October 2019	08 February 2019 25 October 2019
Electronic Government Procurement: Making it Work	18 February 2019 14 October 2019	01 March 2019 25 October 2019
The Supply Chain Management Professional	11 March 2019 16 September 2019	22 March 2019 27 September 2019
The CIPS Corporate Award	30 September 2019	18 October 2019
PPP Procurement and Contract Management	28 January 2019 24 June 2019	08 February 2019 05 July 2019
Contract Strategies and Category Management	09 December 2019	20 December 2019
Public Sector Procurement for Works and Consultancy Services	29 July 2019 09 December 2019	09 August 2019 20 December 2019
Strategic Leadership in Supply Chain Management	08 April 2019 18 November 2019	12 April 2019 22 November 2019

## ABOUT THE PORTFOLIO /

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

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

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

### OUR COLLABORATION WITH CIPS



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

We have partnered with CIPS, to offer The CIPS Corporate Award course, equivalent to a CIPS Level 4 qualification. Ideal for both entire procurement teams and individual learners, this highly practical programme will drive direct business improvement and cost savings. See page 82 for details.

## FEATURED DIRECTOR OF STUDIES ANGELO BIANCHI /

Chartered Civil Engineer, MBA, Certified Project Management Professional

Angelo Bianchi is a public procurement specialist with over 25 years of experience in the sector. He is also on the teaching staff of the University of Rome's Public Procurement Management International Master.

Angelo has a wealth of experience in consultancy services and projects financed by international funding institutions such as the World Bank, the EU, and the European Bank of Reconstruction and Development and is well versed in carrying out projects under FIDIC® (International Federation of Consulting Engineers) Conditions of Contract. His expertise covers project identification/preparation, preparation of bidding documents (including Terms of References and Technical Specifications), bid evaluations, contract management, final evaluation and audits.

Angelo has extensive international experience as a training specialist in Public Procurement and Project Management and his professional work has been carried out in some 25 countries.



## INDICATIVE STUDY VISIT /

### TRANSPORT FOR LONDON (TfL)

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



## 3Ps OF PUBLIC SECTOR PROCUREMENT: PRINCIPLES, PRACTICES AND PERFORMANCE /

15%  
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, proactive and meticulously planned and managed.

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

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

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

Delegates receive one year's affiliate membership of CIPS.

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

- Understand the procurement cycle and its key risks, challenges and opportunities
- Develop contract strategies that deliver
- Plan and implement a transparent tendering process including bidding and evaluation
- Improve your contract and supplier management to get the best from your supply base
- Successfully implement category management
- Develop a process for receiving and resolving complaints

**KEY TOPICS:**

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

**DURATION:** 10 DAYS / **FEES:** £3,995

**DATES:** 28 January 2019 08 February 2019 London  
14 October 2019 25 October 2019 Cape Town

## CASE STUDY

# REDUCING COSTS AND INCREASING EFFICIENCY FOR THE MINISTRY OF HEALTH, UKRAINE /

# 40%

reduction in net price of oncological medicines

# 84%

of 168 line items procured at a lower net price

# \$17m

total government savings



Crown Agents' CEO, Fergus Drake and Director, Bryan Richmond with Ukraine's Acting Minister of Health, Ulana Suprun

## REFORMING PUBLIC PROCUREMENT IN UKRAINE

In 2016, the Ministry of Health in Ukraine launched a bold four-year programme to reform the health sector.

By outsourcing procurement of medicines to international agencies including Crown Agents, the domination of supply by a handful of organisations has been replaced with a competitive and transparent bidding system.

This has driven exceptional price performance to deliver millions of vital drugs to patients in need of access to quality medicines. Thanks to these effective procedures and the transparent tender process, the ongoing procurement programme has led to significant total savings by the state, without compromise on the quality of the drugs.

### OUR APPROACH

- All financial documentation and reporting of suppliers must now be in line with Ukrainian legislation and international best practices
- Driving down costs of vital oncological medicines by building a wider network of trusted suppliers and creating a more competitive market for government contracts
- Pursuing a PR programme to raise public confidence and trust in the programme of reform
- Improving manufacturing quality and delivery times of oncological medicines by employing trusted manufacturers
- Working within the existing procurement framework to ensure that the impact the programme delivers is replicable by the Ministry once our contract ends, ensuring a positive social legacy

Crown Agents' reputation for transparency was instrumental in bringing new international suppliers and manufacturers on board to support the programme.

“The health ministry contracted Crown Agents... and two United Nations bodies to buy medicines on its behalf... When the results came back... they showed a 38% saving compared with 2015, without compromising on the quality of the drugs. Whereas before, two or three suppliers dominated supply, Crown Agents have brought in almost 30, thus defeating the tricks previously used to corner the market.”

The Economist, June 2017

# ETHICS AND INTEGRITY IN PROCUREMENT (CROWN AGENTS CERTIFICATE) /

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

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

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

It focuses on the causes of malpractice and the areas where procurement is at its most vulnerable. It also covers a range of management controls and best-practice techniques and takes a challenging look at issues of ethics and integrity among procurement practitioners. Includes case studies of real anti-corruption procurement initiatives delivered by Crown Agents and other organisations.

Delegates receive one year's affiliate membership of CIPS.

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

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

### KEY TOPICS:

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

### ASSESSMENT:

Assessment will be through a series of exercises completed during this course. These will focus on the practical application of skills and the development of an action plan, relevant to your own context. These will be completed during the course and may include some evening preparation.

### QUALIFICATION:

Participants who successfully complete the course assessments will receive a qualification that is validated and awarded by the Scottish Qualifications Authority (SQA). The qualification is comparable to the level of a UK Higher National Diploma.

DURATION: 10 DAYS / FEES: £4,350

DATES:	01 April 2019	12 April 2019	London
	12 August 2019	23 August 2019	London

# EFFECTIVE PROCUREMENT STRATEGIES FOR SENIOR EXECUTIVES (CROWN AGENTS CERTIFICATE) /

The strategic importance of transparent and accountable procurement in the cost-efficient delivery of quality goods, works and services, and as a vital weapon in the battle against corruption, is now recognised by governments worldwide.

It has never been more important for senior procurement specialists to ensure their skills are in line with international best-practice principles and thinking.

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

Provisions in the World Bank New Procurement Framework, with its greater focus on value for money, are also comprehensively covered.

Delegates receive one year's affiliate membership of CIPS.

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

- Promote the vital strategic importance of the procurement function
- Develop detailed and realistic procurement strategies
- Implement risk management processes, considering risks including cyber attacks, modern day slavery and geopolitical threats
- Create strategies that minimise corruption and encourage greater integrity

- Design and confidently use tools for monitoring procurement performance
- Apply the latest team development techniques to improve performance

### KEY TOPICS:

- Implementing successful and results-driven strategies and policies throughout the procurement cycle
- Fighting corruption and embedding ethical procurement
- Assessing procurement systems and the benefits/challenges of eProcurement
- Assessing impact, measuring risk, KPIs and benchmarking
- M&E of procurement performance
- Review and approval of procurement reports
- Building team capacity and professionalism

### ASSESSMENT:

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

### QUALIFICATION:

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

DURATION: 10 DAYS / FEES: £4,350

DATES:	01 April 2019	12 April 2019	London
	18 November 2019	29 November 2019	London



# ELECTRONIC GOVERNMENT PROCUREMENT: MAKING IT WORK /

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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:

- Undertake an 'As is' analysis to assess your readiness for implementing e-GP
- Evaluate the benefits, including lower prices/transaction costs; improved access by SMEs; spend visibility and accelerated timescales
- Understand the end-to-end e-GP system model: procurement planning; e-notification; e-tendering; e-evaluation;
- e-catalogues and e-auctions

- Compare the benefits of standard vs. tailor-made systems
- Tackle mistakes, irregularities and fraud in your e-GP system
- Benefit from Open Contracting and Big Data
- Measure success using the World Bank's KPIs

**KEY TOPICS:**

- Understanding the key concepts of e-GP
- Assessing your readiness to adopt e-GP and creating a strategy
- Aligning business, e-GP and e-Government strategy
- Planning the procurement of an e-GP system and ensuring sustainability
- ICT and e-GP foundations
- Risks, governance and legal frameworks
- System integration and modification
- e-GP system procurement
- Open Contracting and the Open Contracting Data Standard
- Compliance and complaints management

Delegates receive one year's affiliate membership of CIPS

**DURATION:** 10 DAYS / **FEES:** £3,995  
**DATES:** 18 February 2019 01 March 2019 Mombasa  
14 October 2019 25 October 2019 London

# PPP PROCUREMENT AND CONTRACT MANAGEMENT /

15% 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 – tenderers and financiers – in achieving a successful outcome to the procurement process
- Explain the importance of value for money and affordability in the evaluation of bids and the award of a PPP contract
- Appreciate the benefits of competitive negotiation and the skills required to effectively negotiate a PPP contract
- Describe the key differences between a PPP procurement and conventional procurement

- Understand the main components of a sound PPP contract management framework
- Monitor PPP partner technical and financial performance and manage issues and disputes which arise during the life of the contract
- Appreciate the importance of monitoring and managing public sector risk over the operational life of a PPP project

**KEY TOPICS:**

- Procurement strategies and process
- Investor interests
- Dialogue with potential partners
- Tendering for a PPP
- Contracting issues and management framework
- Bid criteria, evaluation and award
- Payment and performance mechanisms
- Negotiation skills and partner relationship management
- Monitoring performance
- Dispute resolution

**DURATION:** 10 DAYS / **FEES:** £3,995  
**DATES:** 28 January 2019 08 February 2019 Accra  
24 June 2019 05 July 2019 London

# PUBLIC SECTOR PROCUREMENT FOR WORKS AND CONSULTANCY SERVICES /

This specialised 10-day programme focuses on two areas of procurement that, while closely connected, can require specific skillsets and present challenges for procurement professionals.

In week one, delegates will explore Procurement for Works. Establishing and following sound processes are key to success in works' procurement. Topics covered include: Global Standards for Works Procurement; Identifying the correct procurement procedure; selection of contract providers; pre and postqualification; development of design criteria; evaluation of competitive bids; assignment framework and organisation; supervision of works; and payment processes. Delegates will also receive training in project management skills. The experienced trainers will include an engineer who will share practical experiences of civil works projects.

There is often the need to build technical consultancy capacity in procurement and in week two, delegates will turn their attention to procurement for Consultancy Services. The particular focus will be on the types of consultancy services needed for large infrastructure projects such as Supervision and Project Management. Topics explored include: Identifying your technical capacity requirements; consultancy procurement process; shortlisting candidates; request for proposal and quality/cost evaluation.

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

- Undertake procurement for Works or Consultancy Services with greater confidence

- Adhere to international standards in procurement and contract documentation
- Set up and implement the required processes and procedures for successful procurement
- Select the best contractors and service providers
- Create sound design criteria for Works projects
- Evaluate competitive bids
- Put improved project-management skills to work
- Evaluate your technical requirements on a project and procure the right personnel
- Negotiate and award contracts that align with your budget and project goals

**KEY TOPICS:**

- International procurement standards for Works and Services
- Key processes for Works procurement
- Improving project management skills
- Selection of providers
- Evaluating bids
- Supervision of works
- Contract negotiation and award

Delegates receive one year's affiliate membership of CIPS

**DURATION:** 10 DAYS / **FEES:** £3,995  
**DATES:** 29 July 2019 09 August 2019 London  
09 December 2019 20 December 2019 London

# CONTRACT STRATEGIES AND CATEGORY MANAGEMENT /

**WEEK 1:** Contract Strategies (Pre and post-award)  
**WEEK 2:** Category Management

This highly practical 10-day course focuses on two areas critical to the success of the procurement function in all sectors.

In week one, the programme addresses the strategic and practical essentials of contract management and how to avoid the many pitfalls through effective pre-contract management. Delegates will cover topics including understanding contract types, legalities and risk factors; contract set-up; negotiation techniques; evaluating Total Cost of Ownership and team resourcing issues.

Post-award contract management is equally important and topics explored include best practice contract, project and performance management; supplier relationships; what to do if a contract goes wrong; management of disputes and claims; and taking proactive control of close-out and knowledge capturing.

Week two is ideal for those either rolling-out a category management framework from scratch, or looking to review and improve existing sourcing tools and techniques. It will explore category management methodologies and strategy options in detail, covering areas including category segmentation; strategic sourcing; e-SRM; spend research and analysis; baselining and measurement and minimising supply chain risk.

Delegates receive one year's affiliate membership of CIPS.

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

- Evaluate or create contracts with greater confidence, understanding key legal concepts, common pitfalls and pinch points
- Use improved negotiation skills to secure a contract that meets strategic and financial objectives and can be successfully delivered
- Project-manage the contract from end-to-end, including dispute resolution
- Understand the nuances of category management and how to create or improve a category management strategy and framework that works

**KEY TOPICS:**

- Contract evaluation and negotiation skills
- Contract management from outset to close-out
- Improving Supplier Relationship Management, including e-SRM
- Category Management strategies and frameworks
- Segmentation and strategic sourcing

**DURATION:** 10 DAYS / **FEES:** £3,995  
**DATES:** 09 December 2019 20 December 2019 London

PREMIUM PROGRAMME  
THE CIPS CORPORATE  
AWARD /



“It is a fantastic way of developing individuals while offering an opportunity for genuine business improvements.”

Network Rail, UK



We are delighted to offer The CIPS Corporate Award. This course delivers practical learning, resulting in an internationally recognised award and measurable workplace results. It's an ideal route on the journey to MCIPS.

Develop your teams' skills with a programme that drives learning directly back into your workplace. The CIPS Applied Learning Corporate Award is highly practical, coursework-based training in procurement and supply that can be contextualised to your business area.

Ideal for teams and individuals alike, CIPS Applied Learning transforms individuals into internal 'consultants', using what they learn to drive business improvements, competitive advantage and raise the profile of your in-house expertise.

There are three levels of the award and this is the practitioner level which is equivalent to a diploma level qualification. It develops a robust understanding of, and capabilities in, the procurement essentials.

SOME OF THE TOPICS COVERED:

- Driving value
- Managing expenditure
- Developing contracts
- Sourcing essentials
- Effective negotiation

BENEFITS OF THE CORPORATE AWARD INCLUDE:

- Accreditation: Results in a globally recognised award for you and your team
- Maximum relevance: Training is contextualised to your organisation
- Business improvement: Work-based assignments and projects completed during the award mean improvements are driven directly back into the organisation

- Value: ROI and other measurable cost benefits have been proven outcomes of this training for many global organisations
- Professionalisation: helps to promote positive changes in performance and behaviour that benefit organisational reputation and effectiveness

AWARD

On successfully completing all requirements, delegates will gain an award that is equivalent to the CIPS Level 4 qualification and confers CIPS Diploma Membership.

COURSE REQUIREMENTS:

- Four assignments (of 3000 words each) to be successfully completed within nine months of completing the training course. All teaching required for completion of these assignments will be delivered during the three-week training course
- Delegates will start to work on the first assignment during the training and will submit this within two weeks of the course's conclusion
- A timetable will be provided for submission of the further three assignments over the following nine months. Please note all deadlines are strictly adhered to and late submissions will not be accepted. This course is only suitable for delegates who can commit to completing all assignments within the designated timeframe.

DURATION: 15 DAYS / FEES: £6,650

DATES: 30 September 2019 18 October 2019 London

THE SUPPLY CHAIN MANAGEMENT  
PROFESSIONAL /

15%  
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, wasting both time and money. This comprehensive and step-by-step programme provides practitioners with the tools and techniques to develop effective supply chains.

It first defines the supply chain, demonstrating its importance, illustrating different structural options in the marketplace and identifying the core competencies needed by staff. It explores the strategic role of SCM, with delegates covering the key techniques involved in developing a successful SCM strategy.

Delegates define the enablers for successful SCM, including organisational infrastructure; strategic alliances; human resource management; data and technology; compliance and M&E. The issue of risk within the Supply Chain, including corruption, is tackled head-on.

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

- Define the supply chain, its component parts and stakeholder relationships

- Create a successful supply chain strategy
- Apply current SCM best practices in your organisation
- Analyse and manage risks within the supply chain
- Motivate and build capacity of supply chain staff
- Implement monitoring systems to ensure goals are achieved
- Improve your data management and optimisation

KEY TOPICS:

- Fundamentals of SCM and understanding supply chain flows
- Key enablers for successful SCM including relationship management and technology integration
- Supply chain management in international development
- Contract Management
- Managing risk and tackling corruption
- Total Quality Management and ensuring sustainable SCM
- Improving the performance of a supply chain team

Delegates receive one year's affiliate membership of CIPS

DURATION: 10 DAYS / FEES: £3,995

DATES: 11 March 2019 22 March 2019 Mombasa  
16 September 2019 27 September 2019 London

STRATEGIC LEADERSHIP IN SUPPLY  
CHAIN MANAGEMENT /

This one-week programme is the ideal progression course for senior supply chain professionals who have completed The Supply Chain Management Toolkit or who wish to take their knowledge and skills to the next level.

Covering the key challenges impacting on today's supply chain team leader, it will drill down into areas including: Strategic alignment of the supply chain strategy with organisational objectives; horizon scanning for new developments/challenges in SCM; leading internal and external risks; budget and cost management; relationship management and negotiation skills; key demand and supply challenges; creating an ethical and compliant supply chain and developing your leadership skills.

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

- Review and improve your existing supply chain strategy
- Evaluate ethical and CSR standards in your supply chain and risks including modern day slavery
- Streamline the supply chain process, improving cost and budget control
- Improve your supplier relationship and negotiation skills
- Recognise and mitigate against risks found in demand and supply, common internal planning and control errors, and broader environmental and geopolitical threats
- Evaluate potential compliance and corruption weak spots and take action
- Use improved leadership and management skills to assess current strengths and skill gaps in your team and devise a strategy to build capacity and improve efficiencies and motivation

KEY TOPICS:

- Improving the structure and delivery of your supply chain management strategy
- Streamlining processes to improve budget and cost management
- Improved supplier relationship management
- Rooting out non-compliance, corruption and unethical practices
- Strategic sourcing and buying decisions and honing your negotiation skills
- Internal and external risk management
- Developing as a leader and people manager

Delegates receive one year's affiliate membership of CIPS

DURATION: 05 DAYS / FEES: £2,295

DATES: 08 April 2019 12 April 2019 Cape Town  
18 November 2019 22 November 2019 London



**"I AM GRATEFUL TO BE PART OF THIS TRAINING. CROWN AGENTS PROVIDED EXPERTS FOR THE TRAINING AND HOSPITALITY WAS GOOD."**

IRENE MUATHA, Economist, National Treasury, Kenya, a delegate attending Translating Policy into Legislation, June 2017, London

## GOVERNMENT, POLICY AND JUSTICE /

### TRAINING COURSES

### START

### END

Leaders in Transforming Public Service Delivery	13 May 2019	17 May 2019
The Policy Toolkit	03 June 2019	14 June 2019
Developing Effective Policies: Analysis, Evidence and Impact	03 June 2019	07 June 2019
Translating Policy into Legislation	02 December 2019	06 December 2019
	10 June 2019	14 June 2019
	14 October 2019	18 October 2019
Legislative Drafting: Essential Skills	17 June 2019	28 June 2019
Judicial Case Management and Legal Ethics	25 March 2019	05 April 2019
	28 October 2019	08 November 2019
Judicial Case Management	25 March 2019	29 March 2019
	28 October 2019	01 November 2019
Judicial and Legal Ethics	01 April 2019	05 April 2019
	04 November 2019	08 November 2019
Parliamentary Administration	02 September 2019	13 September 2019

## ABOUT THE PORTFOLIO /

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

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

## FEATURED DIRECTOR OF STUDIES ROGER ROSE /

Roger has a wealth of international experience in policy and legislative drafting.

After practising for some years at the English Bar as a barrister, Roger worked with the governments of Malawi and Kenya, where he specialised in legislative drafting.

Roger was First Parliamentary Counsel of Kenya for six years. He has delivered customised drafting courses in countries including Nigeria, Liberia and the Maldives.



## INDICATIVE STUDY VISIT /

### HOUSES OF PARLIAMENT, UK

The Palace of Westminster is the meeting place of the two UK houses of Parliament, the House of Commons and the House of Lords. As part of a tour led by expert staff, delegates enjoy enviable access to parliamentary debates and Select Committee hearings during their visit, experiencing politics in action in the beating heart of the UK government.



## OUR FIVE-DAY COURSES /

We know that many of our clients are extremely busy and find it difficult to leave the office for long.

To meet this requirement for shorter programmes, we have a fantastic portfolio of five-day courses that cover key topics across all of our nine portfolios.

Remember, any of our scheduled courses can also be delivered for clients as a customised option at a time, location – and duration – that suits them.

Just a few of our five-day courses include:

- **The Agile Manager NEW!**  
25 Feb – 1 Mar, Dubai / 19 – 23 Aug, London p. 18
- **Emotional Intelligence (ILM endorsed)**  
25 Feb – 1 Mar, Dubai / 28 Oct – 01 Nov, London p. 19
- **The Crown Agents Leadership Retreat**  
02 – 06 Sep, Sussex, U.K. p. 23
- **Developing High Performing Teams**  
18 – 22 Feb, Dubai / 21 – 25 Oct, London p. 25
- **Corporate Governance for Boards and Senior Executives**  
08 – 12 Apr, London / 25 – 29 Nov, London p. 30
- **Detection, Forensic Investigation and Prosecution of Fraud and Corruption**  
20 – 24 May, London / 18 – 22 Nov, London p. 33
- **Directing and Managing Organisational Strategy**  
15 – 19 Jul, Washington D.C. / 09 – 13 Dec, London p. 35
- **Transforming the HR Function**  
18 – 22 Feb, Accra / 22 – 26 Jul, London p. 42
- **Finance Masterclass for Senior Executives**  
01 – 05 Jul, Toronto / 21 – 25 Oct, Dubai p. 55
- **Statistical Thinking and Data Analysis for Business Improvement NEW!**  
08 – 12 Apr, London / 09 – 13 Dec, London p. 56
- **Pension Schemes for the Modern Era**  
20 – 24 May, Mombasa p. 63
- **Evaluation and Impact Assessment of Policies and Projects**  
13 – 17 May, London / 04 – 08 Nov, Dubai p. 72
- **Leaders in Transforming Public Service Delivery**  
13 – 17 May, London p. 88
- **Judicial Case Management**  
25 – 29 Mar, London / 28 Oct – 01 Nov, London p. 92
- **Business Writing with Impact**  
22 – 26 Jul, London / 18 – 22 Nov, London p. 99

## PREMIUM PROGRAMME

# LEADERS IN TRANSFORMING PUBLIC SERVICE DELIVERY /

This programme is for senior leaders who have a role in strategically shaping the future role of Government and improving the lives of citizens, through personalised, effective and modern public service delivery.

It equips participants with the skills to move from transactional management to leading transformation in public services, introducing a way of working that is truly transformational and that puts outcomes and customers at the heart of all you do.

The course drills down into outcome-based thinking, delivering smart customer segmentation, how to use nudge theory and the importance of partnership building for true transformation. You will explore behaviour management theory and how to use this in everyday working.

It will empower senior leaders from all parts of government with the ability to plan, introduce and evaluate the most up to date modernisation thinking in public service delivery. Highly interactive, it demonstrates how citizens need to be part of the solution for transformation, not just passive receivers of service.

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

- Be a leader in delivering total systems change in public service improvement
- Exercise transformational leadership to maximise outcomes
- Build partnerships and collaborate for change
- Plan how different departments and government structures and systems need to be put in place to deliver "outcome centred" services

### KEY TOPICS

- Developing plans that include customer insight and differentiation that drive improvement
- Using key leadership behaviour techniques needed to deliver improved services
- Looking at improvements from different stakeholders' perspectives to evaluate the impact of the changes you make
- Driving a customer-centred approach to services

### Special benefits of the course:

- Senior-level cadre of speakers and visits
- One-to-one coaching session
- Networking dinner with guest speaker

**DURATION:** 05 DAYS / FEES: £2,950

**DATES:** 13 May 2019 17 May 2019 London



This programme is led by Lord Scriven, an internationally recognised leader in the field of public service reform.

# THE POLICY TOOLKIT /

This ten-day programme combines:

**Developing Effective Policies: Analysis, Evidence and Impact:** 5 days  
**Translating Policy into Legislation:** 5 days

The successful policy maker is able to make the right decisions throughout the policy making process, confident that their policies are based on sound evidence. In week one delegates will look at how robust analysis and use of evidence can be used to improve policy making. Focused on delegates' real-life policy or programme challenges, this workshop will develop the ability to appraise different sources of evidence and determine what value they will bring to policy-making, or any project or programme.

Policy-makers are also responsible for translating policy into legislation. Good quality legislation is understandable and accessible, whereas poor quality legislation can incur heavy political and social costs.

In week two, delegates will develop an understanding of the analytical skills required to convert policy into legislation and learn practical skills around how it should be structured and drafted.

Communicating policy is also vital, and this week includes a module on how to obtain a receptive audience for your ideas.

On completing this combined programme, you will be better equipped to oversee the policy-making process from the development stage through to legislation.

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

- Understand the principles behind good policy making
- Make use of different types of evidence and evaluation to create successful policies, projects or programmes
- Analyse policy for the purposes of drafting legislation
- Work more effectively with policy-making or drafting colleagues
- Improve your skills in the use of appropriate legislative expression
- More effectively communicate policy ideas

### KEY TOPICS:

- Applying critical appraisal of research evidence to formulate sound policy
- Understanding the processes involved in analysing policy from a drafter's perspective
- Drafting skills – improve through practical exercises
- Communicating and 'selling' policy ideas to key decision makers

**DURATION:** 10 DAYS / FEES: £3,995

**DATES:** 03 June 2019 14 June 2019 London

# DEVELOPING EFFECTIVE POLICIES: ANALYSIS, EVIDENCE AND IMPACT /

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

Focused on problem-solving delegates' own real-life policy, programme or project challenges, each delegate will choose a real-life issue to work through over the week. They will journey from initial planning through to post implementation monitoring and evaluation. The different types and resources of evidence will be examined to assess their value and contribution and how they can best be combined with other factors that affect the policy making process.

Areas covered include: systematic reviews; data from censuses and surveys; experimental evidence; economic appraisal methods; implementation evidence; qualitative methods and public consultations. This highly practical workshop also includes guidance on how to improve your communication of policy ideas to decision makers, including Ministers.

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

- Understand and implement the benefits of evidence-based policy-making
- Use the best available evidence to improve your decision making about policies and their substance
- Appraise the worth and quality of available evidence
- Understand the various factors that can influence policy making
- Commission and manage research, evaluation and analytical services

### KEY TOPICS:

- Using research evidence to develop, implement and monitor robust and strategic policy
- The different types of research and evaluation
- Compiling high-quality evidence in performance-managed government and resource allocation
- Looking at examples of evidence-based policy-making from different countries

Follow this course with **Translating Policy into Legislation** to attend **The Policy Toolkit** course in June

**DURATION:** 05 DAYS / FEES: £2,295

**DATES:** 03 June 2019 07 June 2019 London  
02 December 2019 06 December 2019 Dubai

# TRANSLATING POLICY INTO LEGISLATION /

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

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

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

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

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

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

- Understand the stages of the legislative process
- For the policy-makers: be aware of policy from a legislative drafter's viewpoint
- For the drafters: analyse policy for the purposes of drafting legislation
- Apply the skills learned in practical writing class and written exercises

**KEY TOPICS:**

- How to follow the stages of the legislative process
- Analysis of policy for the purposes of drafting legislation
- Effective legislative language: Using plain English and avoiding jargon

Attend after Developing Effective Policies: Analysis, Evidence and Impact to complete The Policy Toolkit in June

**DURATION:** 05 DAYS / **FEES:** £2,295  
**DATES:** 10 June 2019 14 June 2019 London  
 14 October 2019 18 October 2019 Dubai

# PARLIAMENTARY ADMINISTRATION /

Wherever their legislature is located, parliamentary administrators face the constant challenge of change.

This programme is designed for parliamentary administrators interested in benchmarking against parliamentary procedure in the UK Parliament. It will deliver a valuable insight into the latest thinking at Westminster on how to meet and manage the many demands from the users who depend on the facilities they provide.

While maintaining the highest standards in delivering the everyday services Members demand, administrators must also respond to pressures including technological change, an increasingly vocal electorate and media, and the constant requirement to be more cost efficient.

Attending this ten day course offers participants the opportunity to meet face to face with people who have dealt with these challenges head on. They will visit the two Houses of the Westminster Parliament and see them in session (including Committees at work where the schedule allows). There will also be a visit to the Supreme Court, the highest court in the British judicial system.

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

- Gain insights into the administrative and financial structure behind the operation of one of the world's busiest parliaments
- Examine Westminster's adoption of digital technology
- Learn from the procedures governing the management of a major change programme
- Understand how staff structures, recruitment and career development is approached

**KEY TOPICS:**

- The administrative structures of the two Houses of Parliament and their interface with Government
- Recruitment and the training system for reporting the proceedings
- The work of the Table Office and of Select Committees
- The televising of the proceedings and media relations
- The future of printing and document distribution
- Change management, staffing, and the organisation of work
- Outreach programmes for an increasingly sceptical electorate
- An expert tour of the Palace of Westminster and a visit to the Supreme Court

**DURATION:** 10 DAYS / **FEES:** £3,995  
**DATES:** 02 September 2019 13 September 2019 London

# LEGISLATIVE DRAFTING: ESSENTIAL SKILLS /

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

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

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

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

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

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

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

**KEY TOPICS:**

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

**DURATION:** 10 DAYS / **FEES:** £3,995  
**DATES:** 17 June 2019 28 June 2019 London

# JUDICIAL CASE MANAGEMENT AND LEGAL ETHICS /

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 international recognised standards and best practice
- Combating corruption in judicial systems
- Creating a system for dealing fairly with complaints about judicial behaviour

**DURATION:** 10 DAYS / **FEES:** £3,995  
**DATES:** 25 March 2019 05 April 2019 London  
 28 October 2019 08 November 2019 London

15% OFF  
 JAN - MAR COURSES

# JUDICIAL CASE MANAGEMENT /

15% OFF  
JAN - MAR COURSES

Increasingly, judges and other judicial officers have to tackle ever more complex issues in managing cases. With this has come more emphasis on the need for effective case flow management, giving courts new responsibilities to secure the cooperation of the many agencies involved in judicial administration.

This course will take a detailed look at the principles and techniques for the development and management of a modern, efficient, fair and transparent system – not only from the court's perspective, but also considering the obligations and responsibilities of others involved in the administrations of justice.

It includes a comprehensive review of the lessons learned from recent justice system reforms in England and Wales, designed to improve efficiency and effectiveness.

The course includes inputs from expert guest speakers on the judge's role in court, supplemented with a site visit to observe the system in practice.

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

- Recognise the key ingredients of a modern and successful case management strategy
- Demonstrate your judicial independence and integrity through effective case handling
- Influence the behaviour of others by the appropriate use of case management directions

- Conduct a pre-trial review hearing and proactively monitor the progress of a case
- Make use of special measures to protect the vulnerable
- Use technology to support case management
- Set appropriate and challenging performance targets and monitor your team's performance

**KEY TOPICS:**

- Establishing an improved case management system
- Promoting judicial leadership as an essential case management tool
- Practising your case management skills in a supportive learning environment
- Deployment of limited resources in the efficient and transparent administration of justice
- Critical examination of judicial case management practices through attendance at a live courtroom session
- Monitoring and evaluation of case management procedures

This is week one of Judicial Case Management and Legal Ethics

**DURATION:** 05 DAYS / FEES: £2,295  
**DATES:** 25 March 2019 29 March 2019 London  
28 October 2019 01 November 2019 London

# JUDICIAL AND LEGAL ETHICS /

Ethical judicial challenges seem to increase year on year. The public's confidence in a justice system depends upon its perception of the integrity and standards of ethical behaviour and professional conduct demonstrated by the judiciary within their official role and in their private life.

Key elements in establishing integrity are high quality procedures for judicial appointments, investigating complaints about judicial behaviour as well as ensuring the fair and transparent conduct of proceedings. At the same time, safeguards are required to protect judicial independence.

This new programme explores the key principles and recognised standards of ethical legal and judicial behaviour and examines suitable frameworks to promote their importance and secure the demonstration of proper judicial conduct.

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

- Define the recognised principles and standards of ethical behaviour and judicial conduct required to uphold principles of independence, equality, diversity and fairness both in and outside of the court environment
- Examine the need for clearly defined codes of conduct based on common judicial values to establish clear standards of behaviour that promote judicial independence whilst safeguarding the integrity of the judicial system and its staff
- Assess judicial accountability and undertake performance evaluation
- Understand common ethical issues and risks and learn to manage them effectively
- Put in place strategies to reduce any corruption in your judiciary

- Establish fair, transparent and effective recruitment, performance evaluation and disciplinary processes that meet internationally recognised standards
- Establish and maintain a productive relationship between the judiciary and the media

**KEY TOPICS:**

- Examining internationally recognised standards of ethical behaviour and judicial conduct
- Developing judicial codes of conduct, guidance, monitoring and training
- Designing fair and transparent judicial recruitment and performance evaluation processes
- Combating corruption in judicial systems
- Creating a system for dealing fairly with complaints about judicial behaviour
- Understanding the working relationship between the judiciary and the media

This is week two of Judicial Case Management and Legal Ethics

**DURATION:** 05 DAYS / FEES: £2,295  
**DATES:** 01 April 2019 05 April 2019 London  
04 November 2019 08 November 2019 London

# CROWN AGENTS' QUALITY ASSURANCE AND INSPECTION SERVICES /

At Crown Agents our expertise spans across many sectors and capabilities. For over 110 years we have provided Quality Assurance and Inspections services, confirming that products throughout the world meet expectations, regulations and legislation while complying with both ethical and sustainable procurement standards.

We have continuously worked to build our reputation for incorruptibility and transparency whilst striving to safeguard our clients' procurements. We firmly believe that by securing the integrity of our clients' products at all points in the supply chain we not only uphold our reputation, but our clients' too. By matching our clients' inspection requirements with technical experts in the field we can ensure that the items are supplied in a safe, effective and a fit for purpose manner.

We also offer services in the supervision of loading and unloading, witness testing and commissioning.

We work with clients to get their procurement right - the first time. Crown Agents has worked with governments and private sector organisations all over the world including TNB Malaysia, the Ministry of Health in Kenya, Bangladesh DPHE and The Government of India.

We work closely with our clients to embed international best practice and world trading standards into their processes and offer consultancy services that are bespoke to individual client needs.

## VENDOR APPRAISAL

Vendor appraisals help our clients to avoid financial and reputational losses by mitigating risks associated with new or remote vendors. Our experts assess everything, from their sources of supply, through to labelling, packaging and shipment, whilst holding manufacturers accountable to international standards such as ISO: 9001: 2015.

## SAMPLING AND LAB TESTING

If batch sampling and testing is required on a project, we utilise our strategic partnerships with a network of laboratories who are prequalified by the WHO Pre-qualification Programme or accredited by a stringent regulatory authority. This network ensures that we always provide efficient and trustworthy services to clients, globally.

## OUR INSPECTIONS SERVICES

### PRE AND POST – SHIPMENT INSPECTION

This allows verification of a consignment in respect to the contract specification before shipment. This not only ensures the agreed quantity and quality of the product but also the integrity of the primary packaging.

We can also verify the consignment has arrived at destination warehouses with no damage during transit, the appropriate documentation remains intact and the recommended handling and storage methods are maintained.

### SOLAR INSPECTIONS /

We specialise in end-to-end quality assurance and inspections services for large PV solar projects, including PV module factor audits, in-factory quality assurance, and pre-shipment and post-shipment inspections.

For more information please contact:

CHRIS CAVENDISH  
E: [chris.cavendish@crownagents.co.uk](mailto:chris.cavendish@crownagents.co.uk)  
T: +44 (0)203 940 4050  
M: +44 (0)7710 550 893



## COMMUNICATIONS /

### TRAINING COURSES

	START	END
The Writing and Presentation Skills Toolkit	22 July 2019	02 August 2019
	18 November 2019	29 November 2019
Business Writing with Impact	22 July 2019	26 July 2019
	18 November 2019	22 November 2019
Writing and Delivering Speeches and Presentations with Impact	29 July 2019	02 August 2019
	25 November 2019	29 November 2019
Public Relations and Working with the Media	27 May 2019	07 June 2019
	02 December 2019	13 December 2019
Marketing and Communications Excellence	04 March 2019	15 March 2019
	02 December 2019	13 December 2019

**“EXCELLENT DELIVERY BY MR. PAUL RICHARDS. HIGHLY KNOWLEDGEABLE AND CREDIBLE. THIS GIVES ME AN EXCELLENT IMPRESSION OF THE COMPANY... HIGH-QUALITY SERVICE DELIVERY.”**

JOANNA FRANCES ADDA, Public Relations Manager, Ghana Ports and Harbours Authority, a delegate attending a customised Writing and Delivering Speeches with Impact course, May 2017, Accra



## ABOUT THE PORTFOLIO /

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

In the ever-changing landscape of the digital age, marketing, presentation skills and communications training can keep your organisation a step-ahead and avert PR crises in this fast-moving media age. We offer programmes that will help improve your writing skills whatever the medium, unlock your presentation and speech writing skills and become a marketing and communications professional equipped for the digital age.

## FEATURED DIRECTOR OF STUDIES PAUL RICHARDS /

Paul has run international training courses for over ten years, delivering in London, Pakistan, Iraq, Tanzania, Kenya, Ghana, South Africa and Ethiopia. He specialises in courses on public relations and marketing, speech-writing, and the workings of Government.

He is a former special adviser to UK Cabinet Ministers, and has worked in and around Westminster for nearly 30 years. He has written speeches for MPs, Ministers, and public leaders. For the past ten years, Paul has lectured at the School of Oriental and African Studies (SOAS) on speeches and speech-writing.

Paul is the author of four books, including *How to Win an Election*, and has written for newspapers and magazines. He regularly appears on radio and television, including the BBC. Paul is a member of the National Union of Journalists (NUJ), Chartered Institute for Public Relations (CIPR) and the Royal Television Society (RTS).



## INDICATIVE STUDY VISIT /

### CHARTERED INSTITUTE OF PUBLIC RELATIONS, LONDON

The CIPR is the Royal Chartered professional body for public relations in the UK and the largest membership organisation for practitioners in Europe. Comprising over 10,000 members, the Institute drives professionalism in public relations by making its members accountable to their employers and the public through an ethical code of conduct. The CIPR supports members with training, qualifications, awards, accreditations and professional development resources. Excellence is recognised by the assessment and awarding of Chartered Status.

Delegates will hear an overview of CIPR's activity and take part in an informal discussion about current key challenges facing PR professionals in the UK, Europe and globally.



## PUBLIC RELATIONS AND WORKING WITH THE MEDIA /

Organisations can be damaged at warp speed in the age of social media. Reputations and brands that have been built over decades can be destroyed in a matter of hours over a multitude of media platforms.

The aim of this course is to give you a thorough understanding of how to work with and influence the media to ensure your organisation's reputation and profile is managed effectively. It covers the latest techniques and systems for dealing with the media, from crafting news stories, handling crises and holding media interviews. The ways in which the digital age is shaping the way we engage with the media, and the public, is fully explored.

Aimed at those who have a public relations, communications or marketing role, it will bring your PR and media handling skills up to date and ensure you can act as a guardian of your organisation's reputation.

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

- Work with the media to maximum effect
- Handle the modern 24-hour media and the demands it makes on governments and businesses
- Deal quickly with a crisis to protect your reputation
- Use digital media in a more effective way
- Write more compelling news stories and press releases

#### KEY TOPICS:

- Applying public relations techniques more effectively
- Reviewing existing communications and PR strategies and skillsets and putting improvements in action
- Taking your organisation through a 'media storm' with its reputation intact
- Contemporary media handling techniques – learn from industry professionals and real life examples

Fee includes Global Affiliate Membership of the Chartered Institute of Public Relations.

**DURATION:** 10 DAYS / FEES: £3,995

**DATES:** 27 May 2019 07 June 2019 Dubai  
02 December 2019 13 December 2019 Cape Town

# MARKETING AND COMMUNICATIONS EXCELLENCE /

15% OFF  
JAN - MAR COURSES

We are living in a 24-hour news world, where effective internal and external communications are essential to an organisation's success. Marketing and Communications professionals must constantly engage and interest internal stakeholders and the public over an ever-increasing range of platforms. They need both the strategic and practical operational skills to successfully navigate today's constantly evolving landscape to continually deliver best marketing practice.

This practical and interactive new course will equip delegates with the essential skills needed for the new communications age. Both more traditional forms of marketing and communications delivery and the very latest digital and social media platforms and styles will be covered. It will also address the Communications' team role in Corporate Social Responsibility (CSR) and how to create sustainable CSR strategies.

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

- Devise a marketing and communications strategy that aligns with the strategic goals of your organisation
- Create and implement successful marketing campaigns, and analyse your successes and ROIs
- Feel more confident creating online content and running social media projects
- Manage campaigns and projects on time and on budget
- Deliver effective internal communications to ensure that your internal messages are in line with your external strategy

- Write concise and compelling copy with greater confidence
- Manage relationships with suppliers and negotiate better deals

**KEY TOPICS:**

- Producing compelling marketing content – key writing and design techniques
- Harnessing the power of social media for your business
- Email marketing to drive profit and engagement
- Analytical skills for the digital age – driving traffic and increasing engagement online
- Creating high quality printed products
- Understanding key components of successful CSR campaigns
- Project management and financial budget skills
- Creating a design brief and working with designers and external agencies

Fee includes Global Affiliate Membership of the Chartered Institute of Public Relations.

**DURATION:** 10 DAYS / FEES: £3,995

**DATES:** 04 March 2019 15 March 2019 Dubai  
02 December 2019 13 December 2019 Dubai

# THE WRITING AND PRESENTATIONS 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 Presentations Skills Toolkit combines two specialist programmes and is designed to give you the skills and confidence needed to write and deliver speeches, presentations and business reports essential to your organisation and career development.

These two weeks will equip delegates with the tools needed to write concise and compelling business copy in any format and deliver speeches or presentations that engage and convince your audience.

In week one, delegates will be guided through the 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:** 10 DAYS / FEES: £3,995

**DATES:** 22 July 2019 02 August 2019 London  
18 November 2019 29 November 2019 London

# BUSINESS WRITING WITH IMPACT /

At some stage, all managers will be called on to write; this could be anything from a 500-page report or detailed business plan to an email.

These written communications are often used as the basis for critical decision-making and can have far reaching consequences. Being able to provide clear, concise and well thought-through written communications is a highly valuable skill and an important tool for career advancement.

Whether short or long, simple or complex, the principles of effective business writing are the same and can be learned.

This highly practical and hands-on course will cover all stages of how to write effectively in the business context. It looks at how to devise a clear plan having identified what needs to be communicated, decide the most effective structure and write sentences that communicate exactly what you want to say without padding or waffle.

At the end of the course you will present part of your work to your fellow delegates and receive constructive feedback.

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

- Plan, structure and write with increased skill and confidence
- 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 course is week one of The Writing and Presentation Skills Toolkit

**DURATION:** 05 DAYS / FEES: £2,295

**DATES:** 22 July 2019 26 July 2019 London  
18 November 2019 22 November 2019 London

# WRITING AND DELIVERING SPEECHES AND PRESENTATIONS WITH IMPACT /

Even in the modern age, the art of rhetoric remains one of the most important modes of persuasion and influence.

The ability to write and deliver an impactful speech or presentation is a truly valuable skillset and one that will increase your confidence in all areas of professional life.

As this intensive and highly interactive one-week course proves, anyone can learn, improve, hone and polish the key tools and techniques of the speech or presentation writer and maker.

Delegates will watch and undertake close textual analyses of real-life examples of great speeches and presentations, with plenty of lively debate and discussion about their structure, devices, use of language and other 'tricks of the trade'.

The week culminates in a practical exercise with a speech or presentation writing and delivery assignment. Your performance will be videoed and given a professional critique in a supportive environment.

Whether you write them for yourself or for other people, bring along a real-life example and return to the office with a professional speech or presentation and the confidence to deliver it with impact.

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

- Write and structure an impactful speech or presentation for yourself or other people
- Use the techniques and rhetorical devices used by professionals
- Overcome nerves to present with authority and clarity
- Tackle disruptions or difficult questions with fluency
- Avoid classic traps and pitfalls

**KEY TOPICS:**

- Writing captivating and memorable speeches and presentations
- Drawing out the messages and optimum structure for impact
- Delivering speeches and presentations that influence and engage your audience

This course is week two of The Writing and Presentation Skills Toolkit

**DURATION:** 05 DAYS / FEES: £2,295

**DATES:** 29 July 2019 02 August 2019 London  
25 November 2019 29 November 2019 London

# SCHEDULE OF COURSES /

15%  
OFF  
JAN - MAR  
COURSES

COURSE	DURATION (DAYS)	START	FINISH	PRICE (£)	LOCATION	PAGE
<b>JANUARY</b>						
Transitioning from Senior Manager to Leader (ILM endorsed)	10	14 Jan 2019	25 Jan 2019	£4,150	Mauritius	19
Organisational Design and Development	10	28 Jan 2019	08 Feb 2019	£3,995	Cape Town	44
3Ps of Public Sector Procurement: Principles, Practices and Performance	10	28 Jan 2019	08 Feb 2019	£3,995	London	77
PPP Procurement and Contract Management	10	28 Jan 2019	08 Feb 2019	£3,995	Accra	80
<b>FEBRUARY</b>						
Executive Leadership in Action (ILM endorsed)	10	04 Feb 2019	15 Feb 2019	£4,650	Singapore	21
Transforming the HR Function	05	18 Feb 2019	22 Feb 2019	£2,295	Accra	42
Developing High Performing Teams	05	18 Feb 2019	22 Feb 2019	£2,295	Dubai	25
Electronic Government Procurement: Making it Work	10	18 Feb 2019	01 Mar 2019	£3,995	Mombasa	80
Emotional Intelligence (ILM endorsed)	05	25 Feb 2019	01 Mar 2019	£2,450	Dubai	19
The Agile Manager <b>NEW</b>	05	25 Feb 2019	01 Mar 2019	£2,450	Dubai	18
<b>MARCH</b>						
Marketing and Communications Excellence	10	04 Mar 2019	15 Mar 2019	£3,995	Dubai	98
Strategic Financial Management and Effective Budget Execution	10	04 Mar 2019	15 Mar 2019	£3,995	Toronto	54
Integrated Financial Management Systems: Strategy and Implementation	10	04 Mar 2019	15 Mar 2019	£3,995	Toronto	51
Coaching and Mentoring for Success <b>NEW</b>	05	11 Mar 2019	15 Mar 2019	£2,295	Dubai	25
ICT Strategy, Governance and Project Management	10	11 Mar 2019	22 Mar 2019	£3,995	London	35
Project Management of Development Projects (PMD Pro Level 1 Certificate)	10	11 Mar 2019	22 Mar 2019	£4,350	London	70
Strategic HR: Aligning with the Corporate Vision	10	11 Mar 2019	22 Mar 2019	£3,995	Dubai	43
The Supply Chain Management Professional	10	11 Mar 2019	22 Mar 2019	£3,995	Mombasa	83
Judicial Case Management and Legal Ethics	10	25 Mar 2019	05 Apr 2019	£3,995	London	91
Judicial Case Management	05	25 Mar 2019	29 Mar 2019	£2,295	London	92
<b>APRIL</b>						
Judicial and Legal Ethics	05	01 Apr 2019	05 Apr 2019	£2,295	London	92
Investment of Pension Fund Assets	05	01 Apr 2019	05 Apr 2019	£2,295	Cape Town	64
Management Development for Executives (ILM endorsed)	10	01 Apr 2019	12 Apr 2019	£4,150	Washington D.C.	18
Ethics and Integrity in Procurement (Crown Agents Certificate)	10	01 Apr 2019	12 Apr 2019	£4,350	London	79
Effective Procurement Strategies for Senior Executives (Crown Agents Certificate)	10	01 Apr 2019	12 Apr 2019	£4,350	London	79
Best Practice Financial Management and Reporting on IPSAS and IFRS® Standards	10	01 Apr 2019	12 Apr 2019	£3,995	London	53
Strategic Leadership in Supply Chain Management	05	08 Apr 2019	12 Apr 2019	£2,295	Cape Town	83
Statistical Thinking and Data Analysis for Business Improvement <b>NEW</b>	05	08 Apr 2019	12 Apr 2019	£2,295	London	56
Corporate Governance for Boards and Senior Executives	05	08 Apr 2019	12 Apr 2019	£2,950	London	30
Women in Leadership	10	29 Apr 2019	10 May 2019	£3,995	Washington D.C.	20
Public Financial Management: Issues and Solutions	10	29 Apr 2019	10 May 2019	£3,995	Washington D.C.	52
<b>MAY</b>						
Mastering Project and Programme Management Skills	10	06 May 2019	17 May 2019	£3,995	Dubai	69
Leaders in Transforming Public Service Delivery	05	13 May 2019	17 May 2019	£2,950	London	88
Evaluation and Impact Assessment of Policies and Projects	05	13 May 2019	17 May 2019	£2,295	London	72
Countering and Audit of Fraud and Corruption	05	13 May 2019	17 May 2019	£2,295	London	33
Countering, Investigating and Prosecuting Fraud and Corruption	10	13 May 2019	24 May 2019	£3,995	London	32
Strategic Change Management	10	13 May 2019	24 May 2019	£3,995	London	24
Financial Management of Development Projects	10	13 May 2019	24 May 2019	£3,995	London	71

COURSE	DURATION (DAYS)	START	FINISH	PRICE (£)	LOCATION	PAGE
Detection, Forensic Investigation and Prosecution of Fraud and Corruption	05	20 May 2019	24 May 2019	£2,295	London	33
Pension Schemes for the Modern Era	05	20 May 2019	24 May 2019	£2,295	Mombasa	63
Public Relations and Working with the Media	10	27 May 2019	07 Jun 2019	£3,995	Dubai	97
<b>JUNE</b>						
Developing Effective Policies: Analysis, Evidence and Impact	05	03 Jun 2019	07 Jun 2019	£2,295	London	89
Executive Leadership in Action (ILM endorsed)	10	03 Jun 2019	14 Jun 2019	£4,650	Toronto	21
Delivering Good Governance in Practice	10	03 Jun 2019	14 Jun 2019	£3,995	Toronto	31
Results-Based Monitoring and Evaluation	10	03 Jun 2019	14 Jun 2019	£3,995	London	73
The Policy Toolkit	10	03 Jun 2019	14 Jun 2019	£3,995	London	89
Translating Policy into Legislation	05	10 Jun 2019	14 Jun 2019	£2,295	London	90
The Strategy Toolkit	15	17 Jun 2019	05 Jul 2019	£5,950	Washington D.C.	34
Creating Innovative Practices and Strategies (ILM endorsed)	10	17 Jun 2019	28 Jun 2019	£4,150	Washington D.C.	34
Legislative Drafting: Essential Skills	10	17 Jun 2019	28 Jun 2019	£3,995	London	90
PPP Procurement and Contract Management	10	24 Jun 2019	05 Jul 2019	£3,995	London	80
<b>JULY</b>						
Finance Masterclass for Senior Executives	05	01 Jul 2019	05 Jul 2019	£2,295	Toronto	55
The Banking Toolkit	20	01 Jul 2019	26 Jul 2019	£6,950	London	61
Banking Strategy: Evolution and Development in Emerging Markets	10	01 Jul 2019	12 Jul 2019	£3,995	London	62
Governance, Risk Management and Integrated Assurance	10	01 Jul 2019	12 Jul 2019	£3,995	Toronto	32
Directing and Managing Organisational Strategy	05	01 Jul 2019	05 Jul 2019	£2,295	Washington D.C.	35
Mobile Money, FinTech and Agency Banking	10	15 Jul 2019	26 Jul 2019	£3,995	London	62
Treasury Management	10	15 Jul 2019	26 Jul 2019	£3,995	Washington D.C.	53
Effective Management Skills (ILM Level 3 Award)	10	15 Jul 2019	26 Jul 2019	£4,350	Singapore	17
The Writing and Presentation Skills Toolkit	10	22 Jul 2019	02 Aug 2019	£3,995	London	98
Business Writing with Impact	05	22 Jul 2019	26 Jul 2019	£2,295	London	99
The Complete HR Professional	15	22 Jul 2019	09 Aug 2019	£5,850	London	41
Transforming the HR Function	05	22 Jul 2019	26 Jul 2019	£2,295	London	42
Succession Planning, Talent and Performance Management	10	29 Jul 2019	09 Aug 2019	£3,995	London	42
Writing and Delivering Speeches and Presentations with Impact	05	29 Jul 2019	02 Aug 2019	£2,295	London	99
Public Sector Procurement for Works and Consultancy Services	10	29 Jul 2019	09 Aug 2019	£3,995	London	81
<b>AUGUST</b>						
Investment of Pension Fund Assets	05	05 Aug 2019	09 Aug 2019	£2,295	London	64
Coaching and Mentoring for Success <b>NEW</b>	05	05 Aug 2019	09 Aug 2019	£2,295	London	25
Pension Scheme Governance and Regulation	05	12 Aug 2019	16 Aug 2019	£2,295	London	64
World-class Risk Based Internal Auditing	10	12 Aug 2019	23 Aug 2019	£3,995	Toronto	31
Ethics and Integrity in Procurement (Crown Agents Certificate)	10	12 Aug 2019	23 Aug 2019	£4,350	London	79
Integrated Financial Management Systems: Strategy and Implementation	10	12 Aug 2019	23 Aug 2019	£3,995	London	51
The Agile Manager <b>NEW</b>	05	19 Aug 2019	23 Aug 2019	£2,450	London	18
<b>SEPTEMBER</b>						
The Crown Agents Leadership Retreat	05	02 Sep 2019	06 Sep 2019	£3,995	U.K.	23
Transforming the Impact of L&D	20	02 Sep 2019	27 Sep 2019	£7,250	London	44
Optimising the Impact of the L&D Function	10	02 Sep 2019	13 Sep 2019	£3,995	London	45
Parliamentary Administration	10	02 Sep 2019	13 Sep 2019	£3,995	London	91
Public Sector Entrepreneurship	10	02 Sep 2019	13 Sep 2019	£4,650	London	46
Leadership, Public Management and Governance	15	02 Sep 2019	20 Sep 2019	£6,250	London	22
Managing Pensions in a Development Environment	10	09 Sep 2019	20 Sep 2019	£3,995	Mauritius	65
Strategic Management in the Public and Not for Profit Sectors	10	09 Sep 2019	20 Sep 2019	£4,650	London	36
Delivering Good Governance in Practice	10	09 Sep 2019	20 Sep 2019	£3,995	London	31
Train the Trainer (LPI certified)	10	16 Sep 2019	27 Sep 2019	£4,350	London	45

# SCHEDULE OF COURSES /

COURSE	DURATION (DAYS)	START	FINISH	PRICE (£)	LOCATION	PAGE
Strategic Change Management	10	16 Sep 2019	27 Sep 2019	£3,995	Toronto	24
Women in Leadership	10	16 Sep 2019	27 Sep 2019	£3,995	London	20
The Supply Chain Management Professional	10	16 Sep 2019	27 Sep 2019	£3,995	London	83
Forensic Audit	05	23 Sep 2019	27 Sep 2019	£2,295	London	54
The Development Project Toolkit	20	23 Sep 2019	18 Oct 2019	£7,250	London	70
The PMD Pro Qualifications Toolkit	20	23 Sep 2019	18 Oct 2019	£7,250	London	71
Project Management of Development Projects (PMD Pro Level 1 Certificate)	10	23 Sep 2019	04 Oct 2019	£4,350	London	70
International Tax and Transfer Pricing	10	30 Sep 2019	11 Oct 2019	£3,995	London	55
The CIPS Corporate Award	15	30 Sep 2019	18 Oct 2019	£6,650	London	82

## OCTOBER

Financial Management of Development Projects	10	07 Oct 2019	18 Oct 2019	£3,995	London	71
Project Management of Development Projects (PMD Pro Level 2 Certificate)	10	07 Oct 2019	18 Oct 2019	£4,350	London	72
Public Financial Management: Issues and Solutions	10	07 Oct 2019	18 Oct 2019	£3,995	Dubai	52
Management Development and Finance Masterclass for Senior Executives	15	07 Oct 2019	25 Oct 2019	£5,850	Dubai	24
Management Development for Executives (ILM endorsed)	10	07 Oct 2019	18 Oct 2019	£4,150	Dubai	18
Translating Policy into Legislation	05	14 Oct 2019	18 Oct 2019	£2,295	Dubai	90
Mobile Money, FinTech and Agency Banking	10	14 Oct 2019	25 Oct 2019	£3,995	London	62
3Ps of Public Sector Procurement: Principles, Practices and Performance	10	14 Oct 2019	25 Oct 2019	£3,995	Cape Town	77
Electronic Government Procurement: Making it Work	10	14 Oct 2019	25 Oct 2019	£3,995	London	80
Finance Masterclass for Senior Executives	05	21 Oct 2019	25 Oct 2019	£2,295	Dubai	55
Developing High Performing Teams	05	21 Oct 2019	25 Oct 2019	£2,295	London	25
Emotional Intelligence (ILM endorsed)	05	28 Oct 2019	01 Nov 2019	£2,450	London	19
Governance, Risk Management and Integrated Assurance	10	28 Oct 2019	08 Nov 2019	£3,995	Dubai	32
Judicial Case Management and Legal Ethics	10	28 Oct 2019	08 Nov 2019	£3,995	London	91
Judicial Case Management	05	28 Oct 2019	01 Nov 2019	£2,295	London	92
Best Practice Financial Management and Reporting on IPSAS and IFRS® Standards	10	28 Oct 2019	08 Nov 2019	£3,995	Washington D.C.	53
Strategic HR: Aligning with the Corporate Vision	10	28 Oct 2019	08 Nov 2019	£3,995	Washington D.C.	43

## NOVEMBER

Judicial and Legal Ethics	05	04 Nov 2019	08 Nov 2019	£2,295	London	92
Evaluation and Impact Assessment of Policies and Projects	05	04 Nov 2019	08 Nov 2019	£2,295	Dubai	72
ICT Strategy, Governance and Project Management	10	04 Nov 2019	15 Nov 2019	£3,995	London	35
Executive Leadership and Corporate Governance	15	11 Nov 2019	29 Nov 2019	£6,250	London	29
Executive Leadership in Action (ILM endorsed)	10	11 Nov 2019	22 Nov 2019	£4,650	London	21
Organisational Design and Development	10	11 Nov 2019	22 Nov 2019	£3,995	Washington D.C.	44
Results-Based Monitoring and Evaluation	10	11 Nov 2019	22 Nov 2019	£3,995	Washington D.C.	73
Insurance Strategy: Evolution and Development in Emerging Markets	10	11 Nov 2019	22 Nov 2019	£3,995	London	63
Countering, Investigating and Prosecuting Fraud and Corruption	10	11 Nov 2019	22 Nov 2019	£3,995	London	32
Countering and Audit of Fraud and Corruption	05	11 Nov 2019	15 Nov 2019	£2,295	London	33
Detection, Forensic Investigation and Prosecution of Fraud and Corruption	05	18 Nov 2019	22 Nov 2019	£2,295	London	33
Strategic Leadership in Supply Chain Management	05	18 Nov 2019	22 Nov 2019	£2,295	London	83
Strategic Financial Management and Effective Budget Execution	10	18 Nov 2019	29 Nov 2019	£3,995	Singapore	54
Effective Procurement Strategies for Senior Executives (Crown Agents Certificate)	10	18 Nov 2019	29 Nov 2019	£4,350	London	79
The Writing and Presentation Skills Toolkit	10	18 Nov 2019	29 Nov 2019	£3,995	London	98
Business Writing with Impact	05	18 Nov 2019	22 Nov 2019	£2,295	London	99
Corporate Governance for Boards and Senior Executives	05	25 Nov 2019	29 Nov 2019	£2,950	London	30

COURSE	DURATION (DAYS)	START	FINISH	PRICE (£)	LOCATION	PAGE
Writing and Delivering Speeches and Presentations with Impact	05	25 Nov 2019	29 Nov 2019	£2,295	London	99
The Strategy Toolkit	15	25 Nov 2019	13 Dec 2019	£5,950	London	34
Creating Innovative Practices and Strategies (ILM endorsed)	10	25 Nov 2019	06 Dec 2019	£4,150	London	34

## DECEMBER

Developing Effective Policies: Analysis, Evidence and Impact	05	02 Dec 2019	06 Dec 2019	£2,295	Dubai	89
Transitioning from Senior Manager to Leader (ILM endorsed)	10	02 Dec 2019	13 Dec 2019	£4,150	Dubai	19
Mastering Project and Programme Management Skills	10	02 Dec 2019	13 Dec 2019	£3,995	London	69
Treasury Management	10	02 Dec 2019	13 Dec 2019	£3,995	London	53
Marketing and Communications Excellence	10	02 Dec 2019	13 Dec 2019	£3,995	Dubai	98
Public Relations and Working with the Media	10	02 Dec 2019	13 Dec 2019	£3,995	Cape Town	97
Succession Planning, Talent and Performance Management	10	02 Dec 2019	13 Dec 2019	£3,995	Cape Town	42
Statistical Thinking and Data Analysis for Business Improvement <b>NEW</b>	05	09 Dec 2019	13 Dec 2019	£2,295	London	56
Directing and Managing Organisational Strategy	05	09 Dec 2019	13 Dec 2019	£2,295	London	35
Public Sector Procurement for Works and Consultancy Services	10	09 Dec 2019	20 Dec 2019	£3,995	London	81
Contract Strategies and Category Management	10	09 Dec 2019	20 Dec 2019	£3,995	London	81
Effective Management Skills (ILM Level 3 Award)	10	09 Dec 2019	20 Dec 2019	£4,350	Dubai	17

## 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.



**Aarron Smart**  
Lead – Business Development  
T: +44 (0)7876 147 141  
E: aarron.smart@crownagents.co.uk

### U.K. Office

T: +44 (0)20 3940 4300  
E: trainingenquiries@crownagents.co.uk  
Blue Fin Building,  
110 Southwark Street,  
London, SE1 0SU, United Kingdom

### West Africa

NII MAC-CARTHY  
T: +233 (0)268 792483  
E: nii.mac-carthy@gh.crownagents.com

### East Africa

SAMRON ADANE  
T: +251 944 718337  
E: samron.adane@et.crownagents.com

### Asia and Middle East

SHISHANT PALIWAL  
T: +91 971 749 5033  
E: shishant.paliwal@in.crownagents.com

### Kenya

MARGARET GATUHI  
T: +254 (0)729624 622  
E: margaret.gatuhi@uk.crownagents.com

### Nigeria

MAUREEN ADEMOLA  
T: +234 (0)803 314 5652  
E: maureen.ademola@ng.crownagents.com

### Uganda

SYLVIA NAKYAJJA  
T: +256 (0)772 755 706  
E: sylvia.nakyajja@ug.crownagents.com

### Southern Africa and Rest of World

JANE CROUCH  
T: +44 (0)7793 189474  
E: jane.crouch@crownagents.co.uk

## HOW TO BOOK A COURSE /

### Website

Your fastest option: Book a scheduled course using our online booking form. All you need to do is follow the steps below:

- 1 Visit [www.crownagents.com/training](http://www.crownagents.com/training)
- 2 Select the course you are interested in attending (you can search based on topic, date or location)
- 3 Once you have decided which course is right for you, select the "book now" button and fill in the booking form
- 4 A representative will contact you to confirm your booking and assist you with next steps.

### Email

Email [trainingbookings@crownagents.co.uk](mailto:trainingbookings@crownagents.co.uk) to receive more information about your selected training programme. Our sales team will be happy to answer any questions you might have.

### Telephone

Contact our UK bookings team on +44 (0)20 3940 4300 or call your local sales representative.

### Request a face-to-face meeting

If you would like to further discuss your training needs further, please contact your local sales representative to arrange a meeting.

### Keep up to date with Crown Agents on social media



### Join our alumni network on LinkedIn

During your time with us many of you will form valuable professional relationships with your fellow delegates. We encourage all alumni to join our online communities so that you may continue to share knowledge and best practice into the future. Search for and join Crown Agents Training and Professional Development group on LinkedIn.

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