

YOUR TRUSTED  
TRAINING PROVIDER  
SINCE 1960



# TRAINING AND PROFESSIONAL DEVELOPMENT

DIRECTORY OF COURSES 2021

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



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

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### KEY

- Qualification
- Approved
- Premium course
- Remote delivery
- New course

# MEET OUR TEAM /

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



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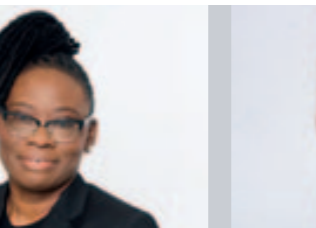
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# YOUR PARTNER DURING THIS CRISIS AND BEYOND /

Dear Colleagues,

I write this towards the end of 2020, surely one of the most extraordinary and challenging years the world has ever faced.

At Crown Agents, we've been incredibly proud to have had the opportunity to support more than 45 countries with their COVID-19 response this year, procuring and delivering over 600 shipments, including 4.5m items of PPE. Our existing large-scale health programmes, which run in 60 countries and reach more than 120m people annually, were also rapidly adapted to respond to the pandemic.

In the Crown Agents' Training and Professional team, we have worked hard to ensure we can still meet the training needs of our clients while the pandemic continues to restrict travel:

## Attaining the same high standards with our remote training

Utilising the skills of our in-house digital training expert, we thoroughly assessed what was needed for a successful and impactful remote training programme, before launching our first Remote Training Schedule in August 2020. We have now delivered online training for a wide range of organisations, receiving excellent plaudits from our clients. We are proud to have developed such a high-quality remote training offering alongside our traditional classroom-based services. See p.9 for more information on some of these deliveries.

## Resuming our face-to-face programmes

Our clients' safety is of paramount importance, so we took the time to research the best possible global locations for face-to-face training to take place before re-launching our courses in the Autumn. As of November 2020, we have run two very well received courses in Dubai and are looking forward to resuming training in locations worldwide next year, always placing our clients' safety at the heart of all training location decisions.

## Keeping in touch to support each other

Whilst we couldn't welcome our alumni in person for most of this year, we were determined to keep in touch during these difficult times. We were delighted to launch our Facebook Alumni Group in Summer 2020. We now have nearly 200 members who have greatly enjoyed connecting with each other and with Crown Agents. **Please join this informal, fun and positive group!**

## New courses in 2021 to reflect the world's changing focus

Crown Agents has extensive expertise in Health Procurement and Supply Chain, developed in crisis situations such as Ebola and COVID-19. This new course includes a focus on ensuring governments are ready to procure and disseminate COVID-19 vaccines as they become available. See p.84 for details.

Crisis Leadership: The true test of leadership is how leaders respond to and lead their teams through crisis and into a sustainable recovery. A most timely course for 2021. See p.25 for details.

As global economies are put under great strain due to COVID-19, understanding the latest Incoterms® Rules is more essential than ever, but something many organisations and governments get wrong. See p.89 for details.



Along with the rest of the world we sincerely hope for an end to the pandemic and that we will be able to meet many of you in person in 2021; but where this is not possible, we're proud that we can offer the same high quality and interactive learning using remote platforms.

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

**Penny Gruber**  
Head of Training and Professional Development, Crown Agents

# OUR CAPACITY BUILDING SERVICES /

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

We work with governments, NGOs and private and public sector organisations to help them find lasting solutions to the challenges they face.

Since 1960, we've built the capacity of nearly 60,000 professionals in over 100 countries who have returned to their governments or corporations better-equipped and inspired to drive and lead change. Our in-house consultants and network of associates are leading practitioners and experts in their respective fields. Crown Agents draws upon this expertise and our wealth of experience in designing highly relevant and impactful training programmes, whether they are open scheduled courses or designed specifically for our clients.

## OPEN SCHEDULED COURSES

Our comprehensive portfolio of 71 courses offers 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 highly interactive and engaging, our training is dedicated to delivering practical skills that can be swiftly implemented and built upon to deliver real and lasting results. To enhance the impact of our training, we use a wide range of innovative training techniques and methodologies that bring the learning alive. These include group exercises, visits to peer organisations and personal coaching.

71 Courses      153 Training dates      09 Locations



## 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

## CUSTOMISED TRAINING PROGRAMMES

When delivering 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 then design tailored solutions that can be delivered whenever and wherever suits the client's requirements.

We have so far designed and implemented customised training programmes for governments and organisations all over the world.

4,000

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

500

We have delivered export and trade training to over 500 European small businesses

250

In partnership with the UN, we have supported over 250 Procurement and Contract Managers working to rebuild Iraq

72,000

Our capacity building with the Government of Rwanda is rolling out to train over 72,000 smallholder farmers

Our customised training programmes can be tailored to fit the client's exact needs and we can adapt any content to their unique business or cultural context. This means that we can deliver customised programmes at a time and in a location that suits the client, whether this be in their home country or abroad. This method often results in significant savings for our clients on travel and accommodation and is a cost-effective way to train groups of staff.

Programmes are often sponsored by major international donors and institutions such as the World Bank, African Development Bank, United Nations, USAID and GIZ. We can follow established donor procurement processes and even support clients to identify and secure this funding.

In 2020, due to the global travel restrictions caused by the Coronavirus pandemic, we expanded our remote training capacity to be able to offer customised online training courses for organisations around the world. Through our high-quality digital training offer we were able to meet our clients' capacity building needs even when we weren't able to meet them face-to-face.

We have adapted to the limitations imposed by the pandemic by adjusting our training approach and delivery to fit the new world order. Some of the recent pivots we have made on our customised training programmes include:

### Building the Export Capacity of SMEs in Greece for the European Bank for Reconstruction and Development

This ongoing programme equips delegates from a range of industry sectors in Greece with the skills and knowledge to develop enhanced export and business strategies to access and compete in the international market. Since June, we have pivoted to deliver all courses remotely, using the Zoom platform.

### Strategic Management and Leadership Skills training for the Central Bank of Nigeria

This digital course was constructed using elements of a 'flipped classroom' methodology, with learning delivered through a combination of live online sessions and self-study using online workbook materials. [see page 33].

### Banking Strategy and Management training for Berhan Bank S.C.

This was our first face-to-face course following the outbreak of the COVID-19 pandemic. By incorporating safety measures such as the use of PPE, paperless teaching, social distancing measures and strict hygiene protocols in the training room and venue, we were able to demonstrate that face-to-face training can be delivered safely and effectively with the right precautions in place. [see page 68].

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

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

In a post-COVID-19 world, with economies attempting to bounce back from recession, international trade will be a major driver of recovery. Crown Agents' capabilities and experience positions us to support this agenda in our partner countries through building the capacity and confidence of micro, small and medium-sized enterprises (MSMEs) to export, through increased understanding of trade finance, commercial terms, customs processes and other requirements.

In 2020, Crown Agents designed and launched the EBRD's "Know How to...in a Crisis" programme, a high-profile digital project. This online learning and advice hub was designed specifically for the MSMEs that most needed practical assistance to manage the impacts of COVID-19 now and as they plan for the future. The programme includes five custom-designed crisis management e-learning modules and a wealth of tools and resources from knowledge partners and sector experts, available in Russian, Ukrainian, Turkish, Arabic and English. Designed to help MSMEs mitigate and recover from the economic impact of the coronavirus pandemic and other crises, the programme is supporting businesses across 30 economies where the EBRD operates.

### DELIVERING LARGE-SCALE TRAINING PROGRAMMES ON OUR LMS

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

All the scheduled training programmes included in this directory can also be delivered on a customised basis. For more information please contact [customisedtraining@crownagents.co.uk](mailto:customisedtraining@crownagents.co.uk)

## THE CROWN AGENTS GUARANTEE OF QUALITY TRAINING – DELIVERED REMOTELY /

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

While we know that our clients greatly value the face-to-face training in which we specialise, we are proud of how we have been able to adjust our training offering to deliver courses remotely at the same high standard and in-depth quality.

Alongside our regular classroom-based training activities, we have developed a range of remote training and coaching solutions to make sure we can meet your training requirements online.



## OUR REMOTE TRAINING COURSES OFFER:

### THE SAME CONTENT, QUALITY AND IN-DEPTH LEARNING:

Our remote courses closely follow the in-depth and interactive schedule of our face-to-face courses but have been redesigned by our digital learning expert to ensure that participants will experience the optimal online training experience. That means the right number of breaks and the correct balance of trainer-led and self-led study to achieve the best learning outcomes.

### SIMPLE TECHNOLOGY:

We recommend training is delivered over the Zoom platform. It is simple to use, can be accessed on a wide range of devices and is designed to work well in environments with bandwidth or connectivity issues. We will provide detailed instructions and can run a test session for participants before the course commences.

### THE SAME DURATION AND VARIETY:

A three-day course includes 15 hours of learning and will feature a range of expert trainers and guest speakers - just like our in-person courses.

### GUARANTEED INTERACTION AND GROUP WORK:

We set a maximum number of participants for the course, just as we do for face-to-face programmes. This is to ensure that the all-important group working can be maintained. We know how important interaction with peers is for our clients and this remains at the heart of our remote training.

### GREAT VALUE FOR MONEY:

Save more than 60% when you book a remote course. Group discounts offer fantastic value too - book 4 places and get 1 free! Our remote training participants will also receive the same benefits of our Alumni Benefits Programme.

Receive the highest quality remote training available from Crown Agents in 2021, with the following online scheduled courses open to all organisations:

COURSE	DURATION	COST	DATE	DATE
Emotional Intelligence: Enhancing Management and Leadership Impact (approved by the Institute of Leadership & Management)	03	£1,295	15 - 17 February 2021	20 - 22 September 2021
Developing High Performing Teams	03	£1,295	01 - 03 March 2021	06 - 08 December 2021
Transforming the HR Function	03	£1,295	08 - 10 March 2021	16 - 18 August 2021
Coaching and Mentoring Skills for Managers and Executives	03	£1,295	19 - 21 April 2021	04 - 06 October 2021
The Agile Manager	03	£1,295	26 - 28 April 2021	01 - 03 November 2021
The Effective Negotiator	03	£1,295	17 - 19 May 2021	13 - 15 December 2021
Data and Statistical Analysis and Presentation	03	£1,295	24 - 26 May 2021	18 - 20 October 2021
Incoterms® 2020: Latest Developments and Practical Application NEW	03	£1,295	14 - 16 June 2021	08 - 10 November 2021
Business Writing with Impact	03	£1,295	21 - 23 June 2021	13 - 15 September 2021
Trade Procedures and Financing	03	£1,295	05 - 07 July 2021	25 - 27 October 2021

Available to book online now. For more information, please contact our [head office](#) or your [local representative](#).

## CUSTOMISED REMOTE TRAINING FOR YOUR ORGANISATION

In addition to our scheduled courses, we are working with a number of organisations to develop customised remote training courses for their staff. These courses can be on any subject as required, with flexible durations and schedules. They can be delivered as full-time training or spread over a number of weeks to allow staff to do their work around the course. Participants can train from their own home, or from an office or external venue where this is possible. Where travel is an option, the same 'away time' can be achieved, even if the training is delivered online.

## ABOUT CROWN AGENTS /

We manage large programmes and projects to accelerate self-sufficiency and prosperity around the world.



Crown Agents is a not for profit international development organisation that works in partnership with our clients to design and implement practical solutions to their needs. We work with Ministries, Governments, donors, institutions, Foundations, philanthropists and corporations to tackle the complex challenges they face, whether that's seeking to meet the Sustainable Development Goals (SDGs), improving the quality of life and opportunities for their citizens or responding to the needs of a global pandemic.

## OUR VALUES ARE COURAGE AND AUTHENTICITY:

Courage to work in the most challenging contexts and be a disrupter in the face of corruption and complexity; authenticity to ensure that the solutions we help develop are grounded in a solid understanding of our client's needs and we partner for the long term.

Often, we work behind the scenes, working patiently to address the 'nuts and bolts' core issues, supporting governments to resolve practically challenging and politically difficult issues that hold back faster and greater progress.



Our breadth of expertise and capabilities includes procurement, last mile supply chains and logistics, quality assurance and inspections, large scale fund and programme management, health system strengthening, climate change and energy implementation, humanitarian and stabilisation response, governance and economic growth, training and professional development. Our technical expertise combined with our global footprint and deep relationships with governments and civil society in the contexts in which we work, as well as decades of delivery experience, means we can provide clients with tailored, trusted, reliable and proven support.



## WE RESPOND TO CRISES AROUND THE WORLD

Whether it's ensuring that rural clinics across Zimbabwe are set up to respond to the challenge of treating patients infected with COVID-19 or negotiating the best possible price for cancer drugs for the Government of Ukraine, our people around the globe are committed to achieving a lasting impact in the work that they do.

In a world of ongoing uncertainty and complexity, Crown Agents is proud to bring its deep experience in operations and systems change to many of the world's biggest challenges from COVID-19 to Climate Change and the delivery of the SDG's.

# CROWN AGENTS ALUMNI NETWORK /

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

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



ALUMNI ON THE INVESTMENT OF PENSION FUND ASSETS COURSE, HELD IN LONDON IN AUGUST 2019

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

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



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

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

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

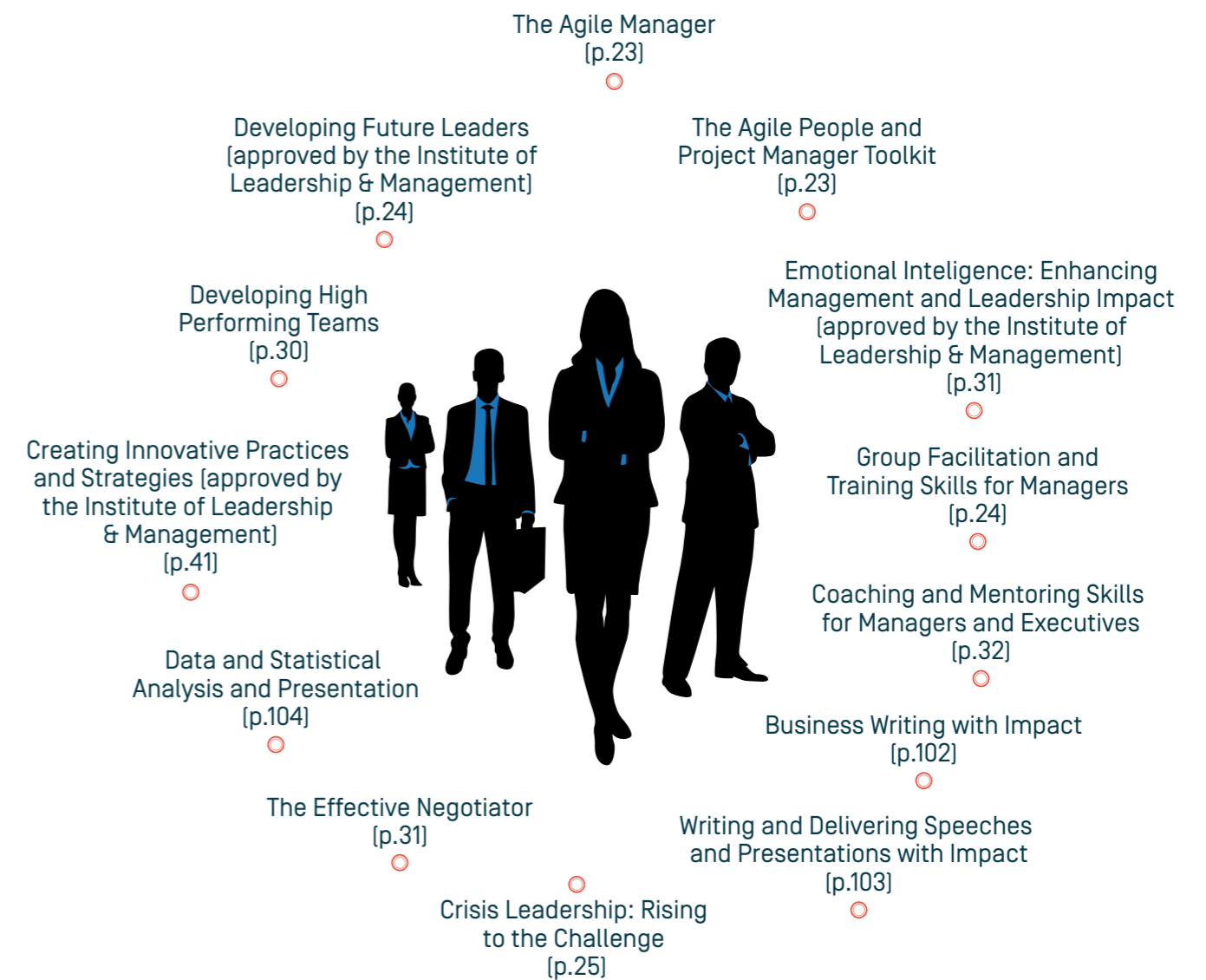
We're pleased to be able to thank our delegates in this way for their ongoing loyalty to Crown Agents, and it's a pleasure to admit them into our welcoming family of professionals from all over the world.

\*Terms and Conditions apply

# PRACTICAL SKILLS AT THE HEART OF EFFECTIVE MANAGEMENT & LEADERSHIP /

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

Crown Agents' comprehensive range of skills-based training programmes across our nine portfolios offer an ideal route to realising your full potential as an effective, well-rounded and successful manager whatever your discipline.



You may also be interested in our flagship, holistic management skills course, **Effective Management Skills** on page 22, which will equip you with a range of competencies including problem solving, influencing skills and presenting techniques. It is the perfect compliment to any of the above programmes.

# OUR TRAINING LOCATIONS /



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

In 2021 we will only run courses in the safest possible locations. This may mean that venues change as we endeavour to ensure a safe training experience.

## DUBAI, UNITED ARAB EMIRATES /

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



## CENTRAL LONDON, UNITED KINGDOM /

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

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



## FRANKFURT, GERMANY /

The industrial city of Frankfurt is famous for being a major global hub for commerce, finance and transportation. The 2,000-year-old city is steeped in history and boasts a number of world-class museums, parks and architectural sites such as the Römerberg district and Old Opera House, alongside its buzzing, modern business district.



## WASHINGTON D.C., USA /

Some of 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 or Crown Agents USA premises, an ideal base for exploring all that Washington D.C. has to offer.



## KUALA LUMPUR, MALAYSIA /

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



## MIAMI, USA /

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



## 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.



## TORONTO, CANADA /

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



## 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.





# YOUR WORLD-CLASS TRAINING EXPERIENCE /

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



## CERTIFICATE OF ATTENDANCE

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



## ALUMNI COMMUNITY

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



## OUR TRAINING FACILITIES AND LEARNING MATERIALS

All of our training is delivered in training centres or hotels worldwide which offer the highest standards of modern equipment and comfort. Ensuring our venues are accessible to all is a priority for us. If you have any specific requirements or requests, please speak to a member of the team when you book. Delegates attending our courses will also receive an easy to use e-reader tablet preloaded with all training materials.

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



## 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.



## 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, with easy access to a range of accommodation options across London and the surrounding areas.

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



## COURSE SPECIFIC STUDY VISITS AND CULTURAL EXCURSIONS

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

\* Terms and conditions apply



## REWARDING LOYALTY

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



## CATERING

Lunch and refreshments during breaks will be provided by Crown Agents throughout the duration of your training.

We have responded to feedback to continuously refine the menus offered to our participants and these cater for a range of different international cuisines to suit all tastes.

# OUR PARTNERS /

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



## BRITISH ACCREDITATION COUNCIL (BAC)

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



## BRITISH STANDARDS INSTITUTION (BSI)

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



## CHARTERED INSTITUTE OF PROCUREMENT & SUPPLY (CIPS)

Crown Agents and CIPS have signed an agreement to work together as partners on training activities, international projects and business development activities. See page 78 for more details.



## ICSA - THE CHARTERED GOVERNANCE INSTITUTE

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



## THE INSTITUTE OF LEADERSHIP & MANAGEMENT

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



## 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.



## 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 Media Communications and Public Engagement course, all of whom also receive Affiliate Global membership of this Royal Institute.

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

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



## CHARTERED INSTITUTE OF BANKERS OF NIGERIA

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



## ETHIOPIAN MANAGEMENT INSTITUTE

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



## PUBLIC SERVICE INSTITUTE OF NIGERIA

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

# LEADERSHIP, MANAGEMENT AND DEVELOPMENT /

## 2021 TRAINING COURSES

	START	END	LOCATION
Effective Management Skills	01 Feb	12 Feb	London
	05 Jul	16 Jul	London
	06 Dec	17 Dec	Dubai
Management Development for Executives [approved by the Institute of Leadership & Management]	15 Mar	26 Mar	London
	04 Oct	15 Oct	London
The Agile People and Project Manager Toolkit	12 Apr	23 Apr	Dubai
	16 Aug	27 Aug	Washington D.C.
The Agile Manager	12 Apr	16 Apr	Dubai
	16 Aug	20 Aug	Washington D.C.
Group Facilitation and Training Skills for Managers	01 Mar	05 Mar	London
	09 Aug	13 Aug	London
Developing Future Leaders [approved by the Institute of Leadership & Management]	18 Jan	29 Jan	Dubai
	19 Jul	30 Jul	London
Crisis Leadership: Rising to the Challenge	01 Feb	12 Feb	London
	07 Jun	18 Jun	London
	29 Nov	10 Dec	Miami
Strategic Change Management	17 May	28 May	Miami
	13 Sep	24 Sep	Washington D.C.
Women in Leadership	15 Feb	26 Feb	Kuala Lumpur
	17 May	28 May	Miami
	13 Sep	24 Sep	London
Executive Leadership in Action [approved by the Institute of Leadership & Management]	07 Jun	18 Jun	London
	08 Nov	19 Nov	London
The Crown Agents Leadership Retreat	06 Sep	10 Sep	Sussex
Leadership and Governance for Boards and Senior Executives	01 Feb	12 Feb	London
	19 Jul	30 Jul	London
	29 Nov	10 Dec	Miami
The Emotional Intelligence and Leadership Toolkit	01 Mar	12 Mar	London
	18 Oct	29 Oct	London
Developing High Performing Teams	08 Mar	12 Mar	London
	25 Oct	29 Oct	London
Emotional Intelligence: Enhancing Management and Leadership Impact [approved by the Institute of Leadership & Management]	01 Mar	05 Mar	London
	18 Oct	22 Oct	London
The Effective Negotiator	26 Apr	30 Apr	Dubai
	20 Sep	24 Sep	London
Emotional Intelligence, Coaching and Mentoring Toolkit	01 Mar	12 Mar	London
	18 Oct	29 Oct	London
Coaching and Mentoring Skills for Managers and Executives	08 Mar	12 Mar	London
	25 Oct	29 Oct	London

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

FRANCIS NGESE, Trustee, Central Bank of Kenya,  
a delegate attending The Crown Agents Leadership Retreat, August 2018

## ABOUT THE PORTFOLIO /

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

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

### OUR COLLABORATION WITH THE INSTITUTE OF LEADERSHIP & MANAGEMENT

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



## FEATURED TRAINERS /



### MARIA OLDER

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

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

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

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

### RALPH NAYLOR

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

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

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

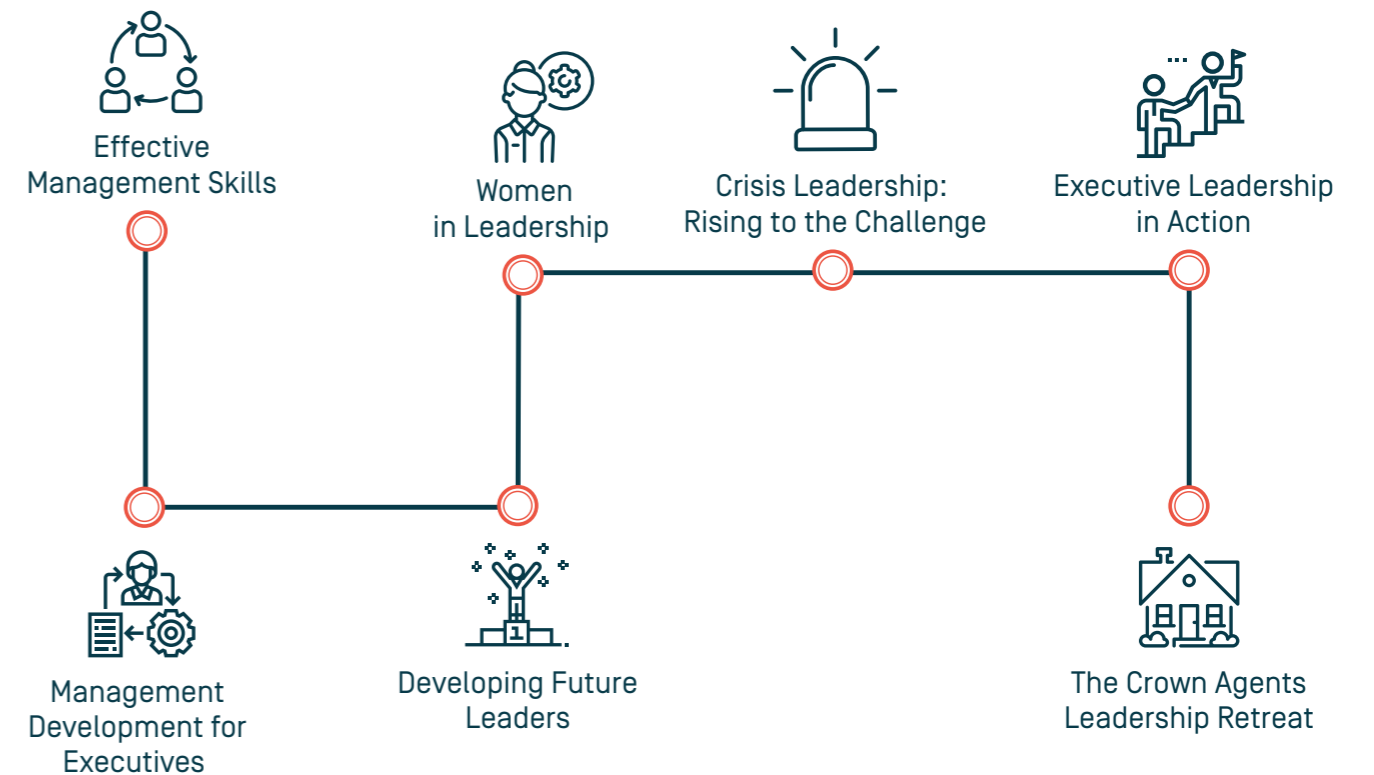
## INDICATIVE STUDY VISIT /



### THE BALTIC EXCHANGE

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

## PROGRAMMES FOR EVERY STEP OF YOUR CAREER JOURNEY /



# EFFECTIVE MANAGEMENT SKILLS /

20% OFF  
JAN-MAR COURSES

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

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

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

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

## KEY TOPICS

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

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

DURATION	FEE	DATE	VENUE
10 DAYS	£4,250	01 - 12 February 2021	London
		05 - 16 July 2021	London
		06 - 17 December 2021	Dubai

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

20% OFF  
JAN-MAR COURSES

THE INSTITUTE OF LEADERSHIP & MANAGEMENT APPROVED

## INCLUDES COACHING FOR PERFORMANCE MODULE

An ideal progression course for delegates who have completed the Effective Management Skills course. This programme builds on the skills learned to further arm the developing manager with essential knowledge and tools. It is also very relevant for experienced staff who will soon be making the transition from a management to a leadership role. The role of managers in senior and executive positions is evolving to include high-level performance management and change facilitation. This course has a particular focus on developing yourself as a manager and developing sustainable and successful teams. It gives participants the opportunity to explore key areas of performance management, succession planning and organisational development.

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

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

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

## KEY TOPICS

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

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

DURATION	FEE	DATE	VENUE
10 DAYS	£4,250	15 - 26 March 2021	London
		04 - 15 October 2021	London

# THE AGILE PEOPLE AND PROJECT MANAGER TOOLKIT /

This two-week programme combines:

**The Agile Manager** 05 days  
**The Agile Project Manager (APMG AgilePM® Certificate)** 05 days  
(see the course outline on p.75)

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

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

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

- Understand your own preferred style of management and the impact it has on your team
- Be a change agent and employ powerful communication strategies and skills

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

## KEY TOPICS

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

## ABOUT THE APMG INTERNATIONAL AgilePM® FOUNDATION QUALIFICATION

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

DURATION	FEE	DATE	VENUE
10 DAYS	£4,450	12 - 23 April 2021	Dubai
		16 - 27 August 2021	Washington D.C.

# THE AGILE MANAGER /

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

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

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

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

## KEY TOPICS

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

This course is also available as a remote training delivery.

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

DURATION	FEE	DATE	VENUE
05 DAYS	£2,495	12 - 16 April 2021	Dubai
		16 - 20 August 2021	Washington D.C.

## REMOTE TRAINING COURSES

DURATION	FEE	DATE	VENUE
03 DAYS	£1,295	26 - 28 April 2021	Remote Training
		01 - 03 November 2021	Remote Training

# GROUP FACILITATION AND TRAINING SKILLS FOR MANAGERS /

20% OFF  
JAN-MAR COURSES

Group facilitation and training skills are now recognised as central skills of any modern-day manager or leader. Both are powerful ways to identify and address problems, opportunities and the needs of individuals and teams, and to motivate staff to enhance learning and performance.

This highly practical course will explore the broad range of situations where these activities or interventions can be effectively deployed, to advance the objectives of the team, department or organisation. Technical staff or managers who are not professional or full-time facilitators or trainers, will benefit immensely from this course.

The programme will examine the essence of good group facilitation and build confidence in leading any group facilitated session. It will help you to design and deliver short training sessions that are highly-interactive and engaging and which will meet group and individual learning objectives.

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

- Appreciate the range of situations where group facilitation and training can be highly effective activities
- Design a group facilitation session based on your own work situation or issue
- Deliver a flexible group facilitation session that addresses the target problem or opportunity

- Design a short training session based on your own work situation or issue
- Deliver a highly participative training session that meets stated learning objectives
- Assess the effectiveness of group facilitated sessions and trainings

## KEY TOPICS

- Facilitation versus training - approaches, process, tools and techniques
- Key communication skills
- Analysing a problem, opportunity or learning need situation
- Designing a group facilitated session
- Leading a group facilitated session
- Designing a training session
- Delivering an interactive training session
- Evaluating a session's effectiveness

DURATION	FEE	DATE	VENUE
05 DAYS	£2,495	01 - 05 March 2021	London
		09 - 13 August 2021	London

# DEVELOPING FUTURE LEADERS [approved by the Institute of Leadership & Management] /

20% OFF  
JAN-MAR COURSES  
THE INSTITUTE OF LEADERSHIP & MANAGEMENT APPROVED

## INCLUDES COACHING FOR PERFORMANCE MODULE.

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

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

There will also be a focus on identifying key problem-solving techniques to overcome organisational barriers, using coaching skills for performance improvement and employing influencing skills to make maximum impact.

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

- Understand the difference between a manager and a leader and what it takes to make the transition
- Recognise your own strengths and weaknesses by examining your own preferred leadership style
- Learn coaching skills and behaviours to maximise individual performance
- Use contemporary styles and techniques to lead positive change

- Embed behaviours as a leader that inspire trust and respect
- Take on more challenging problems with improved problem solving
- Use influencing tactics and skills to engage and inspire

## KEY TOPICS

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

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

DURATION	FEE	DATE	VENUE
10 DAYS	£4,250	18 - 29 January 2021	Dubai
		19 - 30 July 2021	London

# CRISIS LEADERSHIP: RISING TO THE CHALLENGE /

20% OFF  
JAN-MAR COURSES  
NEW

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

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

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

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

- Understand your own preferred leadership style during crises by examining your personal values and their impact on your team

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

## KEY TOPICS

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

DURATION	FEE	DATE	VENUE
10 DAYS	£4,195	01 - 12 February 2021	London
		07 - 18 June 2021	London
		29 November - 10 December 2021	Miami

# STRATEGIC CHANGE MANAGEMENT /

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

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

Through group exercises that simulate real-life experiences of individual and group change, delegates will recognise how they and their colleagues respond to change now, and can improve by choosing different ways of behaving, planning, and managing projects and people to achieve continuous improvement. This course will also use case studies of recent responses to the Coronavirus pandemic to examine how to intervene effectively in complex and fast changing situations.

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

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

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

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

## KEY TOPICS

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

DURATION	FEE	DATE	VENUE
10 DAYS	£4,195	17 - 28 May 2021	Miami
		13 - 24 September 2021	Washington D.C.

# WOMEN IN LEADERSHIP /

20% OFF  
JAN-MAR COURSES

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



Delegates on the 'Women In Leadership' course, held in London in September 2018

This programme is targeted at women who are aspiring to improve their leadership capabilities. It will assist women to better understand what drives and sustains successful leadership, their personal motivations and strengths, and how best to work within a demanding environment while maintaining a reasonable balance between work and home life. You will learn and develop the skills and confidence you need to reach your goals and unlock your potential.

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

## WHY A WOMAN-ONLY PROGRAMME?

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

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

This course addresses the specific needs of women in the workplace, creating a trusting and non-competitive environment in which participants can identify their capabilities and develop a plan for growth and improvement away from the pressures of the work environment and every-day life. It is highly interactive and supplemented by site visits, group discussions, ongoing feedback and, at request, 1-2-1 coaching sessions.

“ 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, risk appetite, professional ethics, job fulfilment and total purpose. ”

RITA ADZOVIE, Director of HR, Administration and Corporate Affairs, National Pensions Regulatory Authority, Ghana, a delegate attending Women in Leadership, April 2018, Washington D.C.

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

## COURSE OBJECTIVES:

- On completion, you will be able to:
- Clearly understand your current strengths and weaknesses as a leader and develop a strategy for improvement and development
  - Gain confidence and power within your organisational hierarchy
  - Act with greater confidence and ownership of your chosen leadership style
  - Improve your strategic change management skills
  - Become more 'politically' astute and build strategic alliances
  - Communicate with improved clarity and authority
  - Develop greater personal self-confidence and inspire and motivate yourself and your staff

DURATION	FEE	DATE	VENUE
10 DAYS	£4,195	15 - 26 February 2021	Kuala Lumpur
		17 - 28 May 2021	Miami
		13 - 24 September 2021	London

## PREMIUM PROGRAMME

# EXECUTIVE LEADERSHIP IN ACTION [approved by the Institute of Leadership & Management] /



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



## 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

“ The skills and knowledge acquired will make me committed to fulfilling my true potential and inspiring others to do the same in my organisation. ”

JOHN KABIA, Ag. Director General, Electricity Generation and Transmission Company, Sierra Leone, a delegate attending Executive Leadership in Action (approved by the Institute of Leadership & Management), March 2020, Miami.

- Learn how to coach others for performance improvement
- Return to work with a practical Personal Development Plan

## SPECIAL BENEFITS of this course include:

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

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

DURATION	FEE	DATE	VENUE
10 DAYS	£4,750	07 - 18 June 2021	London
		08 - 19 November 2021	London

# 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

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

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

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

### WHO IS THE RETREAT FOR?

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

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

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

DURATION	FEE	DATE	VENUE
05 DAYS	£4,495	06 - 10 September 2021	Sussex

# LEADERSHIP AND GOVERNANCE FOR BOARDS AND SENIOR EXECUTIVES /



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



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

This interactive and challenging programme recognises that good organisational leadership and corporate governance work hand-in-hand in all successful organisations. Excellent corporate governance leadership provides the right strategic direction, high quality and ethical decision making, effective implementation of policies and organisational control. Through robust leadership, accountability, oversight and assurance, governance goes beyond just legal and regulatory compliance and duties of care and is the key enabler of achieving the very best outcomes for all stakeholders. It will bring together the full range of expectations, competencies and behaviours required for Board Members, and takes them on a learning journey to achieve their corporate governance and personal development aims.

### WHO IS THIS PROGRAMME FOR?

This programme is designed for current and future executive and non-executive Board Members and Senior Executives. It will equip them to effectively discharge their individual and collective governance roles, responsibilities and accountabilities, and lead the organisation to success and sustainability through governance excellence. It is invaluable and insightful for Board Members, Board Committee Members and senior (C Suite) executives as they transition from being a “doing” board into a “governing” board. This comprehensive toolkit covers the processes and oversight which drive the highest standards of leadership, accountability and behaviour.

Working with our experienced trainers, delegates will be offered 1-2-1 executive coaching both during and after the programme to help embed learnings by addressing their individual leadership and governance challenges. You will engage with subject-matter experts, visit interesting and relevant organisations to examine governance

best practice and collective leadership first-hand, and will be encouraged to produce a personal development plan to use learnings to address the challenges faced within your own workplace.

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

- Understand the purpose and direction of governance and leadership at the very top of an organisation
- Develop the right organisational culture and lead organisational behaviour
- Demonstrate ethical leadership
- Maintain effective stakeholder engagement
- Build and maintain personal and organisational trust and accountability
- Identify and use appropriate leadership competencies in Executive and Non-Executive Board positions and be an effective member of the leadership team
- Appreciate how to undertake effective oversight including financial, information and risk governance

### KEY TOPICS

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

DURATION	FEE	DATE	VENUE
10 DAYS	£4,750	01 - 12 February 2021	London
		19 - 30 July 2021	London
		29 November - 10 December 2021	Miami

# THE EMOTIONAL INTELLIGENCE AND LEADERSHIP TOOLKIT /

20% OFF  
JAN-MAR COURSES

This two-week programme combines:

- Emotional Intelligence: Enhancing Management and Leadership Impact [approved by the Institute of Leadership & Management]** 05 days
- Developing High Performing Teams** 05 days

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

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

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

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

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

## KEY TOPICS

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

DURATION	FEE	DATE	VENUE
10 DAYS	£4,250	01 - 12 March 2021	London
		18 - 29 October 2021	London

# DEVELOPING HIGH PERFORMING TEAMS /

20% OFF  
JAN-MAR COURSES

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

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

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

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

- Understand what it takes to develop and sustain high performing teams
- Develop your skills and attitude as a people manager
- Understand the organisational culture and climate required to stimulate consistent high performance

- Develop your team members' skills through 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

This course is also available as a remote training delivery.

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

DURATION	FEE	DATE	VENUE
05 DAYS	£2,495	08 - 12 March 2021	London
		25 - 29 October 2021	London

## REMOTE TRAINING COURSES

DURATION	FEE	DATE	VENUE
03 DAYS	£1,295	01 - 03 March 2021	Remote Training
		06 - 08 December 2021	Remote Training

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

20% OFF  
JAN-MAR COURSES

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

Through group working, coaching, quizzes and simulation exercises, this highly interactive course, led by leading experts in the field, will equip you with the insight and skills to develop your emotional intelligence and use it to positive effect in the workplace.

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

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

## KEY TOPICS

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

This course is also available as a remote training delivery.

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

DURATION	FEE	DATE	VENUE
05 DAYS	£2,550	01 - 05 March 2021	London
		18 - 22 October 2021	London

## REMOTE TRAINING COURSES

DURATION	FEE	DATE	VENUE
03 DAYS	£1,295	15 - 17 February 2021	Remote Training
		20 - 22 September 2021	Remote Training

# THE EFFECTIVE NEGOTIATOR /

Negotiation skills are used extensively in many areas of work and personal life, and are considered to be both a science and an art form; they are crucial skills that can be learnt, honed and put to great effect. This course will significantly enhance your effectiveness in any given negotiation situation, providing a 'win-win' to the parties concerned whilst harnessing healthy and sustainable stakeholder relationships.

You will learn the essential processes, skills, tools and techniques that can be used in any negotiation situation.

This course examines how to assess and anticipate the other party's position and target outcomes and objectives, how to plan an effective negotiation strategy, the art of deploying the right tactics and what it takes to create and maintain a conducive atmosphere for negotiations to succeed, even when they may be drawn-out or particularly challenging.

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

- Define your negotiation objectives and plan an effective negotiation
- Set up a positive environment for conducive negotiations
- Conduct a negotiation in line with your strategy
- Adjust tactics in a negotiation to achieve the best outcome
- Learn lessons for continuous improvement of negotiation skills

## KEY TOPICS

- Situations that call for negotiations
- Negotiation outcomes and why a 'win-win' outcome is desirable
- The process of conducting a negotiation
- Analysing a negotiating party's target outcome and objectives
- Negotiator types and common characteristics
- Planning your strategy and your negotiation team
- Assessing, valuing and prioritising wants and needs
- Options and tactics towards mutual satisfaction and a win-win outcome
- Setting and maintaining positive relations
- Assessing progress and adjusting a negotiation stance
- Pausing, terminating or withdrawing from a negotiation
- Celebrating success and learning lessons for next time

This course is also available as a remote training delivery.

DURATION	FEE	DATE	VENUE
05 DAYS	£2,495	26 - 30 April 2021	Dubai
		20 - 24 September 2021	London

## REMOTE TRAINING COURSES

DURATION	FEE	DATE	VENUE
03 DAYS	£1,295	17 - 19 May 2021	Remote Training
		13 - 15 December 2021	Remote Training



# EMOTIONAL INTELLIGENCE, COACHING AND MENTORING TOOLKIT /

20% OFF  
JAN-MAR COURSES

This two-week programme combines:

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

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

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

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

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

- Gain insight into your emotional intelligence

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

## KEY TOPICS

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

DURATION	FEE	DATE	VENUE
10 DAYS	£4,250	01 - 12 March 2021	London
		18 - 29 October 2021	London

# COACHING AND MENTORING SKILLS FOR MANAGERS AND EXECUTIVES /

20% OFF  
JAN-MAR COURSES

Coaching and mentoring are now considered an integral part of successful leadership. More and more organisations are looking to establish a coaching culture within their organisation to improve learning and performance, make the most of their people's 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 several opportunities for delegates to practice and deliver 1-2-1 coaching sessions and get constructive feedback on their performance to build confidence in a supportive environment.

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

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

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

## KEY TOPICS

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

This course is also available as a remote training delivery.

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

DURATION	FEE	DATE	VENUE
05 DAYS	£2,495	08 - 12 March 2021	London
		25 - 29 October 2021	London

## REMOTE TRAINING COURSES

DURATION	FEE	DATE	VENUE
03 DAYS	£1,295	19 - 21 April 2021	Remote Training
		04 - 06 October 2021	Remote Training

## CASE STUDY

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

In November 2020, the Central Bank of Nigeria (CBN) commissioned Crown Agents to deliver a 5-day training course for 23 employees from the Bank's Security Services department. The aim of this training was to provide delegates with the skills and knowledge to assist the implementation of their vision and supporting strategies, and to enhance their understanding of what it takes to be an effective and successful leader.



Due to the restrictions caused by the Coronavirus pandemic, CBN requested this course to be delivered remotely over the Zoom platform. The programme was constructed using elements of a 'flipped classroom' methodology, with learning delivered through a combination of live online sessions and self-study using online workbook materials.

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

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

## ON COMPLETION OF THE COURSE, DELEGATES WERE ABLE TO:

- Identify their own preferred leadership style and behaviours, and its impact on their team and organisation
- Apply innovative methods to develop strategic options that take the organisation forward
- Develop their emotional intelligence to grow as a leader and an individual
- Understand why mentoring and coaching are key aspects of successful leadership
- Build lasting and trusting relationships with their team members through effective mentoring and coaching

## FEEDBACK INCLUDED:

“ The training conducted by Crown Agents remotely through the Zoom platform was a valuable personal development opportunity for me. It made me realise that as a team leader, we are exposed to a motley of situational leadership styles to use and it is helpful to be critically mindful of balancing the tendency to use one over others. In addition, the training strengthened my conviction to develop a disposition that every member of the team can receive support in coaching to help one perform better, such as using the GROW model. Another valuable dimension for me was the place of creativity and innovation in organizational leadership and culture change. The practical sessions during the course were very helpful in bringing learning deliverables into workplace realities and it was interesting to see my colleagues being immersed in the various role plays and discussions.

On a personal note, my key takeaways from the training include periodic conduct of audit of my team in terms of each person's working style, orientation and personal competence and using such knowledge to inclusively map a coaching process to optimize team performance. It also challenged me to deepen my interest and competence in coaching towards earning a licentiate. It was clearly a worthy investment of organizational and personal resources. ”

DR. CHARLES BASSEY, Head Technical Support, Central Bank of Nigeria

## GOVERNANCE AND STRATEGY /

2021 TRAINING COURSES	START	END	LOCATION
Delivering Good Governance in Practice	07 Jun 06 Sep	18 Jun 17 Sep	Kuala Lumpur Toronto
Corporate Governance for Boards and Senior Executives	21 June 22 Nov	25 Jun 26 Nov	Dubai Miami
Governance, Risk and Compliance Management and Integrated Assurance	17 May 25 Oct	28 May 05 Nov	London London
World-class Risk Based Internal Auditing	17 May 16 Aug	28 May 27 Aug	London London
Countering and Audit of Fraud and Corruption	26 Apr 08 Nov	30 Apr 12 Nov	London Singapore
ICT Strategy, Governance and Project Management	01 Mar 01 Nov	12 Mar 12 Nov	London London
The Strategy Toolkit	05 Jul 29 Nov	23 Jul 17 Dec	London Miami
Creating Innovative Practices and Strategies [approved by the Institute of Leadership & Management]	05 Jul 29 Nov	16 Jul 10 Dec	London Miami
Directing and Managing Organisational Strategy	19 Jul 13 Dec	23 Jul 17 Dec	London Miami

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

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

## ABOUT THE PORTFOLIO /

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

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

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

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

## FEATURED TRAINERS /



### NIGEL FREEMAN

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

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

Well qualified academically and professionally, he has a long and successful association with relevant governance, audit and counter-fraud professional institutes and leading practitioner bodies.



### TOLU OMODARA

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

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

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

## INDICATIVE STUDY VISIT /



## ICSA – THE CHARTERED GOVERNANCE INSTITUTE – LONDON AND DUBAI

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

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

## DELIVERING GOOD GOVERNANCE IN PRACTICE /

Good corporate governance is increasingly important for organisations, as compliance and performance towards success and sustainability become prioritised together with the imperative for fair and equitable treatment of stakeholders. This course takes delegates well beyond meeting structural and process requirements into achieving effective governance performance within a conducive culture. It will explore how best to mitigate Governance, Society and Environmental risks.

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

It will educate, enthuse and empower organisations, teams and individuals in pursuit of excellent governance, responsible leadership, good management and operations. Delegates will examine the components of a fit-for-purpose governance framework and how this helps mitigate risk and add value, bolster reputation and create a climate of stakeholder trust that supports effective, well-informed decision making.

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

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

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

### KEY TOPICS

- Nature and importance of a good corporate governance and recent trends and developments
- Components of a good corporate governance framework and the applicable principles and practices
- The three lines of defence model
- Roles and responsibilities and authority under a good corporate governance
- Cultural and behavioural requirements that underpin good corporate governance
- The practices, procedures, communications and information flows key to good governance

Includes complementary professional subscription with The Chartered Governance Institute.

DURATION	FEE	DATE	VENUE
10 DAYS	£4,195	07 - 18 June 2021	Kuala Lumpur
		06 - 17 September 2021	Toronto

# CORPORATE GOVERNANCE FOR BOARDS AND SENIOR EXECUTIVES /

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



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

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

This programme is designed for current and future executive and non-executive Board Members and Senior Executives. It will equip them to effectively discharge their individual and collective governance roles, responsibilities and accountabilities, and lead the organisation to success and sustainability through governance excellence. It is invaluable and insightful for Board Members, Board Committee Members and senior (C Suite) executives as they transition from being a “doing” board into a “governing” board. This comprehensive toolkit covers the processes and oversight which drive the highest standards of leadership, accountability and behaviour. Strong governance is a key enabler for Boards and organisations to make well-informed and appropriate decisions, to implement them effectively, and to achieve critical stakeholder outcomes by acting appropriately and fairly.

It will assist delegates to design and implement the structural, process, behavioural, compliance, risk and performance elements needed within a robust accountability framework.

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

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

**KEY TOPICS**

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

Our new premium course, **Leadership and Governance for Boards and Senior Executives**, enables delegates to explore, practice and develop the principles and practices of organisational leadership and corporate governance excellence in more depth. Please see p.29 for more details.

DURATION	FEE	DATE	VENUE
05 DAYS	£2,950	21 - 25 June 2021	Dubai
		22 - 26 November 2021	Miami

# GOVERNANCE, RISK AND COMPLIANCE MANAGEMENT AND INTEGRATED ASSURANCE /

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

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

This practical course will equip executives, senior managers and functional heads with a specialist role in internal audit, risk management, compliance and control, HR, quality and excellence, information management or security to establish, lead and manage specialist functions that meet current good practice expectations.

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

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

- Understand the integrated concepts of: governance; risk management information; compliance and performance; control and assurance and the standards expected for each, including structural, procedural and behavioural components
- Appreciate how to establish, lead and manage the specialist functions to meet current global standards
- Evaluate your function’s performance and compliance, and provide information and assurance as required in the accountability framework
- Engage effectively with your stakeholders

**KEY TOPICS**

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

Includes complementary professional subscription with The Chartered Governance Institute.

DURATION	FEE	DATE	VENUE
10 DAYS	£4,195	17 - 28 May 2021	London
		25 October - 05 November 2021	London

# WORLD-CLASS RISK BASED INTERNAL AUDITING /

In this era of governance and regulation, the importance of a world-class internal audit function operating as a professional, independent and competent third line of defence is imperative to providing assurances and advice over governance, risk management and internal control. These vital processes add value and help safeguard sustainable success for the organisation and its stakeholders.

Modern world-class internal audit is not only risk based but also systematic, forward-looking and innovative in order to meet the ever-changing needs of the global business and risk environment. The modern internal audit function needs to fulfil traditional audit activities as well as becoming far more agile to align more closely to the organisation’s strategic objectives, risks, changing priorities and emerging issues.

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

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

- Identify the requirements of a modern third line of defence internal audit function that works to international standards
- Understand the concepts of governance, risk management and control, and be able to audit them

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

**KEY TOPICS**

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

Includes complementary professional subscription with The Chartered Governance Institute.

DURATION	FEE	DATE	VENUE
10 DAYS	£4,195	17 - 28 May 2021	London
		16 - 27 August 2021	London

# COUNTERING AND AUDIT OF FRAUD AND CORRUPTION /

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

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

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

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

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

- Understand and assess the current and changing nature of fraud and corruption risks, and global mitigation strategies
- Design effective counter fraud and corruption mitigation and control
- Describe an effective counter fraud and corruption culture
- Audit and assure counter fraud and corruption arrangements

## KEY TOPICS

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

DURATION	FEE	DATE	VENUE
05 DAYS	£2,495	26 - 30 April 2021	London
		08 - 12 November 2021	Singapore

# THE STRATEGY TOOLKIT /

This three-week programme combines:

- **Creating Innovative Practices and Strategies [approved by the Institute of Leadership & Management]** 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	FEE	DATE	VENUE
15 DAYS	£5,950	05 - 23 July 2021	London
		29 November - 17 December 2021	Miami

# ICT STRATEGY, GOVERNANCE AND PROJECT MANAGEMENT /



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

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

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

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

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

## KEY TOPICS

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

DURATION	FEE	DATE	VENUE
10 DAYS	£4,195	01 - 12 March 2021	London
		01 - 12 November 2021	London

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



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

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

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

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

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

## KEY TOPICS

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

This is week one and two of The Strategy Toolkit.

DURATION	FEE	DATE	VENUE
10 DAYS	£4,250	05 - 16 July 2021	London
		29 November - 10 December 2021	Miami

# 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	FEE	DATE	VENUE
05 DAYS	£2,495	19 - 23 July 2021	London
		13 - 17 December 2021	Miami



## CASE STUDY

# BUILDING GOOD GOVERNANCE CAPACITY ON BEHALF OF TATHYA LEARNING IN NEPAL /

In October 2019, Crown Agents was commissioned to deliver a customised three-day training programme based on our open programme, Corporate Governance for Boards and Senior Executives, on behalf of Tathya Learning Pvt Ltd., headed by Santosh Lamichhane. The programme was delivered to 11 senior officials representing the banking, insurance and legal sectors in Nepal to support the delegates respective organisations' aims of building a strong corporate governance framework.



## THE PROJECT

This programme was designed to demonstrate and investigate recognised global good practice corporate governance standards and expectations. One of Tathya Learning's key objectives was to enable senior managers in Nepal to recognise the nature and components of effective integrated frameworks for good corporate governance, and to assist them to implement the structural, process, behavioural, compliance, risk and performance imperatives needed within a robust accountability framework within their organisations.

Benefitting from the expertise of our leading public sector governance trainers and guest speakers, the delegates developed an in-depth understanding of the key principles of good governance. The course addressed the links between organisational compliance and effective performance, with a focus on Board effectiveness under a good corporate governance framework, including direction, decision making, oversight and stakeholder engagement.

Delegates were also equipped with the skills to undertake effective risk governance, risk management and internal control measures. To support the implementation of governance processes, they were

taught how to understand and use effective information management and integrated assurance best practice.

## THE IMPACT

The course was well received by participants, with 100% of delegates stating that it met not just the course objectives, but also their personal learning objectives. All of the delegates also agreed that what they had learnt would have a positive impact on their workplace performance going forward.

**Feedback from those who attended included:**

“ It was a great experience to have such training at Crown Agents. ”

# HUMAN RESOURCES /

## 2021 TRAINING COURSES

	START	END	LOCATION
<b>The Complete HR Professional Toolkit</b>	15 Feb 02 Aug	05 Mar 20 Aug	Dubai London
<b>Transforming the HR Function</b>	15 Feb 02 Aug	19 Feb 06 Aug	Dubai London
<b>Succession Planning, Talent and Performance Management</b>	22 Feb 09 Aug 29 Nov	05 Mar 20 Aug 10 Dec	Dubai London Dubai
<b>Strategic HR: Aligning with the Corporate Vision</b>	17 May 11 Oct	28 May 22 Oct	Dubai Washington D.C.
<b>Organisational Design and Development</b>	19 Apr 25 Oct	30 Apr 05 Nov	Dubai Washington D.C.
<b>Optimising the Impact of the L&amp;D Function</b>	15 Mar 06 Sep	26 Mar 17 Sep	London London

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

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

## ABOUT THE PORTFOLIO /

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

For the HR Officer or Manager, we have two operationally-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 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.



## FEATURED TRAINERS /



### DR. BUNMI BIU

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

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

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



### MABEL TOJU CLINE-COLE

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

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

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

## INDICATIVE STUDY VISIT /



### HM LAND REGISTRY

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

## THE COMPLETE HR PROFESSIONAL TOOLKIT /

20% OFF  
JAN-MAR COURSES

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

DURATION	FEE	DATE	VENUE
15 DAYS	£5,850	15 February - 05 March 2021	Dubai
		02 - 20 August 2021	London



# TRANSFORMING THE HR FUNCTION /

20% OFF  
JAN-MAR COURSES

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

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

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

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

## KEY TOPICS

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

This course is also available as a remote training delivery.

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

DURATION	FEE	DATE	VENUE
05 DAYS	£2,495	15 - 19 February 2021	Dubai
		02 - 06 August 2021	London

## REMOTE TRAINING COURSES

DURATION	FEE	DATE	VENUE
03 DAYS	£1,295	08 - 10 March 2021	Remote Training
		16 - 18 August 2021	Remote Training

# STRATEGIC HR: ALIGNING WITH THE CORPORATE VISION /

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

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

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

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

- Understand internal and external impacts on business strategy and objectives within the context of HR strategy
- Improve the HR strategy development process
- Understand what's required of the strategic HR business partner in successfully supporting strategy execution
- Deliver specific strategies on recruitment, retention, succession planning and organisational learning

- Learn about David Ulrich's six core competencies required to become an effective HR professional
- Champion the change you want to see in your organisation
- Return home with an outline strategic HR plan that supports and aligns with overall organisational aims

## KEY TOPICS

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

DURATION	FEE	DATE	VENUE
10 DAYS	£4,195	17 - 28 May 2021	Dubai
		11 - 22 October 2021	Washington D.C.

# SUCCESSION PLANNING, TALENT AND PERFORMANCE MANAGEMENT /

20% OFF  
JAN-MAR COURSES

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

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

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

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

## KEY TOPICS

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

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

DURATION	FEE	DATE	VENUE
10 DAYS	£4,195	22 February - 05 March 2021	Dubai
		09 - 20 August 2021	London
		29 November - 10 December 2021	Dubai

# ORGANISATIONAL DESIGN AND DEVELOPMENT /

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

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

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

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

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

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

## KEY TOPICS

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

DURATION	FEE	DATE	VENUE
10 DAYS	£4,195	19 - 30 April 2021	Dubai
		25 October - 05 November 2021	Washington D.C.

# OPTIMISING THE IMPACT OF THE L&D FUNCTION /

20% OFF  
JAN-MAR COURSES

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

As a modern L&D professional, you are expected to have a broad range of skills and an understanding of the latest ways to engage staff through a variety of learning events.

This practical ten-day course will explore all of the requirements of a successful L&D function and equip delegates with the confidence and inspiration to improve how staff learn and develop in their organisation. This will include exploring areas of learning such as coaching and mentoring, facilitation, training consultation and tools to assist in undertaking Learning Needs Analyses.

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

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

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

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

## KEY TOPICS

- Role of the L&D function
- Aligning L&D strategy with organisational needs
- Conducting Learning Needs Analyses and putting together a training plan
- Evaluating the impact of training to ensure follow-through and value for money
- The use of Coaching and Mentoring for enhanced performance
- Organising a range of learning events with confidence
- Marketing L&D within the organisation to gain buy-in at all levels

DURATION	FEE	DATE	VENUE
10 DAYS	£4,195	15 - 26 March 2021	London
		06 - 17 September 2021	London

## CASE STUDY

# BEST PRACTICES IN HUMAN RESOURCE MANAGEMENT TRAINING FOR KENYA NATIONAL HIGHWAYS AUTHORITY /



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

## THE PROJECT

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

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

## ON COMPLETION OF THE COURSE, DELEGATES WERE ABLE TO:

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

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

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

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

## FEEDBACK FROM DELEGATES INCLUDED:

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

CAREN METET, Senior Assistant Human Resource Management Officer

# FINANCIAL MANAGEMENT /

2021 TRAINING COURSES	START	END	LOCATION
Public Financial Management: Issues and Solutions	07 Jun 18 Oct	18 Jun 29 Oct	Dubai Washington D.C.
Public Debt Management: Issues and Solutions	15 Mar 06 Sep	26 Mar 17 Sep	Dubai London
Integrated Financial Management Systems: Strategy and Implementation	01 Mar 09 Aug 06 Dec	12 Mar 20 Aug 17 Dec	London Frankfurt London
Best Practice Financial Management and Reporting on IPSAS and IFRS® Standards	15 Mar	26 Mar	Dubai
Best Practice Financial Management and Reporting on IPSAS and IFRS® Standards - ACCA Certificate	25 Oct	05 Nov	London
Treasury Management	07 Jun 08 Nov	18 Jun 19 Nov	London London
Strategic Financial Management and Effective Budget Execution	19 Apr 15 Nov	30 Apr 26 Nov	Dubai London
Loan Negotiation and Evaluation	17 May 15 Nov	28 May 26 Nov	Washington D.C. London
International Tax and Transfer Pricing	19 Apr 27 Sep	30 Apr 08 Oct	Dubai London

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

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

## ABOUT THE PORTFOLIO /

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

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

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

## FEATURED TRAINERS /



### DEV USEREE

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

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



### KEN MACNEILL

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

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

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

## INDICATIVE STUDY VISIT /



### NEWHAM COUNCIL

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

## PUBLIC FINANCIAL MANAGEMENT: ISSUES AND SOLUTIONS /

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

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

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

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

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

### KEY TOPICS

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

DURATION	FEE	DATE	VENUE
10 DAYS	£4,195	07 - 18 June 2021	Dubai
		18 - 29 October 2021	Washington D.C.

# PUBLIC DEBT MANAGEMENT: ISSUES AND SOLUTIONS /

20% OFF  
JAN-MAR COURSES

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

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

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

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

- Understand the scope of public debt management and its linkages with fiscal and monetary policy
- Understand debt concepts and the role of domestic financial markets
- Analyse the strengths and weaknesses of debt management operations in your country
- Apply concepts of cost and risk to your public debt portfolio to manage both in line with your country's debt management objectives

- Create a sound debt management strategy based on a portfolio review and a good understanding of the objectives for debt management
- Appreciate the impact on public debt management of emerging lenders and lending arrangements

## KEY TOPICS

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

DURATION	FEE	DATE	VENUE
10 DAYS	£4,195	15 - 26 March 2021	Dubai
		06 - 17 September 2021	London

# INTEGRATED FINANCIAL MANAGEMENT SYSTEMS: STRATEGY AND IMPLEMENTATION /

20% OFF  
JAN-MAR COURSES

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

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

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

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

- Assess the scope for enhancing monitoring and evaluation
- Communicate results effectively to management and key stakeholders

## KEY TOPICS

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

DURATION	FEE	DATE	VENUE
10 DAYS	£4,195	01 - 12 March 2021	London
		09 - 20 August 2021	Frankfurt
		06 - 17 December 2021	London

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

20% OFF  
JAN-MAR COURSES

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

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

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

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

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

- Changed approaches and improving financial management under the Standards
- Using the systems to improve financial monitoring and control in an accruals environment
- Systems requirements for successful implementation

## KEY TOPICS

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

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

DURATION	FEE	DATE	VENUE
10 DAYS	£4,195	15 - 26 March 2021	Dubai

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

ACCA

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

IPSAS and IFRS standards are designed to assist organisations to improve their financial reporting, financial management, transparency and accountability, introducing a common accrual-based approach that should enhance financial accountability and corporate governance.

Delegates will learn how to achieve improvements in financial management and reporting while moving to full compliance with the Standards. It assists delegates to analyse the impacts on their organisations and to plan the journey towards compliance, using case studies to illustrate the practical application of the Standards.

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

- Key principles and the application of the Standards in both the public and private sectors
- Financial reporting under the IFRS and IPSAS regimes including: the core statements; the style of annual reporting; the consequences for governments, organisations etc.
- Changed approaches and improving financial management under the Standards
- Using the systems to improve financial monitoring and control in an accruals environment
- Systems requirements for successful implementation

## KEY TOPICS

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

## ABOUT THE ACCA CERTIFICATE:

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

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

DURATION	FEE	DATE	VENUE
10 DAYS	£4,450	25 October - 05 November 2021	London

# TREASURY MANAGEMENT /

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

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

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

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

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

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

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

## KEY TOPICS

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

DURATION	FEE	DATE	VENUE
10 DAYS	£4,195	07 - 18 June 2021	London
		08 - 19 November 2021	London

# LOAN NEGOTIATION AND EVALUATION /

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

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

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

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

- Evaluate different sources of finance and determine their appropriateness for funding various types of project
- Apply financial evaluation techniques to appraise various sources of finance and assess the financial impact of debt restructuring
- Understand the process of reviewing the debt portfolio and assessing the impact on the portfolio of contracting new borrowing
- Appreciate the process of issuing government securities

## KEY TOPICS

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

DURATION	FEE	DATE	VENUE
10 DAYS	£4,195	17 - 28 May 2021	Washington D.C.
		15 - 26 November 2021	London

# STRATEGIC FINANCIAL MANAGEMENT AND EFFECTIVE BUDGET EXECUTION /

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

This course focuses on the issues and challenges likely to impede the seamless operation of management and financial accounting processes and examines the techniques and tools needed to address them. It will underline what constitutes strategic financial management and effective budget execution within the context of achieving their strategic and operational objectives.

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

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

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

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

## KEY TOPICS

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

DURATION	FEE	DATE	VENUE
10 DAYS	£4,195	19 - 30 April 2021	Dubai
		15 - 26 November 2021	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	FEE	DATE	VENUE
10 DAYS	£4,195	19 - 30 April 2021	Dubai
		27 September - 08 October 2021	London

## CASE STUDY

# BUILDING THE EXPORT CAPACITY OF SMEs IN GREECE /

Small and medium-sized enterprises (SMEs) are of great importance to a country's economic growth. Essential for maintaining an economic balance, they significantly contribute to export expansion, increase employment and help to promote and strengthen reforms.

From May 2019 to October 2020, the European Bank for Reconstruction and Development (EBRD) asked Crown Agents to deliver training programmes on the export of goods, specifically tailored for SMEs in Greece, with training sessions taking place in Thessaloniki, Crete, Patras and Athens. The objective of this training was to assist SMEs to develop concrete export strategies in order to support the private sector to access foreign markets. This series of export training was funded by the Government of Greece.



### THE PROJECT

Crown Agents delivered practical customised and contextualised training for a total of 142 officials across all training dates, representing organisations in the manufacturing, food processing, building and light industry sectors.

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

Our expert trainers covered a number of procedures, protocols and processes to help delegates' businesses grow in competitiveness and compliance within a global marketplace. The training programmes covered the principles of sound management in export operations, including assessment of new markets, managing commercial, sovereign, banking, political and country risk factors and developing a good appreciation of protocols and regulations.

The training provided delegates with an understanding of the evolving international trade procedures, protocols, rules and opportunities that all exporters must be aware of. This was to ensure that SMEs were compliant in their operations, aware of new market opportunities and able to manage the financing imperatives resulting from increased export sales.

Delegates were also briefed on new initiatives, such as the WTO Trade Facilitation Agreement, and revised core protocols like Incoterms 2010 and the updated Incoterms 2020 following their launch, enhancing their ability to manage export operations and make informed decisions on market assessment and payment risk management.

From June, due to the global travel restrictions caused by the coronavirus pandemic, all courses were delivered online via the Zoom platform.

Our remote training programmes closely followed the in-depth and content rich schedule of the face-to-face courses, but were re-designed and optimised by a digital training expert for the best online learning experience. This ensured delegates could still access training and resources during this challenging time.

### THE IMPACT

As a result of the training, all delegates had a better understanding of the export market, and gained the essential knowledge and skills to increase export capacity for their business. Participants were also offered face-to-face mentoring sessions to support the growth of their business following the course.

### FEEDBACK FROM DELEGATES INCLUDED:

“ I got a more complete look at Incoterms, insurance and terms of payment that will be useful to my company. ”

“ Jon Walden [the trainer]...was incredible! I would gladly attend more of his classes. There wasn't one single question he wasn't able to answer...! ”



# FINANCIAL SERVICES AND PENSIONS /

## 2021 TRAINING COURSES

	START	END	LOCATION
Fintech, Blockchain and Cryptocurrencies	28 Jun	09 Jul	London
Investment of Pension Fund Assets	12 Apr 09 Aug	16 Apr 13 Aug	Dubai London
Pension Scheme Investment in Private Equity and Infrastructure	12 Apr 29 Nov	16 Apr 03 Dec	Mauritius Dubai
Pension Scheme Governance and Regulation	26 Apr 02 Aug	30 Apr 06 Aug	Cape Town London
Pension Management in Developing Economies	17 May 20 Sep	28 May 01 Oct	Dubai Mauritius

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

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



## 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.

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

## FEATURED TRAINERS /



### DUNCAN HUGHES

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

During his career in financial services he held many senior positions at major financial firms including NM Rothschild and Columbia Threadneedle. In recent years, he has specialised in developing market financial services and pensions and has lectured and consulted widely in South-East Asia and Africa. He is the author of a number of publications in the fields of investment, financial risk management and on the opportunities presented by new financial technologies, including blockchain, particularly in a development context.



### SUSANNE CHISHTI

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

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

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

## INDICATIVE STUDY VISIT /



## DUBAI FINANCIAL SERVICES AUTHORITY (DFSA)

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

## FINTECH, BLOCKCHAIN AND CRYPTOCURRENCIES /

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

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

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

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

- Appreciate the current and future impact of FinTech and blockchain systems
- Understand the technologies that comprise FinTech
- Analyse potential socio-economic benefits and risks
- Appreciate regulatory barriers to FinTech and blockchain evolution
- Distinguish between key concepts such as mobile money and digital currency
- Appreciate the nature of, and risks relating to, cryptocurrencies

### KEY TOPICS

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

DURATION	FEE	DATE	VENUE
10 DAYS	£4,195	28 June - 09 July 2021	London

# INVESTMENT OF PENSION FUND ASSETS /

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

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

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

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

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

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

## KEY TOPICS

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

DURATION	FEE	DATE	VENUE
05 DAYS	£2,495	12 - 16 April 2021	Dubai
		09 - 13 August 2021	London

# PENSION SCHEME GOVERNANCE AND REGULATION /

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

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

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

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

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

- Appreciate the increasingly important societal and economic role of pensions
- Understand fiduciary responsibilities to stakeholders in scheme management

- Analyse the cash flow needs of the scheme vis-à-vis investment opportunities
- Appreciate the role of pension system regulators
- Understand recent initiatives towards more holistic and inclusive systems
- Challenge status quo systems in a reasoned and structured manner

## KEY TOPICS

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

DURATION	FEE	DATE	VENUE
05 DAYS	£2,495	26 - 30 April 2021	Cape Town
		02 - 06 August 2021	London

# PENSION SCHEME INVESTMENT IN PRIVATE EQUITY AND INFRASTRUCTURE /

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

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

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

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

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

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

## KEY TOPICS

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

DURATION	FEE	DATE	VENUE
05 DAYS	£2,495	12 - 16 April 2021	Mauritius
		29 November - 03 December 2021	Dubai

# PENSION MANAGEMENT IN DEVELOPING ECONOMIES /

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

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

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

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

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

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

- Shape objectives and informed decision making on the proper investment of pension scheme assets
- Identify the specific opportunities and threats relating to investment of pension fund assets:
  - In domestic and overseas market
  - In mainstream securities and private assets such as Private Equity and Infrastructure

## KEY TOPICS

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

DURATION	FEE	DATE	VENUE
10 DAYS	£4,195	17 - 28 May 2021	Dubai
		20 September - 01 October 2021	Mauritius

## CASE STUDY

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

In September 2020, we were delighted to deliver a face-to-face training course for 11 non-executive Board Members and Senior Executives from Berhan Bank S.C., Ethiopia.



Due to the restrictions caused by the Coronavirus pandemic, this training course was held in Dubai to take advantage of the low Covid-19 threat level in the Emirate and the precautions in place to ensure visitors' safety. By incorporating safety measures such as the use of PPE, paperless teaching, social distancing measures and strict hygiene protocols in the training room and venue, we were able to demonstrate that face-to-face training can be delivered safely and effectively with the right precautions in place.

The training focussed on key issues in 21st century banking in order to support participants to develop a strategy to address the challenges facing small private banks.

Our expert trainers presented up-to-date insights from the global banking sector, including a look at regulatory trends, the evolution of banking business models from a Net Interest Margin paradigm and the strategic implications of innovations in banking.

In addition, delegates learnt about the ecology of Fintech and innovation within the banking sector. They developed a strategic understanding of the possibilities that new technologies and big data offer and of the potential for digital transformation in the Ethiopian financial services market.

**DR NARDOS BERHANU, Vice Chairperson, commented:**

“ Under the unfortunate circumstances where the COVID-19 pandemic prevented most face-to-face encounters, the training was well organised. The training room was spacious enough to maintain social distancing and the use of face shields was helpful in recognising faces and breathing easier. The hotel did a very good job in putting precautionary measures in place while serving food and snacks. Hand sanitizers were widely available for use. Overall, with the necessary precautionary measures in place coupled with creativity in facilitation, it is possible to organise a face-to-face training course during this pandemic. ”

## CASE STUDY

# SUPPORTING THE COMMERCIAL BANK OF ETHIOPIA /

Crown Agents has been privileged to support the National Bank of Ethiopia (NBE) and the Commercial Bank of Ethiopia (CBE) since 2014, with regular capacity building initiatives in a range of areas.

Our customised programmes train staff from private and public banks across the country and cover a mix of technical and management requirements, including:

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

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

This learning framework is particularly important given the significant developments and reforms within the Ethiopian banking sector, many of which are reflected across the African continent and beyond. In Ethiopia, regulatory initiatives have released funds for lending to the wider economy and increased the number of bank account holders, thereby improving financial inclusion. Additionally, Ethiopia now has two dedicated Islamic banks and is accelerating its capital market development plans, presenting new opportunities for the banking and financial services sectors.

Increasing financial inclusion also remains high on the agenda of many banking systems in Africa and beyond. FinTech has the potential to deliver solutions to meet these needs as well as generally delivering better banking services at a lower cost.

Banks' Boards consequently have a number of important considerations in developing their organisations' strategies. In recent years, Crown Agents has delivered several programmes specifically designed to tackle these considerations, empowering managers and executives to make better decisions in an increasingly complex and risky banking and financial services environment.

# PROJECT MANAGEMENT AND EVALUATION /

## 2021 TRAINING COURSES

	START	END	LOCATION
<b>Mastering Project and Programme Management Skills</b>	17 May 22 Nov	28 May 03 Dec	Dubai London
<b>The Development Project and Financial Management Toolkit</b>	01 Mar 20 Sep	26 Mar 15 Oct	Dubai Washington D.C.
<b>Financial Management of Development Projects</b>	15 Mar 04 Oct	26 Mar 15 Oct	Dubai Washington D.C.
<b>Project Management of Development Projects [Project DPro Level 1 Certificate]</b>	01 Mar 20 Sep	12 Mar 01 Oct	Dubai Washington D.C.
<b>The Agile Project Manager [APMG AgilePM® Certificate]</b>	19 Apr 23 Aug	23 Apr 27 Aug	Dubai Washington D.C.
<b>The Development Programme [DPro] Toolkit</b>	01 Mar 20 Sep	26 Mar 15 Oct	Dubai Washington D.C.
<b>Programme Management of Development Programmes [Program DPro Level 1 Certificate]</b>	15 Mar 04 Oct	26 Mar 15 Oct	Dubai Washington D.C.
<b>Evaluation and Impact Assessment of Policies and Projects</b>	21 Jun 25 Oct	25 Jun 29 Oct	London Miami
<b>Results-Based Monitoring and Evaluation</b>	21 Jun 01 Nov	02 Jul 12 Nov	Washington D.C. London

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

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

## ABOUT THE PORTFOLIO /

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

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

### CERTIFICATION COURSES IN PROJECT AND PROGRAMME MANAGEMENT

Gain an internationally recognised qualification with our Project DPro Level 1 and Program DPro Level 1 aligned training courses: these certification programmes are tailored to the complexities, challenges and objectives that are common to development projects and programmes.



## FEATURED TRAINERS /



### STUART WILSON

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

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

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



### RICHARD ODOOM

Richard is a fellow of the Institute of Chartered Accountants in England and Wales and a Chartered member of the British Computer Society.

He has over 30 years' experience providing financial management and IT systems integration services to Ministries of Finance, Central Banks and other public-sector entities around the world, using his unique combination of IT, business management and accounting expertise.

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

## INDICATIVE STUDY VISIT /



### THAMES BARRIER AND THAMES BARRIER PARK

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

## MASTERING PROJECT AND PROGRAMME MANAGEMENT SKILLS /

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

This course is designed for anyone involved in the delivery of projects and programmes, especially public servants and project office staff, who need to improve their skills to ensure a project's success.

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

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

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

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

- Define, appraise, plan, implement and control programmes and projects to deliver strategic benefits to your organisation
- Effectively supervise, monitor and evaluate a range of programmes and projects
- Avoid the common causes of project failure by applying best practice in project and programme management
- Develop an excellent basis of knowledge and skills to advance to professional project and programme qualifications such as PRINCE2®

#### KEY TOPICS

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

DURATION	FEE	DATE	VENUE
10 DAYS	£4,195	17 - 28 May 2021	Dubai
		22 November - 03 December 2021	London

# THE DEVELOPMENT PROJECT AND FINANCIAL MANAGEMENT TOOLKIT /



This 20-day programme combines:

- Project Management of Development Projects [Project DPro Level 1 Certificate]** 10 days
- Financial Management of Development Projects** 10 days

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

Part one of the toolkit delivers in-depth training in project management concepts, processes and practice. This course is aligned to the Project DPro Level 1 syllabus and includes integrated preparation for the Project DPro Level 1 exam which can be taken at the end of the first two weeks.

Sound financial management is also critical to the success of all types of development projects. The second half of this course covers areas including budgeting, accounting policies, financial management, staffing considerations and procurement and contract management.

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

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

- Align financial management of procurement with international best practice

## KEY TOPICS

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

## ABOUT THE PROJECT DPRO LEVEL 1 CERTIFICATION:

Project DPro is an internationally recognised certification programme, developed by PM4NGOs and APMG International. Project DPro is platform-independent and tailored to the complexities, challenges and objectives that are common to development projects. Award of the Project DPro Level 1 Certification by APMG will require passing an online multiple-choice examination. After passing the certification exam participants will be able to display the Project DPro Level 1 digital badge.

DURATION	FEE	DATE	VENUE
20 DAYS	£7,250	01 - 26 March 2021	Dubai
		20 September - 15 October 2021	Washington D.C.

# PROJECT MANAGEMENT OF DEVELOPMENT PROJECTS [Project DPro 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.

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

This course is aligned to the Project DPro Level 1 syllabus. It includes integrated preparation for the optional Project DPro 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 Project DPro Guide
- Participate actively in the management of a development project from identification to end of project transition

## KEY TOPICS

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

## ABOUT THE PROJECT DPRO LEVEL 1 CERTIFICATION:

Project DPro is an internationally recognised certification programme, developed by PM4NGOs and APMG International. Project DPro is platform-independent and tailored to the complexities, challenges and objectives that are common to development projects. Award of the Project DPro Level 1 Certification by APMG will require passing an online multiple-choice examination. After passing the certification exam participants will be able to display the Project DPro Level 1 digital badge.

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

DURATION	FEE	DATE	VENUE
10 DAYS	£4,450	01 - 12 March 2021	Dubai
		20 September - 01 October 2021	Washington D.C.

# FINANCIAL MANAGEMENT OF DEVELOPMENT PROJECTS /



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

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

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

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

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

## KEY TOPICS

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

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

DURATION	FEE	DATE	VENUE
10 DAYS	£4,195	15 - 26 March 2021	Dubai
		04 - 15 October 2021	Washington D.C.

# THE AGILE PROJECT MANAGER [APMG AgilePM® Certificate] /

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

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

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

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

- Collaborate and communicate
- Incremental change and adaptability
- Control, planning and risk management

- The life cycle process
- Products: what is produced and when
- Practices, tools and techniques: timeboxing, modelling, iterative development, prioritization and facilitated workshops
- Individual and organisational roles and responsibilities
- Governance and empowerment

## ABOUT THE APMG INTERNATIONAL AGILEPM® FOUNDATION QUALIFICATION:

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

This is week two of **The Agile People and Project Manager Toolkit** on page 23.

DURATION	FEE	DATE	VENUE
05 DAYS	£2,750	19 - 23 April 2021	Dubai
		23 - 27 August 2021	Washington D.C.

## KEY TOPICS

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

# THE DEVELOPMENT PROGRAMME (DPRO) TOOLKIT /



This 20-day programme combines:

- Project Management of Development Projects (Project DPro Level 1 Certificate)** 10 days
- Programme Management of Development Programmes (Program DPro Level 1 Certificate)** 10 days

This course gives delegates the opportunity to complete the Project DPro and Program DPro Levels 1 certifications. These internationally recognised certifications are designed for professionals with experience of working in a project or programme-based environment and have been specifically developed for the international development sector.

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

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

The course includes integrated preparation for the optional Project DPro Level 1 certification exam which may be taken at the end of week two, and the Program DPro Level 1 certification exam which may be taken at the end of week four.

## KEY TOPICS

- Phases of a programme and project life cycle
- Project design, initiation and planning
- Project governance and organisation
- Logframe tool and theories of change
- Complex stakeholder management
- Project implementation, project control and project triangle
- Risk and issue management
- Monitoring, reporting and evaluation
- Projects, Programmes and Portfolio Management
- Programme phases and principles
- Programme identification and design
- Programme planning, implementation and closure
- Theory of Change
- The Programme Manager: Skills and Competencies

## ABOUT THE PROJECT DPRO AND PROGRAM DPRO CERTIFICATIONS:

Project DPro and Program DPro are internationally recognised certifications developed by PM4NGOs and APMG International. Award of the Project DPro Level 1 and Program DPro Level 1 certifications by APMG will require passing online multiple-choice examinations. After passing the certification exams participants will be able to display the Project DPro Level 1 and Program DPro Level 1 digital badges.

DURATION	FEE	DATE	VENUE
20 DAYS	£7,250	01 - 26 March 2021	Dubai
		20 September - 15 October 2021	Washington D.C.

# PROGRAMME MANAGEMENT OF DEVELOPMENT PROGRAMMES (Program DPro Level 1 Certificate) /



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

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

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

On this comprehensive and hands-on course, delegates will work through real-life project scenarios and hear from experienced development professionals. The course includes integrated preparation for the optional Program DPro Level 1 Certificate exam which may be taken at the end of week two. It is strongly recommended that delegates sitting for Program DPro Level 1 certification exam complete the Project DPro Level 1 certification first.

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

- Perform as a fully-fledged programme manager, able to offer leadership to project managers and their teams
- Align projects with the goals and overarching strategy of an organisation

- Deliver high quality public sector, humanitarian, development and environmental programmes
- Address the challenge of coordination, creating synergies between projects and maximizing the impact of programmes
- Develop innovative solutions that allow country and regional teams to be responsive

## KEY TOPICS

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

## ABOUT THE PROGRAM DPRO LEVEL 1 CERTIFICATION:

Program DPro is an internationally recognised certification programme, developed by PM4NGOs and APMG International. Award of the Program DPro certification by APMG will require passing an online multiple-choice examination at the end of the second week of the course. After passing the certification exam participants will be able to display the Program DPro Level 1 digital badge.

DURATION	FEE	DATE	VENUE
10 DAYS	£4,450	15 - 26 March 2021	Dubai
		04 - 15 October 2021	Washington D.C.

# EVALUATION AND IMPACT ASSESSMENT OF POLICIES AND PROJECTS /

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

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

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

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

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

## KEY TOPICS

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

This is week two of **The Policy Toolkit: Evidence, Evaluation and Impact Assessment** on page 93.

DURATION	FEE	DATE	VENUE
05 DAYS	£2,495	21 - 25 June 2021	London
		25 - 29 October 2021	Miami

# RESULTS-BASED MONITORING AND EVALUATION /

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

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

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

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

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

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

- Understand the essentials of M&E, how to design and implement an M&E system and the factors involved in setting up an M&E unit
- Know where and how M&E fits within the organisational or national framework and strategies for successful integration

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

## KEY TOPICS

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

DURATION	FEE	DATE	VENUE
10 DAYS	£4,195	21 June - 02 July 2021	Washington D.C.
		01 - 12 November 2021	London

CASE STUDY

# RESULTS-BASED MONITORING AND EVALUATION TRAINING FOR THE MINISTRY OF FINANCE, GHANA /

Monitoring and Evaluation (M&E) provides a framework for the 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.



**THE PROJECT**

In July 2019, Crown Agents designed and delivered a customised five-day training programme for 19 officials from the Ministry of Finance, Ghana, to build capacity in the area of results-based monitoring and evaluation (RBM&E).

The programme was focussed on equipping 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.

Working with our experienced trainers, delegates developed an understanding of key RBM&E methods and performance indicators, how to build an M&E system and the ways they can use M&E for improvements in value for money in programme delivery. In line with the Ministry's requirements, a key element of the training was to equip participants with the necessary skills to use modern technology and statistical analysis software in data collection for RBM&E.

This programme was highly interactive, with delegates reviewing case studies and examples to address methods of reporting, ensuring that course learnings could be effectively applied back in the workplace.

**ON COMPLETION OF THE TRAINING, DELEGATES WERE 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
- Understand the complexities of data collection, analysis and interpretation of results and subsequent reporting on performance

- Design monitoring systems incorporating routine and ad-hoc data collection and reporting techniques
- Set objectives and design key performance indicators to apply M&E techniques to the measurement of outcomes
- Recognise the importance of secure data flow and management systems
- Develop an understanding of the importance of good M&E from a donor's perspective
- Assess value for money issues in the delivery of programmes and their outcomes

**THE IMPACT**

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

- 100% of delegates stated that the overall course learning objectives were met
- 100% of delegates stated that their personal learning objectives were also met
- 100% of delegates believed that what they had learnt would have a positive impact on their workplace performance

**FEEDBACK FROM DELEGATES INCLUDED:**

“ It was educating with practical examples and illustrations. ”

“ A memorable experience, knowledge gained will be applied on the job. ”

## OUR DELEGATES ENJOYING CULTURAL VISITS DURING THEIR TRAINING /





# PROCUREMENT, SUPPLY CHAIN AND TRADE /

## 2021 TRAINING COURSES

	START	END	LOCATION
Tactical Procurement – Planning and Managing Operations	22 Feb 11 Oct	05 Mar 22 Oct	Dubai Washington D.C.
Health Procurement and Supply Chain Management	08 Feb 25 Oct	19 Feb 05 Nov	Dubai London
Ethics and Integrity in Procurement [SQA Certificate]	19 Apr 16 Aug	30 Apr 27 Aug	London London
Effective Procurement Strategies for Senior Executives [SQA Certificate]	19 Apr 15 Nov	30 Apr 26 Nov	London London
Electronic Government Procurement: Strategy and Implementation	15 Mar 11 Oct	26 Mar 22 Oct	London Washington D.C.
PPP Procurement and Contract Management	25 Jan 21 Jun	05 Feb 02 Jul	Dubai Washington D.C.
PPP Issues and Solutions: Application, Framework, Project Cycle [APMG CP <sup>3</sup> P Foundation Certificate]	17 May 16 Aug	28 May 27 Aug	London London
Public Sector Procurement for Works and Consultancy Services	19 Apr 26 July 06 Dec	30 Apr 06 Aug 17 Dec	London London London
The CIPS Corporate Award	27 Sep	15 Oct	London
Supply Chain Management: Issues and Solutions	08 Mar 13 Sep	19 Mar 24 Sep	Dubai London
Incoterms® 2020: Latest Developments and Practical Application	28 Jun 06 Dec	02 July 10 Dec	London London
Trade Procedures and Financing	21 Jun 08 Nov	25 Jun 12 Nov	London London

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

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

## 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 88 for details.



## FEATURED TRAINERS /



### ONI OVIRI

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

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

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

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



### DR. ANGELO BIACHI

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

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

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

## INDICATIVE STUDY VISIT /



### SIMMONS & SIMMONS

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

## TACTICAL PROCUREMENT – PLANNING AND MANAGING OPERATIONS /

20% OFF  
JAN-MAR COURSES

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

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

Delegates will drill down into planning and managing operations by examining approaches to compliance and managing complaints, supplier relationship and category management, and the need-to-know essentials of the World Bank New Procurement Framework. The '3Ps' of procurement are considered to ensure the critical foundations are in place: Principles (including transparency and accountability), Practices (including potential weak spots such as planning, tender evaluation and contract management) and Performance (including getting best value from procurement and risk management).

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

- Understand the procurement cycle and its key risks, challenges and opportunities
- Plan and implement a transparent tendering process including bidding and evaluation

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

#### KEY TOPICS

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

Delegates receive one year's affiliate membership of CIPS.

DURATION	FEE	DATE	VENUE
10 DAYS	£4,195	22 February - 05 March 2021	Dubai
		11 - 22 October 2021	Washington D.C.

# HEALTH PROCUREMENT AND SUPPLY CHAIN MANAGEMENT /



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

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

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

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

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

- Improve and optimise monitoring and information management systems
- Plan and implement a transparent tendering process, including bidding and evaluation
- Improve your contract and supplier management to get the best from your supply base

## KEY TOPICS

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

Delegates receive one year's affiliate membership of CIPS.

DURATION	FEE	DATE	VENUE
10 DAYS	£4,195	08 - 19 February 2021	Dubai
		25 October - 05 November 2021	London

## CASE STUDY

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

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

## THE PROJECT

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

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

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

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

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

## THE IMPACT

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

# 100%

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

## FEEDBACK FROM DELEGATES INCLUDED:

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

# ETHICS AND INTEGRITY IN PROCUREMENT (SQA 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.

**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

Delegates receive one year's affiliate membership of CIPS.

## 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	FEE	DATE	VENUE
10 DAYS	£4,450	19 - 30 April 2021	London
		16 - 27 August 2021	London

# EFFECTIVE PROCUREMENT STRATEGIES FOR SENIOR EXECUTIVES (SQA 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.

**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

Delegates receive one year's affiliate membership of CIPS.

## 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	FEE	DATE	VENUE
10 DAYS	£4,450	19 - 30 April 2021	London
		15 - 26 November 2021	London

# ELECTRONIC GOVERNMENT PROCURMENT: STRATEGY AND IMPLEMENTATION /

20% OFF  
JAN-MAR COURSES

Electronic Government Procurement (e-GP) systems have become an integral component of procurement reform for governments around the world as they move to institute efficient and transparent procurement systems that address issues of corruption.

These systems can deliver significant efficiency gains and financial savings for governments while enabling the provision of improved citizen services. The World Bank and all major donors are strong supporters of e-GP roll-out.

This course identifies how paper-based public procurement systems can be transformed using e-GP, demonstrating how it can be used to optimise procurement performance and reduce bureaucracy for bidders by exploiting powerful ICT tools.

An essential course for all practitioners looking to introduce or improve an e-GP system.

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

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

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

## KEY TOPICS

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

Delegates receive one year's affiliate membership of CIPS.

DURATION	FEE	DATE	VENUE
10 DAYS	£4,195	15 - 26 March 2021	London
		11 - 22 October 2021	Washington D.C.

# PPP PROCUREMENT AND CONTRACT MANAGEMENT /

20% OFF  
JAN-MAR COURSES

This course will take delegates through the key elements and challenges of the process for procuring a private partner to deliver a PPP project, addressing the key differences between PPP procurement and conventional public procurement.

Participants will gain a thorough understanding of how to procure, negotiate and manage PPP contracts, dealing effectively with the issues that might arise over the operational life of a PPP contract.

Learning from consultants with many years front-line experience of PPP procurement and contract management, they will leave equipped with the essential skills needed to create a strategy, manage the transaction, close the deal and monitor and manage partner performance.

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

- Understand the key principles of PPP and the implications of PPP for sound public financial management
- Develop a realistic procurement strategy and plan for a given PPP project
- Appreciate the perspectives of the private sector – 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	FEE	DATE	VENUE
10 DAYS	£4,195	25 January - 05 February 2021	Dubai
		21 June - 02 July 2021	Washington D.C.

# PPP ISSUES AND SOLUTIONS: APPLICATION, FRAMEWORK, PROJECT CYCLE (APMG CP<sup>3</sup>P Foundation Certificate) /

This course is based on the PPP Guide developed by APMG International, the most reputable global accreditation and examination institute. At the end of the programme delegates will take the APMG CP<sup>3</sup>P Foundation exam to become a recognised PPP Foundation professional.

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

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

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

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

- Identify potential projects to be managed as a PPP
- Adhere to best international practices to structure a PPP project
- Evaluate an existing project governance structure and identify the means to successfully implement a PPP
- Participate in a PPP project team and contribute to preparing project structure and contracts
- Help design PPP project selection criteria within a legal framework

## KEY TOPICS

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

## ABOUT APMG INTERNATIONAL:

Crown Agents is in the process of applying to become an APMG Accredited Training Organisation (ATO) - this course is subject to successful application. This course covers the syllabus of the APMG CP<sup>3</sup>P Foundation certificate. Delegates will take the Foundation exam through APMG International.

DURATION	FEE	DATE	VENUE
10 DAYS	£4,450	17 - 28 May 2021	London
		16 - 27 August 2021	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.

Delegates will explore all phases of the procurement process for Works as well as Consulting Services. Establishing and following sound processes are key to success in procurement. Topics covered include: Strategy and organisation of procurement; Planning and management of procurement operations; Identifying the correct procurement procedure and selection methods; Preparation of procurement documents; Evaluation of bids/proposals; Negotiation and award of contract; Contract management. Delegates will also learn the fundamentals of effective project management and how the project cycle relates to the procurement cycle.

The course will examine practical experiences of civil works projects, including the coordination of the design and supervision services. Emerging crucial issues will be introduced, including identification and management of procurements risks, innovation in procurement, sustainability and green procurement. Case studies and technical visits will help delegates to familiarise with recognised best practices in the procurement of large infrastructure projects.

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

- Undertake procurement for Works as well as Consultancy Services with greater confidence
- Set up and implement the required processes and procedures for successful procurement
- Adhere to international standards in procurement and prepare procurement documents

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

## KEY TOPICS

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

Delegates receive one year's affiliate membership of CIPS.

DURATION	FEE	DATE	VENUE
10 DAYS	£4,195	19 - 30 April 2021	London
		26 July - 06 August 2021	London
		06 - 17 December 2021	London

# THE CIPS CORPORATE AWARD /



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

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

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

## SOME OF THE TOPICS COVERED

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

## BENEFITS OF THE CORPORATE AWARD INCLUDE

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

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

## AWARD

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

## COURSE REQUIREMENTS

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

DURATION	FEE	DATE	VENUE
15 DAYS	£6,650	27 September - 15 October 2021	London

# SUPPLY CHAIN MANAGEMENT: ISSUES AND SOLUTIONS /



## THE ESSENTIAL PROGRAMME FOR ALL SUPPLY CHAIN MANAGERS

Supply chain management (SCM) is a vital and integral component in an organisation's success. It's essential to efficiency and profitability and should be frequently reviewed at a senior and strategic level.

However, many organisations fail to get the most out of their supply chains and their relationships with key suppliers, 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	FEE	DATE	VENUE
10 DAYS	£4,195	08 - 19 March 2021	Dubai
		13 - 24 September 2021	London

# INCOTERMS® 2020: LATEST DEVELOPMENTS AND PRACTICAL APPLICATION /



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

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

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

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

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

## KEY TOPICS

- Background to and rationale of Incoterms®
- Review of Incoterms® 2020 and Incoterms® 2010
- Understanding the four groups and 11 terms
- Incoterms® and insurance

- Incorporation into the contract
- Common errors
- Other ICC rules such as UCP 600 for Letters of Credit

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

## ACCREDITATION

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

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

DURATION	FEE	DATE	VENUE
05 DAYS	£2,495	28 June - 02 July 2021	London
		06 - 10 December 2021	London

## REMOTE TRAINING COURSES

DURATION	FEE	DATE	VENUE
03 DAYS	£1,295	14 - 16 June 2021	Remote Training
		08 - 10 November 2021	Remote Training

# TRADE PROCEDURES AND FINANCING /

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

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

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

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

## KEY TOPICS

- The Incoterms® 2020 Rules and how these are used to give certainty to the contract
- Constructing a contract for the international sale of goods

- Shipment modes and distribution solutions
- Arranging cargo insurance and making a claim
- Types of movement, origin and commercial documents
- Regulatory customs compliance and the WTO Trade Facilitation Agreement
- Assessing export credit risk
- Mitigating payment risk and selecting payment methods
- Preparing Letters of Credit
- Supply chain security

## ACCREDITATION

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

This course is also available as a remote training delivery.

DURATION	FEE	DATE	VENUE
05 DAYS	£2,495	21 - 25 June 2021	London
		08 - 12 November 2021	London

## REMOTE TRAINING COURSES

DURATION	FEE	DATE	VENUE
03 DAYS	£1,295	05 - 07 July 2021	Remote Training
		25 - 27 October 2021	Remote Training

# GOVERNMENT, POLICY AND JUSTICE /

## 2021 TRAINING COURSES

	START	END	LOCATION
The Policy Toolkit: Evidence, Evaluation and Impact Assessment	14 Jun 18 Oct	25 Jun 29 Oct	London Miami
Developing Effective Policies: Analysis, Evidence and Impact	14 Jun 18 Oct	18 Jun 22 Oct	London Miami
The Legislative Toolkit	07 Jun	25 Jun	London
Translating Policy into Legislation	07 Jun 11 Oct	11 Jun 15 Oct	London Dubai
Legislative Drafting: Essential Skills	14 Jun	25 Jun	London
The Judicial Case Management and Legal Ethics Toolkit	15 Mar 25 Oct	26 Mar 05 Nov	London London
Judicial Case Management	22 Mar 25 Oct	26 Mar 29 Oct	London London
Judicial and Legal Ethics	15 Mar 01 Nov	19 Mar 05 Nov	London London

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

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

## ABOUT THE PORTFOLIO /

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

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

## FEATURED TRAINERS /



### DR. PHILIP DAVIES

Philip is a leading figure in the development of evidence-based policy in the UK and has lectured and consulted widely on this topic throughout the world.

Philip is a graduate of the Universities of Oxford, London and California and was a faculty member of Oxford University for much of his career. He has also been a senior civil servant in the UK Cabinet Office and HM Treasury, responsible for policy evaluation and analysis. Philip has worked with many governments and international agencies to develop evidence-based policy and service delivery.



### NEELAM SARKARIA

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

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

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

## INDICATIVE STUDY VISIT /



### HOUSES OF PARLIAMENT, UK

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

## THE POLICY TOOLKIT: EVIDENCE, EVALUATION AND IMPACT ASSESSMENT /

This 10-day programme combines:

**Developing Effective Policies: Analysis, Evidence and Impact** 05 days  
**Evaluation and Impact Assessment of Policies and Projects** 05 days  
[\(see the course outline on p.77\)](#)

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

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

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

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

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

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

### KEY TOPICS

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

DURATION	FEE	DATE	VENUE
10 DAYS	£4,195	14 - 25 June 2021	London
		18 - 29 October 2021	Miami

# DEVELOPING EFFECTIVE POLICIES: ANALYSIS, EVIDENCE AND IMPACT /

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

Focused on addressing the problems faced by delegates in their policy, programme or project challenges, on this course you will choose a real-life issue to work through over the week. Delegates will explore all stages of policy-making, from initial planning through to post implementation monitoring and evaluation. The different types and resources of evidence will be examined to assess their value and contribution, and how they can best be combined with other factors that affect the policy-making process.

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

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

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

## KEY TOPICS

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

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

DURATION	FEE	DATE	VENUE
05 DAYS	£2,495	14 - 18 June 2021	London
		18 - 22 October 2021	Miami

# TRANSLATING POLICY INTO LEGISLATION /

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

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

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

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

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

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

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

This is week one of **The Legislative Toolkit**.

DURATION	FEE	DATE	VENUE
05 DAYS	£2,495	07 - 11 June 2021	London
		11 - 15 October 2021	Dubai

# THE LEGISLATIVE TOOLKIT /

This 15-day programme combines:

**Translating Policy into Legislation**  
**Legislative Drafting: Essential Skills**

05 days  
10 days

This course gives delegates the opportunity to understand the processes required, once policy has been formulated, to instruct those who have the responsibility to draft legislation, and then to familiarise themselves with the environment in which those drafters need to work.

In the first week, delegates will get an overview of how policy comes to be formulated and enacted. They will learn, by examining legislative and other rules, how a lack of clarity on the part of those instructing legislative counsel can lead to those rules being incomplete, ambiguous or difficult to understand. Practical suggestions will be offered as to the type of information needed in order to adequately instruct legislative counsel.

In the second and third weeks, the course will concentrate on the basic principles involved with creating rules that are easy to understand and implement. Delegates will be shown how this process involves writing texts that are clear, consistent and concise, and they will be asked to undertake a series of class and written graded exercises that encourage the putting into practice of principles learned.

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

- Understand the stages of the legislative process and the essential characteristics of good drafting
- Be aware of policy from a legislative drafter's viewpoint, and analyse policy for the purposes of drafting legislation
- Better assist the process of amending and updating statute law
- Understand how to use language that maintains consistency and is clear
- Apply the skills learned in practical and written exercises

## KEY TOPICS

- How and where policy originates
- How policy needs to be communicated to those who will create the necessary legal rules to enable it to be implemented
- The essential characteristics of good legislative drafting that enable those affected by legislation to know exactly what is required of them

DURATION	FEE	DATE	VENUE
15 DAYS	£5,850	07 - 25 June 2021	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

This is week two and three of **The Legislative Toolkit**.

DURATION	FEE	DATE	VENUE
10 DAYS	£4,195	14 - 25 June 2021	London



# THE JUDICIAL CASE MANAGEMENT AND LEGAL ETHICS TOOLKIT /

20% OFF  
JAN-MAR COURSES

This 10-day course combines:

**Judicial Case Management**  
**Judicial and Legal Ethics**

05 days  
05 days

This in-depth programme will equip delegates to face challenges related to case management and ethics within the judicial system, two issues which impact on judiciaries around the world.

Week one will take delegates through the principles of effective case management to ensure efficiency and transparency. The programme will explore the need for efficient case flow management and securing the cooperation of the many agencies involved in judicial administration. You will study international reforms and best practices including lessons learned from recent justice system reforms in England and Wales. Delegates will hear from expert guest speakers on the judge's role in court and visit a court to see lessons learned in action.

Week two will outline the key principles and globally recognised standards of ethical legal and judicial behaviour, including the importance of transparent procedures for judicial appointments. Delegates will explore the importance of public perception and trust in judicial integrity, codes of conduct, dealing with complaints and tackling corruption.

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

- Recognise the key tenets and tools of a modern case management strategy, including electronic case management
- Demonstrate judicial independence and integrity through effective case handling
- Assess judicial independence and accountability and undertake performance evaluation
- Understand common ethical issues and risks and learn to manage them effectively
- Put in place strategies to reduce any corruption in your judiciary

## KEY TOPICS

- Improving judicial case management practices
- Monitoring and evaluation of case management procedures
- Practising case management skills in a supportive environment
- Developing judicial codes of conduct, guidance, monitoring and training based on internationally recognised standards and best practice
- Combating corruption in judicial systems
- Creating a system for dealing fairly with complaints about judicial behaviour

DURATION	FEE	DATE	VENUE
10 DAYS	£4,195	15 - 26 March 2021	London
		25 October - 05 November 2021	London

# JUDICIAL AND LEGAL ETHICS /

20% OFF  
JAN-MAR COURSES

Ethical judicial challenges seem to increase year on year. The public's confidence in a justice system depends upon its perception of the integrity and standards of ethical behaviour and professional conduct demonstrated by the judiciary within their official role and in their private life.

Key elements in establishing integrity are high quality procedures for judicial appointments, investigating complaints about judicial behaviour as well as ensuring the fair and transparent conduct of proceedings. At the same time, safeguards are required to protect judicial independence.

This new programme explores the key principles and recognised standards of ethical legal and judicial behaviour and examines suitable frameworks to promote their importance and secure the demonstration of proper judicial conduct.

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

- Define the recognised principles and standards of ethical behaviour and judicial conduct required to uphold principles of independence, equality, diversity and fairness both in and outside of the court environment
- Examine the need for clearly defined codes of conduct based on common judicial values to establish clear standards of behaviour that promote judicial independence whilst safeguarding the integrity of the judicial system and its staff
- Assess judicial accountability and undertake performance evaluation

- Understand common ethical issues and risks and learn to manage them effectively
- Put in place strategies to reduce any corruption in your judiciary
- Establish fair, transparent and effective recruitment, performance evaluation and disciplinary processes that meet internationally recognised standards
- Establish and maintain a productive relationship between the judiciary and the media

## KEY TOPICS

- Examining internationally recognised standards of ethical behaviour and judicial conduct
- Developing judicial codes of conduct, guidance, monitoring and training
- Designing fair and transparent judicial recruitment and performance evaluation processes
- Combating corruption in judicial systems
- Creating a system for dealing fairly with complaints about judicial behaviour
- Understanding the working relationship between the judiciary and the media

This is week two of **The Judicial Case Management and Legal Ethics Toolkit**.

DURATION	FEE	DATE	VENUE
05 DAYS	£2,495	15 - 19 March 2021	London
		01 - 05 November 2021	London

# JUDICIAL CASE MANAGEMENT /

20% 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 tenets of a modern and successful case management strategy
- Demonstrate your judicial independence and integrity through effective case handling
- Influence the behaviour of others by the appropriate use of case management directions
- Conduct a pre-trial review hearing and proactively monitor the progress of a case

- Make use of special measures to protect the vulnerable
- Use technology to support case management
- Set appropriate and challenging performance targets and monitor your team's performance

## KEY TOPICS

- Establishing an improved case management system
- Promoting judicial leadership as an essential case management tool
- Practising your case management skills in a supportive learning environment
- Deployment of limited resources in the efficient and transparent administration of justice
- Critical examination of judicial case management practices through attendance at a live courtroom session
- Monitoring and evaluation of case management procedures

This is week one of **The Judicial Case Management and Legal Ethics Toolkit**.

DURATION	FEE	DATE	VENUE
05 DAYS	£2,495	22 - 26 March 2021	London
		25 - 29 October 2021	London

## CASE STUDY

# PREVENTION OF VALUABLE METAL SMUGGLING IN OMAN FOR IEMS ACADEMY /

Smuggling valuable metals across the border has become a serious issue for businesses, government entities, and community at large in Oman. These materials are easily melted down and used in the construction or mechanical industries, and with the price for iron in the region of US \$150 per tonne encouraging such criminal activity, the economic consequences of such acts can be immense.

In October 2018 we delivered a customised training programme in partnership with the IEMS Academy (based in Sharjah, UAE) on the prevention of valuable metal smuggling to 37 employees from the government, private sector and law enforcement bodies in Oman. This highlighted the challenges they face in creating awareness of the issue and developing proactive ways of dealing with these unlawful acts.

## OUR APPROACH

This two-day programme aimed to accelerate understanding amongst law enforcement employees of how to combat the growing problem of metal smuggling. Employees at all levels were educated on how to spot the three main modus operandi of illicit



smugglers in order to better identify dangerous situations and reduce the financial risks to the country by implementing anti-smuggling measures.

The course was a mixture of theory and practical work with delegates shown examples of precious metals to help aid identification in the field.

The training equipped participants with the knowledge to better understand the laws around smuggling and what actions they can take internally and externally to mitigate the issue. It also focussed on preventative strategies to overcome these unlawful acts. Participants developed an anti-crime strategy to put learnings into effect, including technological and legal approaches to tackling this form of criminal activity.

**One of the delegates who attended the training commented:**

“ The experience was excellent and we benefited from it. ”

ASEEL DAWOOD AL-BALUSHI, Corporal, Royal Oman Police



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

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

# COMMUNICATIONS /

## 2021 TRAINING COURSES

	START	END	LOCATION
<b>Media Communications and Public Engagement</b>	22 Feb 06 Sep	26 Feb 10 Sep	Dubai London
<b>The Writing and Presentation Skills Toolkit</b>	17 May 15 Nov	28 May 26 Nov	London London
<b>Business Writing with Impact</b>	17 May 15 Nov	21 May 19 Nov	London London
<b>Writing and Delivering Speeches and Presentations with Impact</b>	24 May 22 Nov	28 May 26 Nov	London London
<b>The Analysis and Reporting Toolkit</b>	17 May 15 Nov	28 May 26 Nov	London London
<b>Data and Statistical Analysis and Presentation</b>	24 May 22 Nov	28 May 26 Nov	London London

## 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 TRAINERS /



### PAUL RICHARDS

Paul has curated international training courses for over ten years, delivering in London, Pakistan, Iraq, Tanzania, Kenya, Ghana, South Africa and Ethiopia. He specialises in courses on public relations and marketing, speech-writing, and the workings of government.

He is a former special adviser to UK Cabinet Ministers and has worked in and around Westminster for nearly 30 years. He has written speeches for MPs, Ministers, and public leaders. For the past ten years, Paul has lectured at the School of Oriental and African Studies (SOAS) on speeches and speech-writing.

Paul is the author of four books, including *How to Win an Election*, and has written for newspapers and magazines. He regularly appears on radio and television, including the BBC. Paul is a member of the National Union of Journalists (NUJ), Chartered Institute for Public Relations (CIPR) and the Royal Television Society (RTS).



### DR. ALEX RIBA

Alex is a statistician and engineer with more than 20 years of experience teaching statistics and conducting research at Universitat Politècnica de Catalunya, Barcelona Tech.

As part of the Statistics for Sustainable Development team, a social enterprise providing services to a global community of people working towards the UN Sustainable Development Goals, Alex has been involved in digital data collection and capacity building, including online learning.

With a PhD in Statistics, he has worked on projects in a wide range of fields, with his areas of expertise including industrial statistics, experimental design, statistical process control, six-sigma statistical techniques and analysis of surveys. Alex is particularly interested in the design of data collection plans and data analysis, and he is an expert in the communication of results in a simple and meaningful way to non-statisticians.

## INDICATIVE STUDY VISIT /



### GUY'S AND ST THOMAS' CHARITY

Guy's and St Thomas' Charity, an independent urban health foundation, works with Guy's and St Thomas' NHS Foundation Trust and others to improve health in the London boroughs of Lambeth and Southwark. The organisation's focus is on tackling complex health issues that are prevalent locally, but also relevant to other urban areas across the UK and internationally. On this visit, delegates on our **Data and Statistical Analysis and Presentation** course will learn about the practical application of data analytics and data visualisation tools (Tableau) to help tackle the major health challenges facing London in the 21st century.

## MEDIA COMMUNICATIONS AND PUBLIC ENGAGEMENT /

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	FEE	DATE	VENUE
05 DAYS	£2,495	22 - 26 February 2021	Dubai
		06 - 10 September 2021	London

20% OFF  
JAN-MAR COURSES

# THE WRITING AND PRESENTATION SKILLS TOOLKIT /

This two-week programme combines:

**Business Writing with Impact** 05 days  
**Writing and Delivering Speeches and Presentations with Impact** 05 days

The art of rhetoric remains one of the most important modes of persuasion and influence, while written communications are often the basis for critical business decisions. The Writing and 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	FEE	DATE	VENUE
10 DAYS	£4,195	17 - 28 May 2021	London
		15 - 26 November 2021	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 is week two of **The Writing and Presentations Skills Toolkit**.

DURATION	FEE	DATE	VENUE
05 DAYS	£2,495	24 - 28 May 2021	London
		22 - 26 November 2021	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-out written communications is a highly valuable skill and an important tool for career advancement.

Whether short or long, simple or complex, the principles of effective business writing are the same and can be learned.

This highly practical and hands-on course will cover all stages of how to write effectively in the business context. It looks at how to devise a clear plan having identified what needs to be communicated, decide the most effective structure and write sentences that communicate exactly what you want to say without padding or waffle.

At the end of the course you will present part of your work to your fellow delegates and receive constructive feedback.

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

- Plan, structure and write with increased skill and confidence
- Deliver better writing, whatever the medium – includes a focus on how to take clear and concise minutes
- Understand key writing techniques to achieve clear and concise language that has an impact

- Employ essential project management skills to work effectively and hit writing deadlines
- Present your ideas with assurance

## KEY TOPICS

- Identifying different types of business writing and the most effective format and structure
- Improving structure and sentence construction and eliminating jargon
- Design options – use of graphics, illustrations and presenting technical or specialist content
- Finding the data you need for reports and presentations
- The review and editing process

This course is also available as a remote training delivery.

This is week one of **The Writing and Presentations Skills Toolkit and The Analysis and Reporting Toolkit**.

DURATION	FEE	DATE	VENUE
05 DAYS	£2,495	17 - 21 May 2021	London
		15 - 19 November 2021	London



## REMOTE TRAINING COURSES

DURATION	FEE	DATE	VENUE
03 DAYS	£1,295	21 - 23 June 2021	Remote Training
		13 - 15 September 2021	Remote Training

# THE ANALYSIS AND REPORTING TOOLKIT /

This two-week programme combines:

**Business Writing with Impact** 05 days  
**Data and Statistical Analysis and Presentation** 05 days

Managers working in all disciplines now need sufficient data and statistical skills to intelligently gather, analyse, interpret and utilise data to drive decisions. Equally, their written communications are often used as the basis for critical decision making and can have far-reaching consequences. Being able to provide clear, concise and well thought-through written communications and data analysis is a highly valuable skill and an important tool for career advancement.

This hands-on combination course will explore how to effectively analyse data and approach problem-solving from a statistics perspective, as well as examining all stages of how to write effectively in the business context. Delegates will learn simple data analysis and statistical skills, mining Big Data, and how to effectively present information and draw conclusions for enhanced decision making.

Delegates will also explore how to devise a clear plan, having identified what needs to be communicated, decide the most effective structure and write reports that are relevant, concise, coherent and compelling.

This course will cover key basic statistics – attendees do not require prior knowledge of statistics.

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

- Identify how to extract organisational data and data sets
- Use data and statistical analysis techniques and models

- Present information and draw conclusions and recommendations from data analysis
- Plan, structure and write with increased skill and confidence
- Apply key writing techniques to achieve clear, concise and impactful language
- Present your ideas with greater assurance and influence

## KEY TOPICS

- Statistical thinking, decision making and strategic analysis
- Organisational data sets, databases and data interrogation
- Big Data and data mining
- Data tools, what-if analysis and statistical functions
- Overview of advanced statistical tools and applications and machine learning [AI]
- Data presentation: graphical, tabular and descriptive summaries and conclusions
- Tailoring presentations to the recipient's needs
- Identifying different types of business writing and the best format and structure
- Structure and sentence construction – jargon busters
- Design options: graphics, illustrations and presenting technical or specialist contents
- The review and editing process

DURATION	FEE	DATE	VENUE
10 DAYS	£4,195	17 - 28 May 2021	London
		15 - 26 November 2021	London

# DATA AND STATISTICAL ANALYSIS AND PRESENTATION /

Organisations need to continually improve their service delivery and competitiveness. In an age where there is a huge diversity of data available, it is increasingly expected that data will form the basis of strategic thinking and decision making. Managers working in all disciplines now need sufficient data and statistical skills to intelligently gather, analyse, interpret and utilise data to drive those decisions.

This highly practical programme will equip delegates with the key skills to effectively analyse data and approach problem-solving from a statistics perspective. You will explore how to use statistics to improve processes in order to understand the intricacies of the challenges your organisation faces. Delegates will be equipped with an understanding of the simple quantitative skills needed to draw conclusions from organisational data sets, how to mine Big Data, and how to effectively present information and findings as well as conclusions and recommendations, according to recipient's needs. This course includes hands-on, practical work in data entry and the creation of simple statistical models.

This course will cover key basic statistics – attendees do not require prior knowledge of statistics is required.

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

- Understand where data and statistical analysis is most useful
- Articulate organisational problems and questions for further research
- Identify how to extract organisational data and data sets
- Apply key data and statistical analysis techniques
- Create simple statistical models to support enhanced decision making
- Present information and draw conclusions and recommendations from data analysis

## KEY TOPICS

- Statistical thinking, decision making and strategic analysis
- Organisational data, databases, data sets and types of data
- Data interrogation: connect, transform and query data
- Big Data and data mining
- Using data tools and what-if analysis
- Key business statistics and statistical functions using MS Excel tools
- Overview of advanced statistical tools and applications and their capabilities and outputs
- Machine learning (artificial intelligence)
- Data presentation: turning data into meaningful management information
- Tailoring presentations to the recipient's needs

This course is also available as a remote training delivery.

This is week two of **The Analysis and Reporting Toolkit**.

DURATION	FEE	DATE	VENUE
05 DAYS	£2,495	24 - 28 May 2021	London
		22 - 26 November 2021	London

## REMOTE TRAINING COURSES

DURATION	FEE	DATE	VENUE
03 DAYS	£1,295	24 - 26 May 2021	Remote Training
		18 - 20 October 2021	Remote Training

# OUR DELEGATES ENJOYING CULTURAL VISITS DURING THEIR TRAINING /



## CASE STUDY

# DEVELOPING COMMUNICATION AND CUSTOMER RELATIONSHIP MANAGEMENT SKILLS FOR ENTERPRISE COMPUTING, GHANA /

As customer relationship management practices become increasingly sophisticated, modern organisations must develop strong communication and relationship management skills in their employees to ensure sustainable service excellence and generate revenue-boosting sales results.



## THE PROJECT

Enterprise Computing is a leading technology company in Ghana that provides bespoke solutions to institutions both in Ghana and throughout Africa through its partnership with NetApp, VMware, Microsoft, Oracle and IBM.

In April 2019, Crown Agents designed and delivered a customised three-day training programme for 24 employees of the organisation. The main objective of the training was to equip participants with practical communication skills in order to build more effective and long-lasting client relationships. The programme explored the key principles of how to win business, offer innovative sales solutions to clients and create and maintain sustainable client relationships through an exploration of key customer relationship and communication techniques.

The programme was split into two sections, with the first specifically tailored for the senior management team, focusing on high-level communication and relationship management skills. The second part of the programme was developed for the company's sales staff, with the aim of becoming more confident communicators in order to drive revenue.

The programme addressed the key personal and inter-personal skills for achieving communication excellence, including listening, questioning, influencing and presenting, to ensure sales pitches were relevant and impactful and led to lasting client relationships.

The training programme was highly interactive, with plenary presentations, group discussions, learning exercises and an examination of relevant case studies.

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

- Professionally communicate with partners and stakeholders
- Appreciate the significance of corporate values on customer communication
- Understand the needs and psychology of the customer
- Understand the benefits of active listening and questioning skills

- Demonstrate critical skills to create memorable sales pitches and presentations

This course was led by a highly experienced trainer and expert in client-facing communications and customer relationship management, focusing on the delegates' unique training needs.

## THE IMPACT

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

# 100%

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

One of the delegates who attended the training commented:

“It was excellent training tailored to my professional needs.”

The programme was positively received at organisational level, with Enterprise Computing's Head of HR and Admin, Cionilda Esi Cudjoe, saying:

“ [We] are pleased with the practical and customer-focused nature in which Crown Agents designed and implemented the training programme. ”

# 2021 SCHEDULE OF COURSES /



COURSE	DURATION (DAYS)	START	FINISH	PRICE	LOCATION	PAGE
<b>JANUARY</b>						
Developing Future Leaders (approved by the Institute of Leadership & Management)	10	18 Jan	29 Jan	£4,250	Dubai	24
PPP Procurement and Contract Management	10	25 Jan	5 Feb	£4,195	Dubai	86
<b>FEBRUARY</b>						
Crisis Leadership: Rising to the Challenge <b>NEW</b>	10	01 Feb	12 Feb	£4,195	London	25
Leadership and Governance for Boards and Senior Executives	10	01 Feb	12 Feb	£4,750	London	29
Effective Management Skills	10	01 Feb	12 Feb	£4,250	London	22
Health Procurement and Supply Chain Management <b>NEW</b>	10	08 Feb	19 Feb	£4,195	Dubai	84
The Complete HR Professional Toolkit	15	15 Feb	05 Mar	£5,850	Dubai	47
Transforming the HR Function	05	15 Feb	19 Feb	£2,495	Dubai	48
Emotional Intelligence: Enhancing Management and Leadership Impact (approved by the Institute of Leadership & Management)	03	15 Feb	17 Feb	£1,295	Remote Training	31
Women in Leadership	10	15 Feb	26 Feb	£4,195	Kuala Lumpur	26
Media Communications and Public Engagement	05	22 Feb	26 Feb	£2,495	Dubai	101
Tactical Procurement – Planning and Managing Operation	10	22 Feb	05 Mar	£4,195	Dubai	83
Succession Planning, Talent and Performance Management	10	22 Feb	05 Mar	£4,195	Dubai	48
<b>MARCH</b>						
The Emotional Intelligence and Leadership Toolkit	10	01 Mar	12 Mar	£4,250	London	30
Emotional Intelligence, Coaching and Mentoring Toolkit	10	01 Mar	12 Mar	£4,250	London	32
Emotional Intelligence: Enhancing Management and Leadership Impact (approved by the Institute of Leadership & Management)	05	01 Mar	05 Mar	£2,550	London	31
Group Facilitation and Training Skills for Managers	05	01 Mar	05 Mar	£2,495	London	24
Integrated Financial Management Systems: Strategy and Implementation	10	01 Mar	12 Mar	£4,195	London	56
ICT Strategy, Governance and Project Management	10	01 Mar	12 Mar	£4,195	London	40
The Development Project and Financial Management Toolkit	20	01 Mar	26 Mar	£7,250	Dubai	74
The Development Programme (DPro) Toolkit	20	01 Mar	26 Mar	£7,250	Dubai	76
Project Management of Development Projects (Project DPro Level 1 Certificate)	10	01 Mar	12 Mar	£4,450	Dubai	74
Developing High Performing Teams	03	01 Mar	03 Mar	£1,295	Remote Training	30
Transforming the HR Function	03	08 Mar	10 Mar	£1,295	Remote Training	48
Developing High Performing Teams	05	08 Mar	12 Mar	£2,495	London	30
Coaching and Mentoring Skills for Managers and Executives	05	08 Mar	12 Mar	£2,495	London	32
Supply Chain Management: Issues and Solutions	10	08 Mar	19 Mar	£4,195	Dubai	88
The Judicial Case Management and Legal Ethics Toolkit	10	15 Mar	26 Mar	£4,195	London	96
Judicial and Legal Ethics	05	15 Mar	19 Mar	£2,495	London	97
Programme Management of Development Programmes (Program DPro Level 1 Certificate)	10	15 Mar	26 Mar	£4,450	Dubai	76
Financial Management of Development Projects	10	15 Mar	26 Mar	£4,195	Dubai	75
Management Development for Executives (approved by the Institute of Leadership & Management)	10	15 Mar	26 Mar	£4,250	London	22
Electronic Government Procurement: Strategy and Implementation	10	15 Mar	26 Mar	£4,195	London	86
Optimising the Impact of the L&D Function	10	15 Mar	26 Mar	£4,195	London	50
Public Debt Management: Issues and Solutions	10	15 Mar	26 Mar	£4,195	Dubai	56
Best Practice Financial Management and Reporting on IPSAS and IFRS® Standards	10	15 Mar	26 Mar	£4,195	Dubai	57
Judicial Case Management	05	22 Mar	26 Mar	£2,495	London	96
<b>APRIL</b>						
Pension Scheme Investment in Private Equity and Infrastructure	05	12 Apr	16 Apr	£2,495	Mauritius	66
The Agile People and Project Manager Toolkit	10	12 Apr	23 Apr	£4,450	Dubai	23
The Agile Manager	05	12 Apr	16 Apr	£2,495	Dubai	23
Investment of Pension Fund Assets	05	12 Apr	16 Apr	£2,495	Dubai	66
Coaching and Mentoring Skills for Managers and Executives	03	19 Apr	21 Apr	£1,295	Remote Training	32
The Agile Project Manager (APMG AgilePM® Certificate)	05	19 Apr	23 Apr	£2,750	Dubai	75
Strategic Financial Management and Effective Budget Execution	10	19 Apr	30 Apr	£4,195	Dubai	58
International Tax and Transfer Pricing	10	19 Apr	30 Apr	£4,195	Dubai	59

COURSE	DURATION (DAYS)	START	FINISH	PRICE	LOCATION	PAGE
Ethics and Integrity in Procurement (SQA Certificate)	10	19 Apr	30 Apr	£4,450	London	85
Effective Procurement Strategies for Senior Executives (SQA Certificate)	10	19 Apr	30 Apr	£4,450	London	85
Public Sector Procurement for Works and Consultancy Services	10	19 Apr	30 Apr	£4,195	London	87
Organisational Design and Development	10	19 Apr	30 Apr	£4,195	Dubai	49
The Agile Manager	03	26 Apr	28 Apr	£1,295	Remote Training	23
The Effective Negotiator	05	26 Apr	30 Apr	£2,495	Dubai	31
Pension Scheme Governance and Regulation	05	26 Apr	30 Apr	£2,495	Cape Town	67
Countering and Audit of Fraud and Corruption	05	26 Apr	30 Apr	£2,495	London	40
<b>MAY</b>						
The Effective Negotiator	03	17 May	19 May	£1,295	Remote Training	31
The Analysis and Reporting Toolkit	10	17 May	28 May	£4,195	London	103
The Writing and Presentation Skills Toolkit	10	17 May	28 May	£4,195	London	102
Business Writing with Impact	05	17 May	21 May	£2,495	London	102
Mastering Project and Programme Management Skills	10	17 May	28 May	£4,195	Dubai	73
Pension Management in Developing Economies	10	17 May	28 May	£4,195	Dubai	67
Women in Leadership	10	17 May	28 May	£4,195	Miami	26
Strategic Change Management	10	17 May	28 May	£4,195	Miami	25
Governance, Risk and Compliance Management and Integrated Assurance	10	17 May	28 May	£4,195	London	39
World-class Risk Based Internal Auditing	10	17 May	28 May	£4,195	London	39
PPP Issues and Solutions: Application, Framework, Project Cycle (APMG CP³P Foundation Certificate)	10	17 May	28 May	£4,450	London	87
Strategic HR: Aligning with the Corporate Vision	10	17 May	28 May	£4,195	Dubai	49
Loan Negotiation and Evaluation	10	17 May	28 May	£4,195	Washington D.C.	59
Data and Statistical Analysis and Presentation	05	24 May	28 May	£2,495	London	104
Writing and Delivering Speeches and Presentations with Impact	05	24 May	28 May	£2,495	London	103
Data and Statistical Analysis and Presentation	03	24 May	26 May	£1,295	Remote Training	104
<b>JUNE</b>						
The Legislative Toolkit	15	07 Jun	25 Jun	£5,850	London	94
Translating Policy into Legislation	05	07 Jun	11 Jun	£2,495	London	95
Executive Leadership in Action (approved by the Institute of Leadership & Management)	10	07 Jun	18 Jun	£4,750	London	27
Public Financial Management: Issues and Solutions	10	07 Jun	18 Jun	£4,195	Dubai	55
Crisis Leadership: Rising to the Challenge <b>NEW</b>	10	07 Jun	18 Jun	£4,195	London	25
Delivering Good Governance in Practice	10	07 Jun	18 Jun	£4,195	Kuala Lumpur	37
Treasury Management	10	07 Jun	18 Jun	£4,195	London	58
Incoterms® 2020: Latest Developments and Practical Application <b>NEW</b>	03	14 Jun	16 Jun	£1,295	Remote Training	89
The Policy Toolkit: Evidence, Evaluation and Impact Assessment	10	14 Jun	25 Jun	£4,195	London	93
Developing Effective Policies: Analysis, Evidence and Impact	05	14 Jun	18 Jun	£2,495	London	94
Legislative Drafting: Essential Skills	10	14 Jun	25 Jun	£4,195	London	95
Business Writing with Impact	03	21 Jun	23 Jun	£1,295	Remote Training	102
Corporate Governance for Boards and Senior Executives	05	21 Jun	25 Jun	£2,950	Dubai	38
Trade Procedures and Financing	05	21 Jun	25 Jun	£2,495	London	89
Evaluation and Impact Assessment of Policies and Projects	05	21 Jun	25 Jun	£2,495	London	77
PPP Procurement and Contract Management	10	21 Jun	02 Jul	£4,195	Washington D.C.	86
Results-Based Monitoring and Evaluation	10	21 Jun	02 Jul	£4,195	Washington D.C.	77
Incoterms® 2020: Latest Developments and Practical Application <b>NEW</b>	05	28 Jun	02 Jul	£2,495	London	89
Fintech, Blockchain and Cryptocurrencies	10	28 Jun	09 Jul	£4,195	London	65
<b>JULY</b>						
Trade Procedures and Financing	03	05 Jul	07 Jul	£1,295	Remote Training	89
The Strategy Toolkit	15	05 Jul	23 Jul	£5,950	London	41
Creating Innovative Practices and Strategies (approved by the Institute of Leadership & Management)	10	05 Jul	16 Jul	£4,250	London	41
Effective Management Skills	10	05 Jul	16 Jul	£4,250	London	22

# 2021 SCHEDULE OF COURSES /

COURSE	DURATION (DAYS)	START	FINISH	PRICE	LOCATION	PAGE
Directing and Managing Organisational Strategy	05	19 Jul	23 Jul	£2,495	London	42
Leadership and Governance for Boards and Senior Executives	10	19 Jul	30 Jul	£4,750	London	29
Developing Future Leaders (approved by the Institute of Leadership & Management)	10	19 Jul	30 Jul	£4,250	London	24
Public Sector Procurement for Works and Consultancy Services	10	26 Jul	06 Aug	£4,195	London	87
<b>AUGUST</b>						
Pension Scheme Governance and Regulation	05	02 Aug	06 Aug	£2,495	London	67
The Complete HR Professional Toolkit	15	02 Aug	20 Aug	£5,850	London	47
Transforming the HR Function	05	02 Aug	06 Aug	£2,495	London	48
Investment of Pension Fund Assets	05	09 Aug	13 Aug	£2,495	London	66
Group Facilitation and Training Skills for Managers	05	09 Aug	13 Aug	£2,495	London	24
Integrated Financial Management Systems: Strategy and Implementation	10	09 Aug	20 Aug	£4,195	Frankfurt	56
Succession Planning, Talent and Performance Management	10	09 Aug	20 Aug	£4,195	London	48
Transforming the HR Function	03	16 Aug	18 Aug	£1,295	Remote Training	48
The Agile People and Project Manager Toolkit	10	16 Aug	27 Aug	£4,450	Washington D.C.	23
The Agile Manager	05	16 Aug	20 Aug	£2,495	Washington D.C.	23
World-class Risk Based Internal Auditing	10	16 Aug	27 Aug	£4,195	London	39
Ethics and Integrity in Procurement [SQA Certificate]	10	16 Aug	27 Aug	£4,450	London	85
PPP Issues and Solutions: Application, Framework, Project Cycle [APMG CP3P Foundation Certificate]	10	16 Aug	27 Aug	£4,450	London	87
The Agile Project Manager [APMG AgilePM® Certificate]	05	23 Aug	27 Aug	£2,750	Washington D.C.	75
<b>SEPTEMBER</b>						
Media Communications and Public Engagement	05	06 Sep	10 Sep	£2,495	London	101
The Crown Agents Leadership Retreat	05	06 Sep	10 Sep	£4,495	Sussex	28
Optimising the Impact of the L&D Function	10	06 Sep	17 Sep	£4,195	London	50
Delivering Good Governance in Practice	10	06 Sep	17 Sep	£4,195	Toronto	37
Public Debt Management: Issues and Solutions	10	06 Sep	17 Sep	£4,195	London	56
Business Writing with Impact	03	13 Sep	15 Sep	£1,295	Remote Training	102
Strategic Change Management	10	13 Sep	24 Sep	£4,195	Washington D.C.	25
Women in Leadership	10	13 Sep	24 Sep	£4,195	London	26
Supply Chain Management: Issues and Solutions	10	13 Sep	24 Sep	£4,195	London	88
Emotional Intelligence: Enhancing Management and Leadership Impact [approved by the Institute of Leadership & Management]	03	20 Sep	22 Sept	£1,295	Remote Training	31
The Effective Negotiator	05	20 Sep	24 Sep	£2,495	London	31
Pension Management in Developing Economies	10	20 Sep	01 Oct	£4,195	Mauritius	67
The Development Project and Financial Management Toolkit	20	20 Sep	15 Oct	£7,250	Washington D.C.	74
The Development Programme (DPro) Toolkit	20	20 Sep	15 Oct	£7,250	Washington D.C.	76
Project Management of Development Projects (Project DPro Level 1 Certificate)	10	20 Sep	01 Oct	£4,450	Washington D.C.	74
International Tax and Transfer Pricing	10	27 Sep	08 Oct	£4,195	London	59
The CIPS Corporate Award	15	27 Sep	15 Oct	£6,650	London	88
<b>OCTOBER</b>						
Coaching and Mentoring Skills for Managers and Executives	03	04 Oct	06 Oct	£1,295	Remote Training	32
Financial Management of Development Projects	10	04 Oct	15 Oct	£4,195	Washington D.C.	75
Programme Management of Development Programmes (Program DPro Level 1 Certificate)	10	04 Oct	15 Oct	£4,450	Washington D.C.	76
Management Development for Executives (approved by the Institute of Leadership & Management)	10	04 Oct	15 Oct	£4,250	London	22
Translating Policy into Legislation	05	11 Oct	15 Oct	£2,495	Dubai	95
Tactical Procurement – Planning and Managing Operations	10	11 Oct	22 Oct	£4,195	Washington D.C.	83
Electronic Government Procurement: Strategy and Implementation	10	11 Oct	22 Oct	£4,195	Washington D.C.	86
Strategic HR: Aligning with the Corporate Vision	10	11 Oct	22 Oct	£4,195	Washington D.C.	49
Data and Statistical Analysis and Presentation	03	18 Oct	20 Oct	£1,295	Remote Training	104
The Emotional Intelligence and Leadership Toolkit	10	18 Oct	29 Oct	£4,250	London	30
Emotional Intelligence, Coaching and Mentoring Toolkit	10	18 Oct	29 Oct	£4,250	London	32
Emotional Intelligence: Enhancing Management and Leadership	05	18 Oct	22 Oct	£2,550	London	31

COURSE	DURATION (DAYS)	START	FINISH	PRICE	LOCATION	PAGE
Impact (approved by the Institute of Leadership & Management)						
The Policy Toolkit: Evidence, Evaluation and Impact Assessment	10	18 Oct	29 Oct	£4,195	Miami	93
Developing Effective Policies: Analysis, Evidence and Impact	05	18 Oct	22 Oct	£2,495	Miami	94
Public Financial Management: Issues and Solutions	10	18 Oct	29 Oct	£4,195	Washington D.C.	55
Trade Procedures and Financing	03	25 Oct	27 Oct	£1,295	Remote Training	89
Developing High Performing Teams	05	25 Oct	29 Oct	£2,495	London	30
Coaching and Mentoring Skills for Managers and Executives	05	25 Oct	29 Oct	£2,495	London	32
The Judicial Case Management and Legal Ethics Toolkit	10	25 Oct	05 Nov	£4,195	London	96
Judicial Case Management	05	25 Oct	29 Oct	£2,495	London	96
Evaluation and Impact Assessment of Policies and Projects	05	25 Oct	29 Oct	£2,495	Miami	77
Governance, Risk and Compliance Management and Integrated Assurance	10	25 Oct	05 Nov	£4,195	London	39
Best Practice Financial Management and Reporting on IPSAS and IFRS® Standards - ACCA Certificate	10	25 Oct	05 Nov	£4,450	London	57
Organisational Design and Development	10	25 Oct	05 Nov	£4,195	Washington D.C.	49
Health Procurement and Supply Chain Management <b>NEW</b>	10	25 Oct	05 Nov	£4,195	London	84
<b>NOVEMBER</b>						
The Agile Manager	03	01 Nov	03 Nov	£1,295	Remote Training	23
Judicial and Legal Ethics	05	01 Nov	05 Nov	£2,495	London	97
ICT Strategy, Governance and Project Management	10	01 Nov	12 Nov	£4,195	London	40
Results-Based Monitoring and Evaluation	10	01 Nov	12 Nov	£4,195	London	77
Incoterms® 2020: Latest Developments and Practical Application <b>NEW</b>	03	08 Nov	10 Nov	£1,295	Remote Training	89
Trade Procedures and Financing	05	08 Nov	12 Nov	£2,495	London	89
Countering and Audit of Fraud and Corruption	05	08 Nov	12 Nov	£2,495	Singapore	40
Executive Leadership in Action (approved by the Institute of Leadership & Management)	10	08 Nov	19 Nov	£4,750	London	27
Treasury Management	10	08 Nov	19 Nov	£4,195	London	58
The Writing and Presentation Skills Toolkit	10	15 Nov	26 Nov	£4,195	London	102
The Analysis and Reporting Toolkit	10	15 Nov	26 Nov	£4,195	London	103
Business Writing With Impact	05	15 Nov	19 Nov	£2,495	London	102
Strategic Financial Management and Effective Budget Execution	10	15 Nov	26 Nov	£4,195	London	58
Effective Procurement Strategies for Senior Executives (SQA Certificate)	10	15 Nov	26 Nov	£4,450	London	85
Loan Negotiation and Evaluation	10	15 Nov	26 Nov	£4,195	London	59
Corporate Governance for Boards and Senior Executives	05	22 Nov	26 Nov	£2,950	Miami	38
Writing and Delivering Speeches and Presentations with Impact	05	22 Nov	26 Nov	£2,495	London	103
Data and Statistical Analysis and Presentation	05	22 Nov	26 Nov	£2,495	London	104
Mastering Project and Programme Management Skills	10	22 Nov	03 Dec	£4,195	London	73
Pension Scheme Investment in Private Equity and Infrastructure	05	29 Nov	03 Dec	£2,495	Dubai	66
The Strategy Toolkit	15	29 Nov	17 Dec	£5,950	Miami	41
Creating Innovative Practices and Strategies (approved by the Institute of Leadership & Management)	10	29 Nov	10 Dec	£4,250	Miami	41
Leadership and Governance for Boards and Senior Executives	10	29 Nov	10 Dec	£4,750	Miami	29
Crisis Leadership: Rising to the Challenge <b>NEW</b>	10	29 Nov	10 Dec	£4,195	Miami	25
Succession Planning, Talent and Performance Management	10	29 Nov	10 Dec	£4,195	Dubai	48
<b>DECEMBER</b>						
Developing High Performing Teams	03	06 Dec	08 Dec	£1,295	Remote Training	30
Incoterms® 2020: Latest Developments and Practical Application <b>NEW</b>	05	06 Dec	10 Dec	£2,495	London	89
Integrated Financial Management Systems: Strategy and Implementation	10	06 Dec	17 Dec	£4,195	London	56
Public Sector Procurement for Works and Consultancy Services	10	06 Dec	17 Dec	£4,195	London	87
Effective Management Skills	10	06 Dec	17 Dec	£4,250	Dubai	22
The Effective Negotiator	03	13 Dec	15 Dec	£1,295	Remote Training	31
Directing and Managing Organisational Strategy	05	13 Dec	17 Dec	£2,495	Miami	42

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