ICPS Training Courses

www.parlicentre.org/training
This is an interactive PDF.

To jump to any of the eight main training areas please click one of the coloured tabs on the left or right hand side of the page.

You can also navigate the document using the buttons on the grey menu bar at the bottom of the page.

For more information on any of our courses, please visit:

www.parlicentre.org/training
Contents

4. About ICPS Training
5. Open Learning Programmes
6. ICPS Group/In-House Training
8. ICPS Training Coverage
9. Other ICPS Services

Parliamentary Affairs
11. Professional Certificate in Parliamentary Affairs
12. Professional Certificate in Parliamentary Committees
13. Professional Certificate in the Work of Public Accounts Committees

Governance & Anti-Corruption
15. Professional Certificate in Governance and Accountability
16. Professional Certificate in Anti-Corruption
17. Professional Certificate in Tackling Financial Corruption

Electoral Affairs
19. Professional Certificate in Management of Electoral Processes
20. Professional Certificate in Strategic Reform of Electoral Processes
22. Professional Certificate in Electoral Conflict Resolution

Policy & Public Administration
24. Professional Certificate in Strategic Policy Planning
25. Professional Certificate in Policy Implementation and Evaluation
26. Professional Certificate in Strategic Public Administration
27. Professional Certificate in Management and Leadership
28. Professional Certificate in Models of Public Service Delivery
29. Professional Certificate in Strategic Procurement Planning
30. Professional Certificate in Project and Programme Management
31. Professional Certificate in Strategic Change Management
32. Professional Certificate in International Public Sector Accounting Standards (IPSAS)
33. Professional Certificate in Strategic Innovation

Regulatory Affairs
35. Professional Certificate in International Regulatory Affairs
36. Professional Certificate in Strategic Regulatory Reform
37. Professional Certificate in Utilities Regulation

Security, Diplomacy & Conflict
39. Professional Certificate in Conflict Resolution, Transformation and Peacebuilding
40. Professional Certificate in Tackling Human Trafficking
41. Professional Certificate in Promotion and Implementation of Human Rights
42. Professional Certificate in International Security
43. Professional Certificate in Strategic Economic Diplomacy
44. Professional Certificate in Strategic International Trade: Policy and Promotion
45. Professional Certificate in Countering Terrorism and Violent Extremism

People, Infrastructure & Development
47. Professional Certificate in Strategic Health Planning
48. Professional Certificate in Strategic Gender Equity Planning
49. Professional Certificate in Strategic Migration Management
50. Professional Certificate in Strategic Refugee and Forced Migration Policy
51. Professional Certificate in Economic Development
52. Professional Certificate in Strategic Education Planning
53. Professional Certificate in Technology and Development
54. Professional Certificate in Strategic Employment and Labour Policy
55. Professional Certificate in Strategic Public Transport Planning
56. Professional Certificate in Social Development
57. Professional Certificate in Strategic Investment: FDI, Trade and Islamic Finance
58. Professional Certificate in Strategic Industry and Infrastructure Environment

60. Professional Certificate in Strategic Climate Change Adaptation
61. Professional Certificate in Strategic Sustainable Energy Planning
63. Professional Certificate in Strategic Water Planning
64. Professional Certificate in Disaster Risk Reduction
65. Booking Form
66. Useful Information
The International Centre for Parliamentary (ICPS) exists to promote effective policy making and good governance worldwide. We help to build the capacity of people and organisations through a range of professional certificated programmes. Over many years we have developed a reputation for supporting organisations to deliver sustainable change, through providing learning solutions that address the key issues, reflect leading thinking and research, and disseminate best practice.

Our Approach
We organise an extensive range of open programmes in London each year. In addition, we are able to either tailor an existing course to meet your specific learning requirements or design an entirely new customised programme. Our professional learning programmes are highly practical in nature, enabling the knowledge and skills learnt to be immediately applied in the workplace. Our training is participation-based and interactive, (incorporating workshops, presentations and case studies) to ensure a high level of knowledge and skill retention. Through our extensive networks, we are able to draw upon a wide range of internationally renowned experts to ensure that we only deliver training of the highest calibre.

What Makes Us Distinctive
ICPS has long been a leading provider of training solutions with an exceptional reputation for delivering high quality. What further enhances our offering is that all our professional training programmes are accredited by the Chartered Management Institute (CMI) and lead to a Level 5 or 7 Certificate in Management and Leadership. Participants are therefore able to gain an internationally recognised management qualification, and also be assured that the training meeting the CMI’s rigorous training standards.

92% of participants scored ICPS course leaders as either “excellent” or “very good.”

97% of participants stated that they would certainly recommend ICPS training programmes to their colleagues.

90% of participants scored ICPS programme delivery as “excellent” or “very good.”
Taking place in London, ICPS offers an extensive range of week-long training programmes providing capacity building across the following eight areas:

- Parliament
- Governance & Anti-Corruption
- Electoral Affairs
- Policy & Public Administration
- Regulation
- Security, Diplomacy & Conflict
- People, Infrastructure & Development
- Environment

Our comprehensive training programmes equip individuals and organisations with the knowledge and skills to manage the constantly evolving challenges facing Governments and public sectors across the world.

ICPS is at the forefront of current international research and thinking in good governance and policy making, and our research team is constantly developing new programmes and updating existing programmes to ensure that our training remains the most relevant and up-to-date possible.

As well as hearing from leading international experts, participants on our open programmes also benefit from an excellent opportunity to network and learn from peers around the world, and to share experiences and best practice.

ICPS regularly works with a wide range of key international organisations including The World Bank, Organization for Security and Co-operation in Europe (OSCE), Council of Europe, African Development Bank, The Global Fund, The Association of European Election Officials (ACEEEO), USAID, DfID, and many UN bodies including the UNDP and UN Women.

88% ICPS has trained delegates from 88% of the world's countries
5,000 ICPS has delivered training to over 5,000 delegates in the last 4 years
47 ICPS currently runs 47 different training programmes covering a broad spectrum of policy areas

Accreditation & Certification

All ICPS programmes are accredited by the Chartered Management Institute (CMI), the only chartered professional body in the UK dedicated to promoting the highest standards in management and leadership excellence. Upon completion of the programme and subsequent written tasks, participants will gain a Level 5 or Level 7 Certificate in Management and Leadership.

ICPS is also accredited by the Accreditation Service for International Colleges (ASIC).
ICPS successfully delivers a significant number of in-house/group training and consultancy events each year in addition to our open programmes in London. Training can take place on your organisation’s own premises, meeting your specific requirements and focusing on issues that are most relevant to you and your colleagues.

Programmes are tailored to fit in with your precise training needs by experts who can modify the content of all of our programmes to suit the exact context in which you are working. We have a well established process of discussing clients’ particular needs and delivering a tailored agenda to meet these. We use a methodical process covering:

1. **Consultation**
   - Working closely with our clients from the outset to ensure we develop an in-depth understanding of your requirements, culture, existing knowledge, and the specific challenges you are facing.

2. **Design**
   - Having established a clear brief, we then select a team of our key experts who are best suited to the design the project.

3. **Development**
   - A collaborative effort with the client to develop and refine the training content and materials for the course, including all necessary handouts, notes and background reading.

4. **Logistics**
   - Our logistics team will ensure all travel and accommodation for the experts are arranged and training materials will be available in advance to the client.

5. **Delivery**
   - Utilising high-calibre trainers and speakers to deliver interactive, highly practical training enabling delegates to take the knowledge and skills they have learned and immediately apply them in the workplace.

6. **Evaluation**
   - Upon conclusion of the training we collate formal and informal feedback enabling us to respond and adapt to meet the needs of the participants.
Cost effective

In-house training reduces the cost per participant significantly as there are no additional travel or accommodation costs for participants.

Tailored to your needs

The training programme can be tailored to meet your specific needs and to cover the subject areas that are most important to you.

Expert trainers and speakers

ICPS is able to draw upon a wide range of leading international experts to ensure that we deliver the best training possible.

Professional accreditation

If you choose to run a tailored version of one of our Professional Certificates, we can offer the same Chartered Management Institute (CMI) certification to all those attending the training, even if it is delivered in your home country.

Continued Professional Development (CPD)

Participants will improve their professional capabilities and skills.

Applied and practical

The knowledge and skills learnt are immediately applicable in the workplace.

Sharing the cost

It is possible to partner with other organisations in your region to split the cost.

Case Study: Emirates Diplomatic Authority

The International Centre for Parliamentary Studies is proud to be able to offer training to organisations in their own countries in a wide range of subjects. We are by no means restricted to the list of programmes we run as open courses and can provide high-level training in many other areas.

The Emirates Diplomatic Academy (EDA), based in Abu Dhabi, contacted ICPS to provide a bespoke programme for diplomats in the areas of Cultural Diplomacy, Consular Diplomacy and an Introduction to Diplomacy for new diplomats. Working closely with the customer, ICPS is able to create tailored solutions for any organisation wishing to enhance the professional capabilities of its personnel. Drawing on a wide network of experts and subject specialists, the programmes we deliver are specific and effective, offering excellent value for money for groups.

The EDA received the programme extremely well and ICPS looks forward to a productive relationship with the Academy in the future.

For more information visit:
www.parlicentre.org/in-house-training/
ICPS has delivered capacity building projects in 88% of the world’s countries. Some of our recent in-house training has included:

2. Cayman Islands Department of Immigration and Customs: Professional Certificate in Strategic Policy Planning See page 23
3. Liberia Ministry of Health: Professional Certificate in Strategic Health Planning See page 46
7. Abu Dhabi Department of Transport: Professional Certificate in Regulatory Affairs See page 34
8. Electrical and Mechanical Services Department of Hong Kong: Professional Certificate in Strategic Energy Planning See page 59
Annual International Conferences/
Symposia and Roundtables
ICPS organises a range of conferences, symposia and roundtables focusing on international affairs providing an opportunity for leading thinkers and policy makers to share best practice and hear about the latest ideas and initiatives in their field. For more information visit: www.parlicentre.org/int_events.php

UK & EU Policy Events
Public Policy Exchange, our UK and EU events division, produces and delivers over 100 high quality conferences and interactive seminars every year, which provide an invaluable interface for policy discussion, debate and networking. For more information visit: www.publicpolicyexchange.co.uk

Policy Networks
ICPS has established a number of Professional Policy Networks in specific policy areas. These networks encourage engagement between public sector professionals, academic experts, policy makers and industry. Current Policy Networks include:
- The Electoral Stakeholders Network www.electoralnetwork.org
- The European Health Stakeholders Network www.euhealthnetwork.eu

UK Training
Government Exchange, the UK training division of the ICPS organises a series of highly informative and interactive training courses that provide an insight into the workings of Parliament, Government and policy making. For more information visit: www.governmentexchange.co.uk

Consultancy
ICPS provides a comprehensive range of in-country consultancy services to public administrations and agencies around the world, that bring tangible and lasting change. Through its extensive international networks, ICPS draws upon a wide range of experts, consultants, professional practitioners and leading academics, as well as working in partnership with other training and research centres of excellence.

Publication
Government Gazette is our quarterly magazine which provides quality analytical and politically neutral coverage of the leading institutions and policy makers in the European Union. For more information visit: www.governmentgazette.eu

Other ICPS Services
Parliamentary Affairs

Transparent, representative and effective Parliamentary Systems are essential for the development and progression of all countries. ICPS' Parliamentary Affairs programmes are delivered by world experts, and provide detailed insights into the complex workings of parliaments, including topics such as legislative processes, scrutiny models, and the role and functioning of committees.

IN-HOUSE CASE STUDY

Professional Certificate in Parliamentary Committees

The Parliament of Namibia approached ICPS to provide a training programme on Parliamentary Committees. The week-long course drew on the expertise of a range of subject specialists and practitioners which included former Members of the United Kingdom Parliament and current Parliamentary Clerks.

ICPS designed a special programme on Parliamentary Committees for several Committee Chairpersons, Members of Parliament and Committee Clerks from the Parliament of Namibia.

Beginning with a guided tour of the Houses of Parliament in London, the course was designed to provide a thorough overview of the work of Parliamentary Committees, their functions and effectiveness.

With a highly practical focus, the programme provided training on the principles and procedures involved in holding effective inquiries, including the support available from external bodies and services.
Parliamentary Affairs

Professional Certificate in Parliamentary Affairs

Course Overview

Parliaments are a fundamental aspect of democratic life, administrative governance and pluralistic political interaction, with the UN noting that parliaments will play ‘a crucial role in shaping and implementing the post-2015 development agenda.’

Strengthening the capacity of parliaments to work to optimum effect is a very important aspect of the entrenchment and flourishing of democracy and the political stability of any country. This five-day certificated programme has been designed for parliamentarians and parliamentary support staff invested in the effective functioning of assemblies and parliaments in their respective countries.

The programme includes a focus on the division of powers, different types of scrutiny in parliaments, the role of budgeting and best practice in planning committee inquiries. Parliamentary business forms a strong component, ensuring delegates are fully equipped to deal with legislative matters and understand the roles of different parliamentary actors. By comparing parliaments from around the world and building upon their own experience, participants will leave fully equipped to undertake and extend their roles within Parliamentary processes.

Topics Include

- Different parliamentary models, including supra-national parliaments and Inter-Parliamentary Assemblies
- The efficacy of different parliamentary models in scrutinising legislation
- The role of committees, including financing committees and allocating funds
- Organising and holding parliamentary inquiries effectively
- Agreeing and scheduling the legislative process

Learning Outcomes

By the end of this course delegates will be able to:
- Apply a better understanding of how parliamentary business is planned, scheduled and organised to your work life
- Determine and improve best practice in planning for and holding committee inquiries
- Define resources necessary to carry out the whole range of parliamentary functions and legislation
- Examine types of parliamentary scrutiny and holding the Executive to account

The programme enabled me to consolidate my own knowledge and gave me a broader view of the system.

Emma Salisbury
House of Commons, UK

More information available at: www.parliament.parlicentre.org
Parliament Affairs

Professional Certificate in Parliamentary Committees

Course Overview

Parliamentary committees play a vital part in the effective functioning of any democracy. Due to the high volume and complexity of issues covered in parliament, committees are a necessary component for the management of all areas of political affairs as well as issues in legislative practices.

This five-day course will provide those engaged in parliamentary and policy affairs with a clear understanding of the formation and management of parliamentary committees. Interactive learning and a comprehensive analysis of the mechanisms behind parliamentary committees will support participants’ understanding of the key issues.

Participants will analyse the nuances between different parliamentary committees and will enhance their understanding of the latest practices in investigating policy issues and scrutinising the work and expenditure of government. By the end of the week, participants will leave equipped to increase the impact of committees, whilst improving the transparency and outreach of Government.

Topics Include

- The organisation of parliamentary committees
- Setting up and conducting an inquiry
- Legislative committees
- Power and responsibilities of the chairman
- Working with the media
- Measuring the impact of parliamentary committees
- Criticisms of parliamentary committees

Learning Outcomes

By the end of this course delegates will be able to:

- Identify the objectives and scope of parliamentary committees
- Lead effective organisational change
- Improve capacity and support structures whilst reducing administrative burdens
- Analyse, enhance and evaluate parliamentary performance
- Establish parliamentary committees that better meet citizens’ needs

I have enjoyed the communication with professionals in committee and Parliamentary levels as well as different tasks which involved all of us and gave the opportunity to share new ideas.

Igor Fondos
Parliament of the Republic of Moldova

More information available at:
www.parlcommittees.parlicentre.org
Professional Certificate in the Work of Public Accounts Committees

Course Overview
The increasing emphasis on good governance and accountability processes for government entities has changed the way public administration and public sector accounting functions around the world. A key component of the accountability process is to establish an effective Public Accounts Committee (PAC).

Public Accounts Committees’ scrutinising powers are essential to improving the accountability of policymaking, public finance and expenditure in government. Integrating mechanisms that support financial scrutiny, as well as utilising internal and external relationships, ensures that PACs are regarded as a critical tool of governance.

Through presentations, workshops and discussions with leading practitioners in the field, this programme is designed to provide the best examples of a working public accounts committee that ensures effective public spending whilst holding government to account for the delivery of services. Participants will examine in depth how to hold effective inquiries, the details of public financial management and how to modernise public accounts committees.

Topics Include
- Public Accounts Committees’ best practices: remit, scope and range
- Power and responsibilities of the Public Accounts Committee Chair
- Enhancing and utilising the Public Account Committee’s scrutinising powers
- PAC’s role in supporting national anti-corruption strategies
- Building committee relationships with Parliamentary, policy and public actors to increase accountability

Learning Outcomes
By the end of this course delegates will be able to:
- Establish an effective inquiry
- Improve auditing and scrutiny skills to ensure value for public money
- Identify and utilise the relationship between a PAC and a national audit institution
- Understand perspectives of witnesses appearing before PAC hearings

It helped to deepen my understanding on how to prepare and conduct PAC meetings and what to look for from each member of the Committee. I would definitely recommend the course to my colleagues in the Bahamas Parliament

Hubert Chipman
The Parliament of the Bahamas

More information available at: www.pac.parlicentre.org
Governance & Anti-Corruption

Transparency and accountability are two primary requirements for improving governance practices and tackling corruption. However, it can be challenging to establish the best ways to implement strategies to create these conditions. ICPS offers courses to help overcome the issues and challenges faced when trying to implement effective governance practices and anti-corruption measures.

The Assistant Commissioner of Police and Head of the Jamaica Constabulary Force Anti-Corruption Branch contacted ICPS to provide training in countering corruption on the island. The relatively new Branch had made excellent progress but required formal training for its managers and staff in their work investigating acts of corruption committed by Police Officers and other public officials, and also in implementing strategies to prevent corruption and raise standards.

The programme delivered by ICPS was heavily tailored to reflect the local context and to address specific issues faced by the Anti-Corruption Branch when carrying out its functions. Participants benefited from case studies illustrating reform processes in other jurisdictions and the highly interactive nature of the training.

As part of the reform process, the bespoke training contributed to the restructuring of the anti-corruption bodies in Jamaica, leading to the creation of the Major Organised Crime and Anti-Corruption Agency (MOCA).

IN-HOUSE CASE STUDY

Professional Certificate in Anti-Corruption

The Major Organised Crime and Anti-Corruption Agency is an elite Agency focusing on tackling corruption in the public sector and bringing high-value criminal targets to justice. This will continue to develop over time and is becoming increasingly independent. It is structured around a joint-staff concept working with International Partners and bringing to bear the country’s best intelligence assets, investigators, and prosecutors.
Professional Certificate in Governance and Accountability

Course Overview

According to a United Nations report, the success of the UN’s Sustainable Development Goals (SDGs) relies heavily on global and national actors designing a robust accountability system. Accountable governance is crucial to ensuring the state has the capacity to respond to the needs of its citizens in an inclusive and equitable manner. Empowerment to hold governments to account has become a crucial point of debate as the world seeks to comply with the post-2015 agenda.

This course has been designed primarily for those working in the public sector, across departments and sectors, to enhance institutional knowledge of mechanisms for governance and accountability, but is equally applicable for those working in other sectors.

Through practical case studies, workshops and discussions with leading practitioners in the field, the programme provides the essential skills to strengthen institutions and cooperate with a variety of bodies. Participants will gain crucial knowledge of international and national frameworks, methods of empowering citizens and minorities, alongside monitoring frameworks, amongst other issues. Examining topical issues such as whistleblowing, gender responsiveness and transparency, participants will benefit from best practice case studies alongside knowledge of the post-2015 agenda.

Topics Include

- Different types of governance
- Gender and rights
- Strengthening systems
- Transparency and Anti-Corruption
- Relationships between public and non-state actors

Learning Outcomes

By the end of this course delegates will be able to:

- Gain an understanding of global frameworks and developments in governance accountability
- Learn about methods of empowerment for citizens
- Examine various forms of accountability and governance
- Determine the pros and cons of monitoring frameworks and enforcement mechanisms

As a senior officer I can apply all the methods learnt to my day to day role.

Abeysinghe Arachchige Don Upali Abeysinghe
Department of Inland Revenue, Colombo, Sri Lanka

More information available at:
www.accountability.parlicentre.org
Governance & Anti-Corruption

Course Overview

The harmful effects of corruption negatively impact both human development and democracy. Not only does it hinder economic development by distorting markets and damaging private sector integrity, it undermines the foundations of democracy by corroding the rule of law, democratic institutions and public trust in leaders. The UNDP identifies corruption as one of its main focus areas and is producing new global initiatives in the hope of combating it.

This course will provide a comprehensive analysis of the strategies that can be employed to overcome the negative effects of corruption. Through interactive learning, presentations, case studies and workshops with leading practitioners, participants will enhance their understanding of the key themes of anti-corruption efforts, such as how structural and cultural changes reduce corruption and create more transparent and accountable governance. By examining best practice case studies, innovative anti-corruption initiatives and the role of investigative efforts, participants will leave equipped to develop an anti-corruption action plan that identifies the risks of corruption and is supported by interagency collaboration and stakeholder engagement.

Topics Include

- Regulatory frameworks and corruption
- The impact of corruption on social and economic progress
- Innovative Initiatives to tackle corruption in developing countries
- Analysis of the ethical dimension to corruption
- The nature, extent and mitigation of targeted financial crime
- Recent experiences of establishing anti-corruption agencies

Learning Outcomes

By the end of this course delegates will be able to:

- Develop, construct and implement an action plan to tackle corruption
- Identify the value of regulatory frameworks
- Apply good governance principles to their organisation
- Improve capacity and support structures whilst reducing administrative burdens
- Monitor, evaluate and enhance performance
- Deliver services that better meet stakeholder requirements

It gave me new insights and broadened my understanding of anti-corruption issues.

Stoffel Fourie
Public Protector of South Africa

More information available at: www.parlicentre.org/anticorruption
Professional Certificate in Tackling Financial Corruption

Course Overview

This course will provide those involved in tackling financial corruption with a comprehensive toolkit, enabling them to investigate and prevent illicit financial flows. Interactive learning will support participants’ understanding of the key themes around tackling financial corruption, such as institutional frameworks, utilising regulatory mechanisms and strengthening transparency.

By examining in-depth case studies and evaluating essential tools to improve preventative and investigative measures, participants will leave equipped to build and implement an effective strategic action plan.

Experts in the field will lead this training through interactive workshops, lectures and best practice case studies, fostering innovation, creating learning and networking amongst peers.

Topics Include

- Auditing and accounting to track financial fraud
- Anti-bribery provisions
- How can the private sector assist anti-corruption efforts?
- Tackling people and cultural challenges
- Utilising political engagement to further your strategy
- How to build in innovation and new technology

Learning Outcomes

By the end of this course delegates will be able to:
- Critically assess, develop and construct action plans to tackle financial corruption
- Lead effective organisational change
- Apply the key principles of transparency and ethics to their organisation
- Improve capacity and support structures, whilst reducing administrative burdens
- Monitor, evaluate and enhance preventative measures and investigative strategies
- Deliver services that more precisely meet stakeholder needs

The content on regulation was very effective. I had no idea that having more regulation can potentially increase corruption. Things learnt will be very helpful in terms of investigations and policy making.

Arneel Umeet Prasad
Fiji Independent Commission Against Corruption

More information available at: www.financialcorruption.parlicentre.org
Electoral Affairs

Free and fair elections held at regular intervals on the basis of universal, equal and secret suffrage are the foundation of any successful democracy. ICPS’ electoral affairs programmes analyse how to strengthen electoral management processes, how to reform elections to achieve greater inclusiveness and how to prevent conflict during and after an election.

IN-HOUSE CASE STUDY

Professional Certificate in Managing Electoral Logistics

The Independent National Electoral Commission of Nigeria approached ICPS to provide a bespoke training programme covering the Management of Electoral Logistics. Comprising a group of Electoral Commissioners and staff, the training requirements were that the programme covered the practical elements of carrying out elections.

ICPS has extensive experience in supporting Electoral Commissions improve their processes and enhance capacity so that essential functions can be carried out more effectively. This bespoke programme was no exception, covering a range of strategic and logistical issues.

Participants benefited from the expertise of several election specialists who shared their knowledge on project planning for robust electoral systems, election procurement and budget planning, and identifying challenges and mitigating risk. The programme was a timely opportunity for the electoral officials to build on existing skills and knowledge and contributed to the smooth running of the Nigerian General Election of 2015.
Professional Certificate in Management of Electoral Processes

Course Overview

Effective management of electoral processes is key to successful elections in any corner of the world, with the Universal Declaration of Human Rights stating that the will of the people, as expressed through periodic and genuine elections, is the basis of legitimate government authority.

This course provides those involved in the electoral cycle with a clear understanding of the aims, objectives and organisational themes for the successful management of electoral processes.

Interactive learning will support participants’ understanding of the key elements required to effectively manage electoral processes such as electoral integrity, the electoral cycle and logistical considerations. By examining relevant case studies, exploring the duties of electoral bodies and assessing international standards, participants will leave equipped to plan for the management of efficient electoral processes, supported by a sound knowledge of electoral stakeholder needs.

Topics Include

- The electoral cycle
- Management of the pre-electoral period
- Types of planning for electoral management bodies
- Election field operations
- Project managing the logistics of elections
- Working effectively with EOMs
- Transparency of polling results

Learning Outcomes

By the end of this course delegates will be able to:

- Develop and implement effective electoral processes
- Lead effective organisational change
- Apply the key principles of electoral management to their organisation
- Improve capacity and support structures whilst reducing administrative burdens
- Monitor, evaluate and enhance performance
- Deliver services that more precisely meet stakeholder needs and investigative strategies

The entire course was enjoyable, informative, enlightening and very detailed about electoral systems.

Juliette Penn
Elections Office, Virgin Islands

More information available at:
www.training.electoralforum.org
Electoral Affairs

Professional Certificate in Strategic Reform of Electoral Processes

Course Overview

Electoral reform does not only refer to a change in a voting system. Reforming electoral processes is a broader term that covers, among other things, improving the responsiveness of electoral processes to meet public desires and expectations. For effective reform to take place, all stakeholders should promote enhanced impartiality, inclusiveness, transparency, integrity and accuracy in an electoral process.

This course provides those involved in all aspects of electoral affairs or election governance with a clear understanding of the mechanisms behind the reform of electoral processes, as well as how to overcome challenges.

Interactive learning will support participants’ understanding of the key themes involved in strategically reforming electoral processes such as the effects of different electoral systems and the importance of transparency and communication. By exploring the different elements of reform and examining relevant case studies, participants will leave equipped to utilise efficient administrative processes, campaign to engage stakeholders and leverage technology to initiate the reform of electoral processes.

Topics Include

• Electoral systems and how they are chosen
• Initiating reform of electoral processes
• Reform of administrative processes
• Electoral systems, voters and campaigners
• Reform of legal processes
• Stakeholder engagement and education during electoral reform
• Voting technologies in the context of electoral reform

Learning Outcomes

By the end of this course delegates will be able to:
• Develop, construct and implement reform of electoral processes
• Lead effective organisational change
• Apply the key principles of reforming processes to their organisation
• Improve capacity and support structures whilst reducing administrative burdens
• Monitor, evaluate and enhance performance
• Deliver services that better meet stakeholder requirements

The course offers a wide spectrum of key issues which are useful to follow in day to day responsibilities.

Alexander Maciro
Office of the Prime Minister, Malta

More information available at: www.icpsert.org
Professional Certificate in Electoral Processes in Post-Conflict Environments

Course Overview

Holding elections in post-conflict and in-conflict countries is one of the most important elements in moving the country out of conflict and back into a state of civil governance and consensus. It is also uniquely difficult given the conditions in which the elections have to take place. This course will look in detail at how best to proceed in such circumstances, building confidence in the system and the participants, ensuring compliance with international standards, and developing plans for effective training across the electoral system.

Understanding the cycle of conflict and peace as well as analysing state strengthening mechanisms will lay the foundation for this course before analysing the conditions and institutions necessary for organising an effective and peaceful elections.

Experts in the field will lead the training through interactive workshops, lectures and best practice case studies, fostering innovation, creative learning and networking amongst peers.

Topics Include

- Strategies and procedures for state strengthening in post-conflict and in-conflict environments
- Managing logistics, procurement and risk in post-conflict elections
- Appointment of the EMB
- Registration of voters in difficult circumstances
- Achieving national support and legitimacy and international credibility

Learning Outcomes

By the end of this course delegates will be able to:

- Develop a deeper understanding of the role of elections in post-conflict contexts
- Integrate international standards into election planning to achieve international and domestic credibility
- Examine possible solutions to difficulties such as the registration of displaced voters, and the security of voters and EMB staff
- Analyse and develop plans to implement procurement procedures for sensitive equipment to international standards
- Develop strategic delivery and communications strategies to manage election day and its aftermath

The course provided me with a good reminder of strategic planning tools and the need to address these issues through relationships/human lens, not just indicators.

Cassandra Mikicic
University of Luxembourg

More information available at:
www.postconflict.electoralforum.org
Professional Certificate in Electoral Conflict Resolution

Course Overview

Part of the work of Electoral Management Bodies and Electoral Commissions is to manage electoral conflicts and resolve disputes. In order to do this effectively, there is a need for a better understanding of the linkages between election violence and governance, the consequences of election violence on governance and development, and for a better appreciation of the ways in which international electoral assistance can be improved and utilised to prevent and manage conflict in the future.

The management of potential flashpoints in the conduct of elections is a crucial aspect of the work of EMBs. Participants in this course will examine legal structures and statutory procedures for handling complaints, the complaints procedures of the EMB and electoral commission, applying international best practice to local contexts in dealing with possible conflict, and developing strategies to mitigate risk.

Experts in the field will lead the training through interactive workshops, lectures and best practice case studies, fostering innovation, creative learning and networking amongst peers.

Topics Include

• Legal and EMB complaint procedures
• Strategic planning to engage with stakeholders
• International standards in elections to ensure credibility
• Analyse the extent of training needed by EMB staff to handle conflict situations effectively
• Develop practical strategies to manage potential flashpoints
• Empowering staff to handle possible conflict locally and informally

Learning Outcomes

By the end of this course delegates will be able to:
• Develop a greater understanding of the interaction between statutory and EMB guidance in formal complaint handling
• Develop strategic engagement and communication programmes
• Analyse the role of new technologies in reducing the potential for conflict to arise
• Examine in detail the psychology of conflict and the impact of power, stress and self-interest on possible conflict situations in the context of elections.

I would recommend this course to my colleagues in order to enhance their productivity in managing electoral processes.

Ikpe Elizabeth Chinyere  
Independent National Electoral Commission, Nigeria

More information available at:  
www.resolution.electoralforum.org
Policy and Public Administration

Policy cycles have multiple stages for the public sector to manage. From the planning stage through to implementation, monitoring and evaluation, there are numerous occasions where policy can be undermined. ICPS has created a range of programmes that provide in-depth analysis of the best practices and initiatives in policy making, public service delivery, public administration and management.

IN-HOUSE CASE STUDY

Professional Certificate in Migration Policy

The Department of Immigration initially sought out a place for one participant on the Strategic Policy Planning open course in London. However, the organisation had an interest in several courses and so ICPS suggested the option of providing a tailored course on island, combining several elements of the preferred programmes, so that a greater number of officials could benefit from bespoke training.

The Department of Immigration held discussions with several other entities in order to share the cost of the training and collaborate on the logistical organisation of the training event. It was decided that Customs would participate and so both entities liaised to establish their training needs.

The process of tailoring the programme was thorough and involved all stakeholders at every stage. This enabled ICPS to create a final agenda which best met the specific needs of both entities and covered Strategic Policy Planning and Strategic Migration Management.

The programme was extremely well received by all participants, providing not only a thorough theoretical overview of the subject matter, but also a comprehensive toolkit to tackle the specific issues faced by participants when carrying out their functions within their particular organisation.

Cayman Islands Department of Immigration and Customs

Cayman Islands Department of Immigration and Customs is responsible for securing Cayman’s borders, controlling immigration into the Islands and issuing Cayman Islands Passports.
Policy & Public Administration

Professional Certificate in Strategic Policy Planning

Course Overview

Robust policy is critical for any government department to reach its desired goals. Strategic planning demands a clear role within the policy process to enable effective policy making and improve relationships with all stakeholders.

This course has been designed for all those working in policy environments, whether at the early stages of evaluating policy proposals and options, or at the later stages of delivery and evaluation.

Through practical case studies, workshops and discussions with leading practitioners in the field, the programme provides the essential skills for ensuring best practice in strategic thinking, planning and managing the policy process from beginning to end. Participants will improve upon their understanding of the policy narrative and be fully equipped to develop, deliver and assess a range of policy options concurrent with their organisation’s needs. Participants will leave with the ability to communicate and influence the policy process, crucial for those working in governance and key stakeholders.

Topics Include

- Influencing the policy context
- Evaluation, review and continuous improvement
- Principles of strategic thinking
- The difficulties in the public sector in achieving strategy cohesiveness
- Internal and external communication
- Building competencies
- Strategic planning – analysis and idea generation

Learning Outcomes

By the end of the course delegates will be able to:

- Determine best practice for analysing and evaluating evidence
- Examine how to make robust and realistic policy
- Ensure effective use of principles of strategic thinking
- Improve skills in creating, communicating and implementing strategies
- Evaluate and develop effective methods for making strategic choices

Participative with an excellent mix of theory and practice.

Natasha Davies
NHS, United Kingdom

More information available at:
www.strategicpolicy.parlicentre.org
Policy & Public Administration

Professional Certificate in Policy Implementation & Evaluation

Course Overview

Successful government policy demands comprehensive and clear implementation and evaluation procedures. To ensure a sustainable agenda, the importance of inclusive stakeholder management with an awareness of emerging trends is crucial.

The course has been designed for all those working in policy environments, notably focusing on the later stages of delivery and evaluation. A thorough analysis of the different policy evaluation methodologies and the specific impact tests that need to be considered will be undertaken to promote dynamic and effective policy practices.

The programme provides essential skills for ensuring best practice in implementing and evaluating policy, through discussions with leading practitioners and best practice examples. Participants will improve upon their understanding of the policy cycle, project management techniques, evaluation methodologies and impact analysis, leaving with the ability to communicate and influence the policy process, crucial for those working in governance and other key stakeholders.

Topics Include

- Managing stakeholders and ensuring good coherence between agencies
- Ensuring policy design considers implementation
- Project management and policy
- Linking policy implementation and policy evaluation
- Direct vs indirect policy impacts
- Policy evaluation methodologies
- Impact analysis

Learning Outcomes

By the end of the course delegates will be able to:

- Understand how to work with a variety of stakeholders when implementing policy
- Attain project management skills for use in the policy process
- Determine best practice for analysing and evaluating evidence
- Understand best practice and varying evaluation methodologies
- Learn about emerging trends in policy implementation and evaluation

It provided insight into methods of evaluating policy initiatives and reinforced the importance of monitoring and evaluation.

Kelza Scantlebury
Economic Affairs Division, Barbados

More information available at:
www.policyimplementation.parlicentre.org
Professional Certificate in Strategic Public Administration

Course Overview

Strategic management and planning are essential aspects to successful public administration. In order to achieve the best results, strategic tools for managing public administration projects have to be institutionalised, including managing organisational change, ensuring need and providing long-term plans, building capacity and capability, and building external support networks.

This course will provide those involved in the public sector and service delivery with a clear understanding of the nature, evolution and challenges of public administration and how to overcome them. Leading experts in the field will share best practices examples in five key areas: ‘Leadership and Governance,’ ‘Public Sector Financial Management,’ ‘Strategic Management and Delivery of Public Services,’ ‘People, Performance and Development’ and ‘Evaluation and Transparency.’

Interactive learning will support participants’ understanding of the key areas in public administration. By applying strategic planning methodologies throughout the training, participants will leave equipped to meet citizens’ needs in an accountable, financially responsible and well communicated manner.

Topics Include

- Public sector financial management and budgeting
- Public policy and governance
- Strategy planning and delivery of public administration
- Managing organisational change
- Human resource management
- Evaluating performance of public administration

Learning Outcomes

By the end of the course delegates will be able to:

- Develop, construct and implement strategic plans
- Lead effective organisational change
- Apply the key principles of public sector financial management and budgeting
- Improve governance and accountability processes and systems
- Analyse, enhance and evaluate performance
- Deliver services that better meet citizen and stakeholder needs
- Create more efficient public services

I thoroughly enjoyed the interactivity, the interesting case studies and the experienced presenters.

Sergej Simoniti
Insurance Supervision Agency, Slovenia

More information available at: www.administration.parlicentre.org
Professional Certificate in Management & Leadership

Course Overview

The ICPS Management and Leadership course is open to professionals from all departments and agencies in the public sector and focuses on the most current leadership thinking to improve individual performance and career development.

This course will provide decision-makers with a clear understanding of how management and leadership skills can improve their personal development, organisational effectiveness and the efficiency of public administration.

Interactive learning will support participants’ understanding of the key themes around leadership, such as current management thinking, the principles of authentic leadership and how to guide changes in organisational culture. By critically considering different models and engaging with a number of case studies, participants will leave equipped to improve staff capabilities and engagement, as well as overall organisational performance.

Topics Include

- Examining the role of a civil servant
- Leadership and management in public office
- Analysing the civil service code as a model for action
- Comparing public and private sector leadership
- Professional skills for government
- Lessons from the private sector - useful model or chimera?
- Examining the difference between small, medium and large organisation leadership

Learning Outcomes

By the end of the course delegates will be able to:

- Develop, construct and implement a code of core values and standards of behaviour
- Lead effective organisational change
- Apply the key principles of leadership thinking to their organisation
- Improve organisational effectiveness and innovation whilst reducing inefficiency
- Monitor, evaluate and enhance performance
- Deliver services that meet stakeholder needs

It gives you a clear view of the difference between leadership and management.

Fjoralb K Sylaj
Office of the Auditor General, Kosovo

More information available at: www.leadership.parlicentre.org
Professional Certificate in Models of Public Service Delivery

Course Overview

Service provision by the public sector is one of the main rationales for Civil Service and public servant’s activity outside of the main, core administrative policy functions of large government departments. Public expectations are increasing across the world regarding what the role of the state should be in providing public good and public services, which are often beyond traditional accounting methods of measuring value for money. Numerous models of new ways of delivering public services have been tried over the last two decades across a wide range of countries and sector-specific contexts.

Through discussions with leading practitioners in the field, participants will be able to compare and evaluate different models and providers for service delivery and funding.

Drawing lessons from international case studies, participants will critically evaluate both successes and failures in models of public service delivery and consider how to influence and change policy. Participants will also evaluate new, innovative models and examine practical examples as to how they would be implemented.

Topics Include

- Examining the rationale for the public sector
- Size of public sector operations and different models in practice and theory
- Provision of services by private sector providers and those in the third sector
- Public good in concept and practice
- Financial implications of new models

Learning Outcomes

By the end of the course delegates will be able to:

- Critically examine models from the voluntary sector, the small business sector, and the corporate sector
- Consider benefits and drawbacks to different approaches
- Ensure effective regulation of mutuals and private sector providers
- Examine models of local and central service provision
- Analyse informal models and arms length conceptions

The information and discussions identified many practical issues that are critical for planning and implementing initiatives. As we were at the early stages in our journey, the insights were timely and helpful.

Mary Rodrigues
Strategic Reforms Implementation Unit, Cayman Islands Government

More information available at: www.psdelivery.parlicentre.org
Professional Certificate in Strategic Procurement Planning

Course Overview

The public sector spends billions of pounds a year on the goods and services necessary to deliver public services. Effectively managed procurement is essential to achieving optimal value for money for the taxpayer. With a growing trend of the private and third sectors providing key services to citizens, in areas such as education, health and social care, it is important to have strong oversight and accountability throughout the procurement process. It is crucial to follow best practice to ensure taxpayers obtain necessary goods and services at a reasonable rate and at the quality required.

This course will provide those involved in procurement planning with a clear understanding of the processes, structures and mechanisms for sustainable procurement and efficient project management.

Interactive learning will support participants’ understanding of key issues in strategic procurement planning, such as ethical factors, harmonising international standards, and monitoring and evaluation. By applying strategic planning tools throughout the training, participants will leave equipped to design and implement plans to streamline procurement processes whilst considering international standards, cultural and legal contexts.

Topics Include

- Key principles and rationale for public procurement
- The procurement lifecycle
- Using category management to cut costs
- Best supplier relationship management
- Developing the right specification and terms of reference
- Key skills for leading and managing programmes, projects and contracts

Learning Outcomes

By the end of the course delegates will be able to:

- Develop, construct and implement strategic plans
- Lead effective organisational change
- Apply the key principles of procurement planning to their organisation
- Improve capacity and support structures, whilst reducing administrative burdens
- Analyse, enhance and evaluate performance
- Procure goods and services that better meet stakeholder needs

The facilitators were exceptional, the best component of the course.

Paulette Archer
Trinidad and Tobago Housing Development Corporation

More information available at: www.procurementtraining.parlicentre.org
Professional Certificate in Project & Programme Management

Course Overview

Projects and programmes are the drivers for implementing strategic goals and organisational change. This means organisations are heavily reliant on their project managers to oversee projects through to completion whilst keeping to an agreed timeframe, budget and quality standards.

From planning through the delivery stage and finishing with evaluation, this course will explore every aspect of the project cycle utilising tried and tested project management methodologies to ensure project success. It will also equip participants with the varied skill set necessary to oversee complex projects, such as risk management, effective budgeting, quality control and stakeholder management.

The tools and techniques covered are designed so that they can be adapted to the needs and specifications of different organisations and/or projects making them as suitable for small scale improvement projects as national capacity building programmes.

Topics Include

- Project management methodologies
- Leadership for project managers
- Identifying and defining projects and programmes
- Risk management
- Managing stakeholders
- Monitoring and evaluating projects and programmes

Learning Outcomes

By the end of the course delegates will be able to:

- Clearly define, plan and implement projects to ensure they are delivered on time, within budget and to specification
- Utilise recognised project management tools and techniques including Gantt Charts, Gap Analyses and Pert Charts
- Engage effectively with project stakeholders
- Recognise common causes of project failure and how to avoid them
- Budget effectively and oversee spending accurately

Provided practical advice about the application of best practices.

Holly Kinkaid
King Abdullah University of Science and Technology, Saudi Arabia

More information available at: www.project.parlicentre.org
Professional Certificate in Strategic Change Management

Course Overview

Today’s leaders are constantly being challenged to evolve their organisations or departments if they are to survive and prosper. Nowhere is this more apparent than in the public sector where, under pressure to demonstrate value for money and maximum efficiency, organisations are required to do more with less. Forced to modernise, leaders are increasingly looking to change programmes to streamline processes and modernise working practices.

Participants on this course will explore two different but equally important elements of the change process. Firstly it will help participants pinpoint specifically where change is necessary in their organisations and what the change process is expected to achieve. This information can then be used to develop a coherent strategy for change that includes clear and realistic goals to achieve these objectives.

Secondly this course will address the most commonly cited reason for unsuccessful change efforts: a failure to secure the support of the workforce. Participants will learn how to construct a logical argument to explain the reasons for change, engage staff in the process and identify ‘change agents’ that people can turn to for support and guidance throughout the change process.

This course will also include a ‘change surgery’ which will focus on participants’ own efforts to instigate change in their organisations, making use of the Chair and fellow delegates’ experiences to develop an implementation plan to instigate upon their return to their workplace.

Topics Include

- Planning for change
- Diagnosing organisational culture
- Resistance to change and how to overcome it
- Change agents
- Engaging stakeholders
- Measuring the impact of change

Learning Outcomes

By the end of the course delegates will be able to:

- Identify where change is necessary in their organisations
- Develop a change strategy including key milestones and outcomes
- Communicate a convincing vision for change
- Counter resistance to change
- Develop monitoring and evaluation techniques to assess change effectiveness

Insightful and very practical.

Jack Mashiapak
University of South Africa

More information available at:
www.change.parlicentre.org
IPSAS are independently developed accrual based accounting standards, widely considered to be best practice for public sector organisations as they demonstrate the highest levels of quality, consistency and transparency in financial reporting.

Although not compulsory, organisations that do not comply with IPSAS will find it increasingly difficult to operate with inter-governmental organisations and donors such as the UN, OECD, NATO, Council of Europe and the Commonwealth Secretariat as they require the greater comparability, harmonisation, transparency and accountability in financial reporting that IPSAS provides.

But compliance aside, the benefits to implementing IPSAS are reason enough to consider implementation. More accurate financial reports allow for better informed decision making, more efficient use of resources and a stronger understanding of revenue and expenses, commitments and financial risks. This programme can also be tailored to suit participants operating IFRS systems.

Topics Include

- IPSAS key concepts
- Accrual versus cash based accounting
- Challenges to implementation and how to overcome them
- The benefits of IPSAS
- Adoption of IPSAS at the UN
- Progress report of agencies implementing IPSAS around the world

A well delivered training course. The facilitators were very knowledgeable in the subject area. I would like to thank ICPS for the opportunity to participate on this training.

Launlia Archibald
Customs & Excise Department, Saint Kitts and Nevis

More information available at: www.ipsas.parlicentre.org
Professional Certificate in Strategic Innovation

Course Overview

To achieve strategic innovation, an organisation needs a comprehensive approach that brings together creative assets, capabilities and disciplines to work together on producing new, original ideas and practices. This course will provide those involved in the public sector with a clear understanding of the mechanisms behind promoting innovation and creativity in governance.

Interactive learning will support participants’ understanding of key themes, such as how innovation drives development, levels of government intervention and the importance of diversification. By analysing in-depth case studies and examining different ways of fostering innovation and strategic policymaking throughout the course, participants will leave equipped to promote innovative public policy within their organisation, supported by monitoring frameworks, strategic planning and engaged stakeholders.

A comprehensive analysis of a variety of innovative approaches to governance will be provided. Experts in the field will lead this training through interactive workshops, lectures and best practice case studies, fostering innovation, creating learning and networking amongst peers.

Topics Include

- Establishing creativity as a key feature of governance
- Innovation and competitiveness
- Partnerships between Government and the private sector
- Communicating strategic innovation
- Developing regulatory frameworks to support innovation

Learning Outcomes

By the end of the course delegates will be able to:

- Develop, construct and implement plans to improve innovation in governance
- Lead effective organisational change
- Apply the principles of innovation and creativity to their organisation
- Improve capacity and support structures whilst reducing administrative burdens
- Monitor, evaluate and enhance performance
- Deliver services that better meet stakeholder needs

I would certainly recommend this course to a colleague, because is excellent and very useful.

Dantes Nicolae Bratu
Labour Inspection, Romania

More information available at:
www.innovation.parlicentre.org
The Abu Dhabi Department of Transport approached ICPS to provide two training programmes on Regulatory Affairs and Strategic Policy Planning. At the time, the Department was undergoing significant structural changes – moving away from solely coordinating transport projects to become a regulatory body. Given this new direction, the training was required to inform personnel on how this process would work. The course was designed to support this process as the Department was to begin creating policies and designing its own regulatory framework to fulfil its new functions. The programme was customised, beginning with a plenary day accommodating a larger number of participants to provide an introductory session for the organisation on the topics. The subject matter was covered in a highly interactive and hands-on way so that participants had ample opportunity to test the new skills acquired throughout the programme.

ICPS worked closely with the DoT following the first week’s training so that the second week was further tailored to cover context-specific issues in greater depth. The programmes were very successful and generated a huge amount of enthusiasm, facilitating the process of organisational change that the Department was facing.

IN-HOUSE CASE STUDY

Professional Certificate in Regulatory Affairs

The Abu Dhabi Department of Transport approached ICPS to provide two training programmes on Regulatory Affairs and Strategic Policy Planning. At the time, the Department was undergoing significant structural changes – moving away from solely coordinating transport projects to become a regulatory body.

Given this new direction, the training was required to inform personnel on how this process would work. The course was designed to support this process as the Department was to begin creating policies and designing its own regulatory framework to fulfil its new functions. The programme was customised, beginning with a plenary day accommodating a larger number of participants to provide an introductory session for the organisation on the topics.

The subject matter was covered in a highly interactive and hands-on way so that participants had ample opportunity to test the new skills acquired throughout the programme.

ICPS worked closely with the DoT following the first week’s training so that the second week was further tailored to cover context-specific issues in greater depth. The programmes were very successful and generated a huge amount of enthusiasm, facilitating the process of organisational change that the Department was facing.
Professional Certificate in International Regulatory Affairs

Course Overview

The efficient functioning of economies and healthy societies demands effective regulation in all sectors to provide a stable framework and to promote growth, well-being and long-term sustainable economic prosperity.

This course has been designed with regulatory experts to provide significant professional benefits to individuals from across the regulatory spectrum and from countries around the world.

A wide range of broad regulatory issues and solutions are examined, challenged and critically analysed as a means to improve decision making, regulatory frameworks and reform processes. Through discussions with leading regulatory practitioners, participants will be able to assess current regulatory initiatives, and, through the exploration of alternative methods and comparison with international colleagues, provide advice on their reform and improvement.

Topics Include

- Regulatory behaviour: challenges and developments
- Regulatory reform initiatives
- Economic regulation, competition and markets
- Risk in regulation
- Raising regulatory standards
- Enforcement
- The relationship between stakeholder engagement and regulatory quality

Learning Outcomes

By the end of the course delegates will be able to:

- Examine and compare regulatory reform initiatives from around the world
- Consider the psychology of regulated individuals and organisations and how this affects regulatory initiatives
- Study recent developments in regulatory behaviour
- Evaluate alternatives to regulation
- Identify ways to raise standards in regulation

Real situations were examined and the thinking process behind as well as number of decisions. I believe this will prove invaluable in various situations in my role.

Andreas Andreou
Cyprus Securities and Exchange Commission

More information available at:
www.training.regulationforum.org
Regulatory Affairs

Professional Certificate in Strategic Regulatory Reform

Course Overview

Regulation is necessary for the efficient functioning and sustainability of any economy. In order to achieve optimum economic growth in a rapidly changing global economy, the effective oversight of regulatory reform is critical.

This course will provide those involved in regulatory affairs with a clear understanding of the nature, evolution and challenges involved in planning for and implementing regulatory reform. The course has been designed with regulatory experts to provide significant professional benefits to individuals from across the regulatory spectrum and from countries around the world.

Interactive learning will support participants’ understanding of key issues in regulatory reform, such as building capacity, implementation mechanisms and enforcement. By applying strategic planning tools throughout the training, participants will leave equipped to initiate comprehensive reform that considers the long term trends in regulatory reform alongside supporting competition, innovation and growth. Experts in the field will lead this training through workshops, lectures and best practice case studies, fostering innovation, creating learning and networking amongst peers.

Topics Include

• The institutional architecture for regulatory reform
• Recent developments and initiatives
• Strategies and approaches to regulatory reform
• Reduction of administration burdens
• Enforcement and compliance issues
• Monitoring and evaluation of regulatory reform

Learning Outcomes

By the end of the course delegates will be able to:
• Develop, construct and implement strategic plans
• Lead effective organisational change
• Apply the key principles of regulatory reform to their organisation
• Improve capacity and support structures, whilst reducing administrative burdens
• Analyse, enhance and evaluate performance
• Deliver services that better meet stakeholder needs

Practical real life situations from a wide cross section of regulatory bodies.

Lorice Edwards Brown
National Compliance Regulatory Authority, Jamaica

More information available at: www.regulatoryreform.parlicentre.org
Professional Certificate in Utilities Regulation

Course Overview

Utility services are reaching significantly greater numbers with increasing urbanisation and improvements in infrastructure in the developing world. Therefore it is important to integrate this delivery within wider economic development plans, and build capacity in domestic provision and regulation of services.

This programme will provide the essential skills necessary to manage the proliferation of service and utility providers towards agreed national development goals by developing systematic regulatory structures for both the demand and supply sides of utility provision.

Participants will critically examine the multiple influences on regulatory developments and the consequences of particular regulatory structures, including market changes and scenario planning. By identifying key objectives of planning policy, leading practitioners will guide participants through planning processes, and the safeguards and regulatory mechanisms necessary to deliver specific goals.

Topics Include

- Analysing public-private partnerships, PFI and other arrangements
- Franchising and nationalised services
- Developing a regulatory structure
- Regulating the financial aspects of utility service providers
- Competition concerns
- Enforcing regulatory decisions and compliance
- Examining regulatory failure

Learning Outcomes

By the end of the course delegates will be able to:

- Build strategies for constructing and regulating utility markets
- Integrate pro-poor service delivery into strategies
- Examine methods of institutionalising competition and incentivisation
- Direct the market through price controls and infrastructure tenders
- Delineate responsibilities

I enjoyed the organization, the content, the small group, the warm atmosphere, the rich discussions, the exchange of views and experiences, and the diversity of group.

Deema Bibi
INJAZ, Jordan

More information available at: www.utilities.parlicentre.org
Security, Diplomacy & Conflict

For security to be upheld threats must be managed through the promotion of agency collaboration, comprehensive action plans and diplomatic excellence. ICPS offers courses that build capacity in protecting individuals, communities and nations from vulnerability, insecurity and threat, and cover areas such as security, conflict resolution, human rights, diplomacy, and tackling human trafficking.

IN-HOUSE CASE STUDY

Professional Certificate in the Promotion and Implementation of Human Rights

ICPS worked closely with the British Embassy in Tbilisi, Georgia, to arrange for members of the Human Rights Secretariat of the Government of Georgia to undertake five days of training on the Promotion and Implementation of Human Rights.

The British Embassy supports the Administration of the Government of Georgia in a range of ways and was in discussions with ICPS to provide several programmes to Civil Servants in Georgia. In particular, it was supporting the Human Rights Secretariat to implement human rights action plans and help them to develop a Human Rights Manual for Civil Servants.

ICPS was able to contribute to this important work by providing a five-day certificated programme which offered a highly practical and interactive analysis of the key themes. It was very positively received by the participants who used the knowledge and skills gained throughout the course to feed into the wider human rights work they were carrying out in Georgia.

Human Rights Secretariat, Administration of the Government of Georgia

The Human Rights Secretariat under the Administration of the Government engages in work related to the organisation of the training process on human rights issues for Civil Servants.
Professional Certificate in Conflict Resolution, Transformation and Peacebuilding

Course Overview

A core objective of the UN’s Sustainable Development Goals is to ‘promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels.’

This course provides those involved in planning for long-term and peaceful development with a clear understanding of the principles and processes underlying the sustainable and resilient transition of a post-conflict environment.

Interactive learning will increase participants’ understanding of the key issues in conflict resolution, transformation and peacebuilding, such as the planning and management of security sector reform, the development of peace agreements, dialogue and mediation, as well as the targets and mechanisms for effective state strengthening. By examining in-depth case studies and influential factors behind sustainable peacebuilding, participants will leave equipped to develop plans for post-conflict transition management.

Topics Include

• Cycles of conflict and peace: the prevention-resolution continuum
• Security sector management for stability: SSR and DDR
• Understanding peacemaking, peace agreements and peacebuilding
• Planning & managing humanitarian action
• State strengthening: state legitimacy, coalition building, stakeholder engagement and civil society
• Best practices in dialogue, negotiations and mediation
• Multitrack diplomacy: applications and methods

Learning Outcomes

By the end of the course delegates will be able to:
• Develop, construct and implement strategic plans
• Lead effective organisational change
• Apply the key principles of conflict resolution and peacebuilding to their organisation
• Improve transparency and inclusiveness whilst reducing instability
• Analyse, enhance and evaluate performance
• Engage stakeholders and mobilise support to promote sustainable peace

It has broadened my understanding of what needs to be put in place in conflict resolution and will helped me in designing conflict sensitive humanitarian programmes.

Carlos Mansilla
Oxfam, Mexico

More information available at:
http://www.conflict.parlicentre.org

Parliament Programmes
Governance & Anti-Corruption Programmes
Electoral Affairs Programmes
Policy & Public Administration Programmes
Regulation Programmes
Security, Diplomacy & Conflict Programmes
People, Infrastructure & Development Programmes
Environment Programmes
Professional Certificate in Tackling Human Trafficking

Course Overview

Human trafficking is a $150-billion-a-year industry and is the world’s fastest growing criminal enterprise, with an estimated 27 million victims. Tackling human trafficking has become a critical focus for the international community, as the UN Post-2015 Development Agenda has called for action to be taken to ‘end modern slavery and human trafficking’.

This course will provide those involved in investigating, preventing and mitigating the effects of human trafficking with a clear understanding of its nature, evolution and drivers, as well as the tools to tackle the phenomenon.

Interactive learning will support participants’ understanding of the key issues needed to tackle human trafficking, such as international agreements, the relationship with other criminal activity and the treatment of survivors. By examining best practice case studies and anti-trafficking policy, participants will leave equipped to assess anti-trafficking strategies and investigations, and implement action plans to tackle the crime, whilst engaging a broad range of stakeholders.

Topics Include

- The economics of human trafficking
- The crux of the trafficking issue and policy impacts
- The immigration/asylum debate and impact on policy
- Supporting victims of human trafficking
- Policy planning: prevention, protection, prosecution, re-integration
- Gender and human trafficking
- Public awareness campaigns
- Looking ahead: trends and future developments

Learning Outcomes

By the end of the course delegates will be able to:

- Assess and formulate action plans
- Lead effective organisational change
- Apply the key principles of anti-trafficking mechanisms to their organisation
- Improve capacity and support structures, whilst reducing administrative burdens
- Analyse, enhance and evaluate performance
- Deliver services that better meet stakeholder needs

The course introduces a subject area that impacts the aspects of societies across the globe.

Michael Ebanks
Cayman Islands Government, Ministry of Home Affairs

More information available at: www.humantrafficking.parlicentre.org
Professional Certificate in Promotion and Implementation of Human Rights

Course Overview

The UN’s 2030 Agenda for Sustainable Development recognises that ‘human rights are essential to achieve sustainable development’ and ‘offers critical opportunities to further advance the realization of human rights for all people everywhere, without discrimination.’

This course will provide those involved in the promotion of human rights with a clear understanding of how to develop, implement and monitor a resilient and sustainable action plan that tackles human rights abuses.

Interactive learning will support participants’ understanding of key themes around human rights, such as the impact of international frameworks, the consideration of local circumstances and prioritising human rights for development. By addressing a range of topics and examining important legal instruments, participants will leave equipped to develop a national action plan for improving human rights, which will consider resource requirements and be supported by strong mechanisms for implementation and evaluation.

Topics Include

- International frameworks and legal instruments on human rights
- Civil and political rights
- Human rights and fragile/emergency conditions
- Gender and human rights
- Preparing and developing a national action plan
- Domestic implementation and monitoring of human rights
- Resources for implementation and evaluation
- Working with other actors: national and international

Learning Outcomes

By the end of the course delegates will be able to:

- Develop, construct and implement national action plans
- Lead effective organisational change
- Apply the key principles of human rights promotion to their organisation
- Improve capacity and support structures, whilst reducing discrimination
- Monitor, evaluate and enhance performance in human rights
- Deliver services that more equitably meet stakeholder needs

Structured, interesting topics, relevant to the work and delivered by competent people.

Sophiko Katsarava
British Embassy Tbilisi

More information available at:
www.humanrights.parlicentre.org
Professional Certificate in International Security

Course Overview
Sustainable Development Goal 16 pledges to ‘significantly reduce all forms of violence and related deaths everywhere’, and to promote the international rule of law through establishing transparent, accountable and responsive institutions. The SDGs also identify the importance of strengthening relevant national institutions, including through international cooperation, for building capacity at all levels to prevent violence, terrorism and crime.

This course will provide those involved in international security with a comprehensive understanding of key threats and the international mechanisms and methods to tackle them.

Interactive learning will support participants’ understanding of the key themes around international security, such as international frameworks and institutions, the importance of intelligence, and border security management. By examining in-depth case studies and evaluating essential tools to improve security, participants will leave equipped to build a strategic action plan to tackle the most pressing security priorities.

Topics Include
- Key problems for durable international security
- Border security aspects of international security
- The international fight against terrorism and crime networks
- Current cyber security concerns
- Role of intelligence in tackling international security issues
- Understanding anti-corruption in the field of international security

Learning Outcomes
By the end of the course delegates will be able to:
- Critically assess, develop and construct action plans to tackle security threats
- Lead effective organisational change
- Apply the key principles of good governance and the rule of law to their organisation
- Improve capacity and support structures, whilst reducing administrative burdens
- Monitor, evaluate and enhance performance
- Deliver services that more precisely meet stakeholder needs

The wide ranging subjects covered in the course has provided refresher training for the job I do as a law enforcement executive

Francis Alieu Munu
Sierra Leone Police

More information available at: www.security.parlicentre.org
Professional Certificate in Strategic Economic Diplomacy

Course Overview

As an enabler of international cooperation, trade and sustainable peace, economic diplomacy is fundamentally important to the implementation of the UN’s Post 2015 Agenda.

This course will provide those involved in international relations, trade and diplomacy with a comprehensive understanding of the instruments required for effective economic diplomacy.

Interactive learning will support participants’ understanding of key themes such as multilateral trade agreements and ethical trade strategies. By examining in-depth case studies and utilising strategic planning tools, participants will leave equipped to formulate and implement strategic plans for more effective investment and trade policies, supported by enhanced knowledge of international treaties and major sectors of industry.

Experts in the field will lead this training through interactive workshops, lectures and best practice case studies, fostering innovation, creative learning and networking amongst peers.

Topics Include

• Scoping the impact and reach of economic diplomacy in international relations
• Collaboration between state and unofficial agencies
• Supra-national forums for economic diplomacy
• Models and structural differences in multilateral trade agreements
• Remittances and capital controls
• Sector targeting in economic diplomacy

Learning Outcomes

By the end of the course delegates will be able to:

• Develop, construct and implement strategic plans
• Lead effective organisational change
• Apply the key principles of economic diplomacy to their organisation
• Improve capacity and support structures, whilst reducing administrative burdens
• Analyse, enhance and evaluate performance
• Deliver services that better meet stakeholder needs

I enjoyed the facilitated discussions, case studies and delegate’s experiences of economic diplomacy.

Rossana Nicole Almeida da Silva
Ministry of Foreign Affairs, Angola

More information available at:
www.economicdiplomacy.parlicentre.org
Professional Certificate in Strategic International Trade: Policy and Promotion

Course Overview

‘International trade could be the single most important external source of development financing, particularly to small developing countries and LDCs’ – UNCTAD 2015. Successful international trade policy is central to the Post-2015 Sustainable Development Goals and a critical factor in achieving poverty reduction, economic development and security. This week-long course will examine the key issues faced when developing and promoting trade policy. Crucial political and economic frameworks that influence decision making will be covered, alongside in-depth analyses of case studies such as the European Union and the role of the World Trade Organisation.

In 2015, the UNCTAD noted that there are approximately 20 targets in different SDGs that are related to international trade, demonstrating the scale of social and economic interdependence. The impact trade can have on peace, stability and infrastructure development is vital to the welfare and economic security of any nation. Leading experts will examine these issues through presentations, debates and discussions of both theory and practical examples in order to provide participants with an in-depth, practical and contextualised knowledge of international trade.

Topics Include

• Trade promotion and harm prevention
• The legal frameworks of international trade
• Perspectives from the developing world on international trade
• Evaluating the role of trade and economic growth in securing peace and stability

Learning Outcomes

By the end of the course the delegates will be able to:

• Apply principles of strategic planning to international trade policy development
• Work effectively with the legal and economic frameworks of international trade
• Better understand the principles and regulations behind trade policy promotion
• Analyse the impacts that trade can have on issues such as peace and stability

I very much enjoyed the diversity of the subjects seen in the week, but more importantly the different professionals who delivered the training the sessions.

Claudia Cosme
Embassy of Angola

More information available at: www.intltrade.parlicentre.org
Professional Certificate in Countering Terrorism and Violent Extremism

Course Overview

In February 2016, the UN Secretary-General and General Assembly adopted a resolution that will “give further consideration to the Plan of Action to Prevent Violent Extremism” and was formally accepted as part of The United Nations Global Counter-Terrorism Strategy Review in July 2016. Recent developments in security policy have identified the importance of not only preventing terrorism but countering violent extremism and radicalization that lead to terrorism. This course will provide those working in security, both at a national and international level, with strategic initiatives to counter-terrorism and a comprehensive analysis of the latest practices in countering violent extremism.

Interactive learning will increase participants’ understanding of the key issues in countering terrorism and violent extremism, such as terrorist recruitment methods, terrorist financing and the importance of intelligence. By examining in-depth case studies and evaluating essential tools to improve security, participants will leave equipped to build a strategic action plan to tackle the most pressing security priorities.

Topics Include

- Terrorist ideologies, aims, beliefs and motivations
- Countering terrorist recruitment methods
- Intelligence-led security activity
- Re-thinking counter-terrorism
- Understanding the challenges in countering extremism
- Strategies for countering violent extremism
- The role of social media

Learning Outcomes

By the end of the course delegates will be able to:
- Critically assess, develop and construct action plans to counter terrorism and violent extremism.
- Understand ways to empower local partners in preventing extremism
- Deliver services that more precisely meet stakeholder needs
- Monitor, evaluate and enhance performance

The speakers were excellent and extremely knowledgeable of their various areas. I also enjoyed the variety of delegates, the networking and the excellent discussions.

Steph Diggle
Home Office, UK

More information available at: www.counteringterrorism.parlicentre.org
People, Infrastructure & Development

Strengthening human capacity and welfare is a key objective of all 17 of the United Nation’s Sustainable Development Goals (SDGs). For the SDGs to be reached, policy and decision makers must have a clear and comprehensive strategy to overcome the infrastructure and development challenges faced in the world today. ICPS offers a number of strategic courses to help promote sustainable and equitable policy making across a broad range of areas including health, education, employment, migration, social and economic development, and gender equity.

IN-HOUSE CASE STUDY

Professional Certificate in Strategic Health Planning

Plan International Liberia and the Ministry of Health of Liberia originally intended to send two participants to the open programme on Strategic Health Planning in London. Upon reflection, taking into account budgets and the cost of travelling to London to attend the training, the donor agency sought information on convening the programme in Liberia so that a group of staff could be trained.

This enabled a large number of people to benefit from the knowledge, skills and expertise of our subject specialist who travelled to Monrovia to deliver the programme.

Plan International Liberia and the Ministry of Health benefited from the interactive tailoring process which transformed the standard programme into a context-specific course incorporating such relevant subjects as malaria and TB, as well as Monitoring and Evaluation techniques.

Plan International, Liberia and Ministry of Health, Liberia

The Ministry of Health and Social Welfare is a Government ministry of the Republic of Liberia. The Ministry is charged with the responsibility of administering governmental activities pertaining to the protection and improvement of public health and social welfare.
Professional Certificate in Strategic Health Planning

Course Overview

Health planning and access form a central role in the Post-2015 UN Agenda, the August 2015 declaration stating their goal to ‘ensure healthy lives and promote wellbeing for all at all ages’ whilst achieving ‘universal health coverage and access to quality health care.’

Strategic health planning is a vital policy priority for sustainable development in any context. This programme will examine the international, national and local pressures on health systems as well as the importance of strategy in the development of efficient, affordable and equitable health structures.

Participants will work with leading experts to analyse and debate key topics such as health financing, social determinants and how to use technology to improve health outcomes. Alongside this in depth look into case studies and subject matter, methods of strategic planning and leadership specifically tailored to health systems will form an integral part of the programme, as will the role of gender. Conceptually, a holistic approach will be taken throughout, allowing participants to improve their organisational capacity, coordination and subject knowledge.

Topics Include

- Social determinants of health: health in all policies
- The health policy cycle
- Health financing: towards universal coverage
- Good health at a low cost
- Public private partnerships in healthcare
- Technology, medicine and public health
- Leading in complex health systems

Learning Outcomes

By the end of the course delegates will be able to:

- Develop, construct and implement strategic plans in the health sector
- Analyse influences on policy from multiple actors
- Develop knowledge of key health topics and innovations of international importance
- Utilise techniques of health financing, low cost planning and public private partnerships

I already recommended this course. The content is contemporary, delivery is fantastic; references very current.

David Yambasu
Caritas BO, Sierra Lione

More information available at: www.strategichealth.parlicentre.org
Professional Certificate in Strategic Gender Equity Planning

Course Overview

As the Post-2015 Agenda takes shape, gender forms a key component with the UN Secretary General noting that ‘in all countries, gender stereotypes, exclusion and discrimination continue to perpetuate inequality.’

Gender issues have become increasingly integrated into development and sectoral policy planning, proving to be a crucial component of building an innovative society and a successful economy, as well as securing international financial support. Despite there being increased awareness of the economic, social and political damage caused by gender discrimination, the UN has noted that the ‘gains have been too slow and too uneven.’ This course examines and analyses a broad range of issues, such as the relationship between gender and development, education and health.

A strategic approach will be taken, which will enable participants to identify key stakeholders, barriers and planning techniques to address gender inequality in all aspects of governance, business and society. Through practical case studies and discussions with leading practitioners, delegates will develop comprehensive and clear plans to facilitate gender equity within their organisation.

Topics Include

• Gender and rights: legislation and politics
• Gender stakeholder analysis: who is who? Who has the power?
• Gender and leadership
• Considering the relationship of citizenship to gender equity
• Developing legislation with gender sensitivity

Learning Outcomes

By the end of the course delegates will be able to:

• Analyse the role gender holds in development planning
• Understand how to integrate gender equity into strategic planning processes
• Consider legislative initiatives to improve gender equality and reduce discrimination
• Evaluate the consequences of gender initiatives

Very comprehensive in gender issues and practical approach to strategy implementation.

Gabrielle Henderson
UN Women, Barbados

More information available at:
www.genderequity.parlicentre.org
Professional Certificate in Strategic Migration Management

Course Overview

Sustainable Development Goal 10 stresses the need to ‘facilitate orderly, safe, regular and responsible migration and mobility of people, including through the implementation of planned and well-managed migration policies’. Given the current trend of rising global migration patterns, in terms of refugees, displaced persons and economic migrants, it is imperative that policymakers and stakeholders enhance their capacity to effectively manage migration. This programme will provide those involved in the management of migratory flows and the creation of migration policy with a clear understanding of the principles, dynamics and challenges that characterise strategic migration management.

Interactive learning will support participants’ understanding of key themes, such as irregular migration, border management and the relationship between globalisation and migration. By applying strategic planning tools and examining best practice case studies, participants will leave equipped to formulate and implement sustainable strategies for migration management, supported by a sound understanding of the global context and the costs and benefits of different policies.

Topics Include

- The impact of globalisation on international migration
- Regulating marriage migration
- Examining the relationship between migration and development
- Forced migrants and refugees
- Regional and international cooperation in migration
- Handling migrants and managing mobility
- Migration policy and the management of migration

Learning Outcomes

By the end of the course delegates will be able to:

- Develop, implement and evaluate strategy in migration management
- Lead effective organisational change
- Apply the key principles of strategic migration management to their organisation
- Improve capacity and support structures whilst reducing administrative burdens
- Monitor, evaluate and enhance performance

I would recommend this course as it gave me a good overview of migration and gave some discussions on practical issues and the experiences and the strategic theoretical background was very interesting.

Ron Hendrix
EU Delegation to the African Union

More information available at: www.migration.parlicentre.org
Professional Certificate in Strategic Refugee and Forced Migration Policy

Course Overview

Under the Sustainable Development Goals, the UN ‘recognizes that international migration is a multi-dimensional reality of major relevance for the development of countries of origin, transit and destination, which requires coherent and comprehensive responses.’ The SDGs set out to ensure safe, orderly and regular migration with full respect for human rights whilst strengthening the resilience of communities hosting refugees. This programme will provide those involved in the policy making with coherent and comprehensive responses to the current refugee movements and a clear understanding of the principles, practices, processes and challenges in establishing and implementing well-considered policy initiatives.

Interactive learning will support participants’ understanding of key themes, such as, the current refugee movements, the relationship between national and international policy and the state’s role in aiding and supporting refugees. By applying planning tools and examining best practice case studies, participants will leave equipped to formulate and implement sustainable initiatives for refugees and forced migrants, supported by a comprehensive understanding of the global context and the costs and benefits of different policies.

Topics Include

- International bodies’ involvement in refugee policy
- Responsibility-sharing for refugees and international law
- Recording numbers and storing data on incoming refugees
- Safeguarding migrant children and young people
- Analysing durable solutions to refugee policy

Learning Outcomes

By the end of the course delegates will be able to:

- Develop, implement and evaluate effective refugee and forced migration policy
- Understand how to record and store data on incoming refugees
- Identify and manage stakeholders’ needs during policy making
- Improve capacity and support structures whilst reducing administrative burdens
- Monitor, evaluate and enhance performance

I really liked the interaction in the group which was facilitated very well. Very good mix of people and I felt comfortable expressing views.

Grainne Delaney
EFAMA, Belgium

More information available at: www.refugees.parlicentre.org
Professional Certificate in Economic Development

Course Overview

The United Nations Sustainable Development Goals identify 17 objectives to reach by the year 2030. From eradicating poverty and hunger to promoting environmental issues and sustainable economic growth, all of the SDGs are interconnected with economic development.

This course is designed to analyse the varying examples of economic development in recent history. Assessing the strengths and weaknesses of a variety of different development theories will provide those involved in economic planning and policymaking with a better understanding of how to create comprehensive, sustainable and effective plans for economic development.

Interactive learning will support participants’ understanding of key issues in economic development, such as the formulation and adoption of policies to contribute to meeting key goals in the UN post-2015 agenda. By examining relevant case studies and engaging with leading specialists, participants will leave with equipped with the necessary skills and knowledge to improve levels of equality, infrastructure and effective monitoring.

Topics Include

- Conflicting theories of growth and development
- The post-2015 agenda
- Infrastructure projects and development
- Regulatory frameworks for development
- Assessing the problems of human development
- Development, growth and the environment
- Gender, equity and economic development

Learning Outcomes

By the end of the course delegates will be able to:

- Formulate plans to challenge inequality through economic development
- Lead impact assessments to assess projects and policies and learn from mistakes
- Apply the key principles of international frameworks to economic planning
- Examine the role of agriculture, natural resources and technology in development
- Analyse, enhance and evaluate performance
- Find the balance between regulatory frameworks and economic development financing, low cost planning and public private partnerships

I really liked the interactive learning on the latest theories of economic development.

Jeremy Brown
Suffolk County Council, UK

More information available at:
www.economicdevelopment.parlicentre.org
People, Infrastructure & Development

Professional Certificate in Strategic Education Planning

Course Overview

Ensuring ‘inclusive and equitable quality education’ and promoting ‘lifelong learning opportunities for all’ are core goals in the UN’s Post-2015 Agenda, making education planning a crucial component in establishing more equitable societies and sustainable economies.

This course provides those involved in education and development planning with a clear understanding of the necessary requirements, processes and considerations for establishing a well-resourced, well-regulated and equitable education sector.

Interactive learning will support participants’ understanding of the key themes around strategic education planning, such as demography and enrolment forecasting, teacher training, and gender considerations. By applying strategic planning tools and analysing best practice models throughout the course, participants will leave equipped to utilise the policy cycle to plan for an efficient and fair education sector that is sustainably financed and tightly regulated to promote development.

Topics Include

• Education, economic growth and social development
• International policy and education: the post-2015 education and development agenda
• Demography and enrolment forecasting for education planning
• Efficiency concerns in an education system: value for money
• Gender and education
• Education in the margins: conflict, marginalised peoples and minorities

Learning Outcomes

By the end of the course delegates will be able to:

• Develop, construct and implement strategic plans
• Lead effective organisational change
• Apply the key principles of education planning to their organisation
• Improve capacity and support structures, whilst reducing administrative burdens
• Analyse, enhance and evaluate performance
• Deliver services that better meet stakeholder needs

This course helped to address the post-2015 SDG-4 agenda which is very much related with my day-to-day activities.

Md Mostafizur Rahaman
CAMPE, Bangladesh

More information available at: www.education.parlicentre.org
Professional Certificate in Technology & Development

Course Overview

Sustainable Development Goal 17.8 emphasises the importance of technology for sustainable and equitable development, urging nations to ‘enhance the use of enabling technology, in particular information and communications technology’ for least developed countries by 2017.

This course will provide those working in development planning with a clear understanding of the way technological innovation acts as an enabler of sustainable economic growth.

Interactive learning will support participants’ understanding of the key themes around technology for development, such as regulatory frameworks and new trends to incentivise the use of technology within and by Governments, as well as the private sector. By examining technological innovations, best practice models and the role of international agreements, participants will leave equipped to implement large-scale change in their organisations, supported by strategic thinking, precise monitoring and evaluation, and stakeholder engagement.

Topics Include

- Information and communication as drivers of development
- World technology uptake: the state of play
- Overview of technical aspects of ICT
- Engaging with science: Nanotechnology and SynBio
- Responsible innovation for technology and development
- Mobile phones, social media and rural empowerment
- Making strategic choices for technology and development

Learning Outcomes

By the end of the course delegates will be able to:

- Lead effective organisational change
- Apply the key principles of technology and development to their organisation
- Improve technology uptake and responsible innovation whilst reducing social inequality
- Monitor, evaluate and enhance performance
- Deliver services that more equitably meet stakeholder needs

I enjoyed everything about this course, most especially the vast amount of information that was taught.

Russell Gardiner
Telecommunications Commission, Turks & Caicos Islands

More information available at: www.telecoms.parlicentre.org
Professional Certificate in Strategic Employment and Labour Policy

Course Overview

In a globalising world, labour conditions are changing rapidly, particularly for those in developing countries at the end of global networks of production. The need for policy to promote balanced economic development is greater than ever, whilst rising inequality makes international governance and legislative support increasingly important.

This course will provide those involved in labour policy and regulation with a clear understanding of the current trends and challenges in sustainable workforce management.

Interactive learning will support participants’ understanding of key issues in strategic labour planning, such as the importance of equitable and focused labour management systems in wider strategies for broad-based economic development. By applying strategic planning tools throughout the training, participants will leave equipped to design and implement comprehensive plans that consider the long-term trends in labour organisation and policy, international standards and changing labour conditions.

Topics Include

• Current and emerging trends in labour conditions
• Principles of strategic thinking and applying them in the context of labour management
• Analysing the relationship between economic growth and labour conditions
• Restructuring labour markets and social protection
• Minimum wage provisions and job guarantees
• Rights-based approaches to labour migration and mobility
• Implementing and enforcing labour laws and regulations

Learning Outcomes

By the end of the course delegates will be able to:

• Develop, construct and implement strategic labour plans
• Identify the latest trends in labour and employment policy
• Lead effective organisational change
• Apply the key principles of strategic labour planning to your organisation
• Improve capacity and support structures, whilst reducing administrative burdens
• Analyse, enhance and evaluate performance
• Deliver policies and regulation that better meets stakeholder needs

I very much enjoyed the strategic thinking element and the general discussions, and I believe it will help me meet goals in my everyday work.

Yaqoob Yousif Mohamed
GPIC, Bahrain

More information available at: www.labour.parlicentre.org
Professional Certificate in Strategic Public Transport Planning

Course Overview

One of the key ways of promoting economic development is through enhancing connectivity, especially through developing public transport systems which effectively and efficiently integrate urban and rural areas in a sustainable fashion.

This internationally recognised programme will improve policy making and strategic capacity in the public transport sector, enabling more effective management of critical public transport planning issues.

Through discussions with some of the leading professionals in the sector from all around the world, this week-long course will provide participants with a detailed analysis of current issues of national strategic transport planning and the importance of integrating local rural and urban strategies. It will explore and examine a variety of concepts such as sustainability, viable investment options, risk and safety issues. The course facilitates links between public transport and economic and social development, and participants will improve their ability to produce strategic plans relevant to broader development objectives.

Learning Outcomes

By the end of the course delegates will be able to:

• Develop methods of integrating transport strategies
• Analyse and consider the role of public transport in a wider development framework
• Improve your skills in strategic planning
• Investigate improved procurement procedures for public transport contracts

Many aspects can be applied into work on transport projects.

Pavol Bzan
Ministry of Transport, Slovakia

Topics Include

• Applying sustainability typologies to public transport strategies
• Methods and case studies of integrated transport strategies
• Analysing principles and application of strategic thinking and planning
• Structural problems in the transport sector in the developing world
• Improving decision-making for major urban transport projects
• Applying sustainability typologies to public transport strategies
• Considering gender issues in public transport

More information available at:
www.strategictransport.parlicentre.org
People, Infrastructure & Development

Professional Certificate in Social Development

Course Overview

Social development is a key priority for the UN Sustainable Development Goals, with the 2015 Commission on Social Development stating that vulnerabilities across the board are becoming more acute with the poor bearing the brunt.

The importance of sustainable social development to economic prosperity, international security and community wellbeing is well documented. This year, the UN noted that 80% of the global population has no access to comprehensive social protection. This limited progress of the MDGs demonstrates the critical need for greater awareness, funding and leadership to tackle issues such as lack of equal access to education and health provision.

Throughout this programme, participants will examine how such topical areas can be integrated into organisational and policy frameworks in a sustainable manner. Expert trainers will cover the current international frameworks, initiatives and best practice to inform discussions and analyse case studies.

Detailed knowledge of how to integrate relevant issues such as gender, as well as how to engage society in the policy making process, will be analysed, followed by monitoring and evaluation mechanisms crucial for governments to monitor progress and make changes. This combination of knowledge and skills will provide participants with the ability to improve social access in their organisation and community.

Topics Include

- Analysing processes of exclusion and inequality
- Social development, governance and anti-corruption issues
- Developing voter awareness and interest in electoral processes
- Policy frameworks to support social ingenuity
- Equality issues: gender, ethnicity, sexuality

Learning Outcomes

By the end of the course delegates will be able to:

- Apply a greater knowledge of international mechanisms and developments
- Examine the most topical issues faced in attempts to improve social development
- Understand how to integrate social development into policy frameworks
- Monitor, evaluate and enhance performance
- Manage and deliver services that better meet stakeholder needs

The course was very helpful as it provided a framework to think about social development, and I would certainly recommend this to my colleagues as it feature the very latest thinking.

Madina Aliberdieva
Oxfam, UK

More information available at:
www.socialdevelopment.parlicentre.org
Professional Certificate in Strategic Investment: FDI, Trade and Islamic Finance

Course Overview

Investment is a vital catalyst for the growth and development of a nation. Emerging markets allow for greater opportunities for investment in today’s global economy.

This course will provide those involved in trade, finance ministries and state budgets with a comprehensive understanding of the multiple avenues for attracting investment to increase the opportunity for greater development and growth in a country. Three key approaches will be addressed to understand the range of current and new channels of investment. They include: foreign direct investment (FDI), trade and Islamic finance.

Topics Include

- Implementing foreign direct investment strategies
- Best practices in attracting and retaining FDI
- Global and regional trends and competing for investment
- Analysing international trade and infrastructure
- Strategic trade promotion
- Introduction to Islamic banking and finance
- Introducing an Islamic finance system into western and developing economies

Learning Outcomes

By the end of the course delegates will be able to:

- Develop, construct and implement strategic plans
- Identify new channels of investment
- Apply the key investment strategies to their organisation
- Improve capacity and support structures, whilst reducing administrative burdens
- Analyse different ways to fund SDGs projects
- Deliver services that better meet stakeholder needs

The assertiveness of the facilitators; the ‘almost’ one-one approach class; the overview of the other matters and the expertise in other areas besides tax daily issues was great.

Alice Neves
Ministerio Das Financas, Angola

More information available at: www.strategicinvestment.parlicentre.org
Professional Certificate in Strategic Industry & Infrastructure

Course Overview

Goal Nine of the United Nation’s Sustainable Development Goals is to ‘Build resilient infrastructure, promote sustainable industrialization and foster innovation.’ The UN identifies the importance of investing in infrastructure as a crucial element to achieving sustainable development and empowering communities. Delivering good strategy in infrastructure will enable an environment for innovative industries to prosper.

This course will provide those working in the planning, implementation and evaluation of industry and infrastructure with a clear understanding of the processes and challenges in delivering effective strategy and management.

Participants will be trained through interactive workshops, lectures and best practice case studies to identify key strategies that enable innovative industry and infrastructure. Whilst analysing recent strategies in effective infrastructure projects, this training will cover topics such as public private partnerships, financing of industry and infrastructure, and rural and urban infrastructure planning. The programme will also spend time looking at the SDGs and how they could be applied at the national, regional and local level.

Topics Include

- Working with all stakeholders to achieve optimum results
- Developing strategic partnerships
- Strategic infrastructure planning
- Case Studies on successful industry and infrastructure projects
- Developing the relevant skills for business and industry
- Enhancing supply chains

Learning Outcomes

By the end of the course delegates will be able to:

- Gain crucial knowledge of industry, innovation and infrastructure in relation to the post-2015 UN SDGs
- Develop methods of integrating industry and infrastructure strategies
- Analyse, enhance and evaluate performance
- Deliver services that better meet stakeholder needs

I particularly enjoyed the discussions, especially with people from such varied countries and industries.

Caoimhe Boland
Commission for Railway Regulation, Republic of Ireland

More information available at: www.industry.parlicentre.org
Environment

Our impact on the environment is disrupting national economies, affecting lives and costing people, communities and countries more money every day. The Sustainable Development Goals endeavour to increase the use of clean energy, reduce the impact of climate change and protect the wellbeing of livelihoods and habitats. ICPS offers programmes that analyse best practice in planning and implementing sustainable environmental policy and how to overcome the complex management of meeting stakeholders’ needs.

IN-HOUSE CASE STUDY

Professional Certificate in Strategic Energy Planning

The EMSD, part of the Government of Hong Kong, approached ICPS to provide a training programme on Strategic Energy Planning for its officials.

The group comprised energy professionals and personnel from the EMSD’s policy bureau. While some participants were not directly involved in energy work, all of the delegates found the programme highly beneficial, given the dual focus on Energy Planning and Strategic Policy. The unique situation of Hong Kong was reflected in the programme content and the overall experience of working with ICPS contributed to a review of the work of the EMSD.

Subsequent to this very positive experience, ICPS looks forward to expanding its offerings in the region.

Electrical and Mechanical Services Department of Hong Kong

The Electrical and Mechanical Services Department is a Hong Kong Government Department responsible for inspection and enforcement of operation and safety of many electricity and gas installations; railways and trams; lifts and escalators; amusement rides; working platforms on building sites, and many other diverse areas.
Professional Certificate in Strategic Climate Change Adaptation

Course Overview

The historic signing of the Paris Climate Deal in December 2015 demonstrates the global commitment to taking ‘urgent action to combat climate change and its impacts,’ as set out by the UN Post-2015 Development Agenda. Climate change adaptation requires universal strategic thinking, transparency and mobilisation, as well as the identification of risks and the adoption of responses critical to any Government’s national plan.

This course will provide those involved in planning for climate change adaptation with a clear understanding of the threats posed by a changing environment as well as the dynamics and challenges of implementing climate change adaptation strategies.

Interactive learning supports participants’ understanding of key issues in climate change adaptation, such as the impact of international agreements on local strategies, designing adaptation legislation and the mobilisation of resources and support. By applying strategic planning tools throughout the training, participants will leave equipped to devise adaptation strategies that consider the long-term trends in sustainable climate policy alongside the importance of Government oversight, innovative financial mechanisms and transparency.

Topics Include

- Paris 2015: The outcomes and the consequences
- Implementing climate change adaptation
- Legislation effects of climate change on human systems
- Disaster risk reduction
- Green growth and eco-cities
- Government oversight, adaptation and transparency
- Mobilisation of climate change adaptation

Learning Outcomes

By the end of the course delegates will be able to:

- Develop, construct and implement strategic climate change adaptation plans
- Lead effective organisational change
- Apply the key principles of adaptation to their organisation
- Improve legislation and transparency whilst reducing disaster risk
- Analyse, enhance and evaluate performance
- Engage stakeholders and mobilise support to pass effective and enforceable legislation

The course will help anyone to think strategically and plan with a wider approach.

M. Usman Manzoor
UNDP, Pakistan

More information available at: www.environment.parlicentre.org
Professional Certificate in Strategic Sustainable Energy Planning

Course Overview

“Sustainable energy is the golden thread that connects economic growth, social equity, a stable climate and a healthy environment” (UN Secretary General Ban Ki-moon, 2013). Achieving access to energy is central to the Post-2015 Sustainable Development Goals and a critical factor in achieving poverty reduction, economic development and security.

With the UN General Assembly establishing the ‘UN Decade on Sustainable Energy for All 2014-2024’ there is a growing recognition that sustainable and reliable energy planning is essential for long term development. External factors such as political instability and climate change have altered the energy landscape and organisations must adapt to these new environments to achieve long term energy security and reliable access. This course will cover recent technical and theoretical developments in the field and will provide participants with a thorough understanding of how to implement effective sustainable energy action plans.

Topics Include

- Regulatory mechanisms in the energy sector
- Tackling challenges to sustainable energy service delivery
- Technology transfer to developing countries
- Financing sustainable energy planning
- Developing a strategic sustainable energy action plan

Learning Outcomes

By the end of the course delegates will be able to:

- Analyse multiple and multi-scalar sources of sustainable energy and their relationship to provision and access
- Integrate key sustainable energy issues into planning strategies
- Assess and evaluate energy sources and their sustainability
- Examine how to facilitate technology transfer

In depth, first-hand knowledge of presenter made for great open discussion among the group. The logical flow of the information was excellent!

Harrison S. Bothwell
Cayman Islands Government

More information available at:
www.strategicenergy.parlicentre.org
Professional Certificate in Strategic Food Security Planning

Course Overview

According to the United Nations Food and Agriculture Organization (FAO), “food security exists when all people, at all times, have physical and economic access to sufficient, safe and nutritious food to meet their dietary needs and food preferences for an active and healthy life.”

This course will provide those involved in planning for sustainable development with a clear understanding of the processes and challenges involved in strategic food security planning.

Interactive learning will support participants’ understanding of key issues in strategic food security planning, such as how changing climatic conditions affect food production and how economic pressures, technological developments and private sector actions interact in the field of food security planning. By applying strategic planning tools throughout the training, participants will leave equipped to initiate organisational change that considers long-term trends in food security, alongside initiating effective regulation and equal access.

Topics Include

- Nutrition and health outcomes in food security planning
- Climate change and food security
- Food market assessments
- Land distribution and regulation
- Financing for sustainable food security
- Disaster preparedness, planning and resilience
- International trade, value chains and export strategies
- Food sustainability and technology

Learning Outcomes

By the end of the course delegates will be able to:

- Develop, construct and implement strategic plans
- Lead effective organisational change
- Apply the key principles of food security planning to their organisation
- Improve capacity and support structures, whilst reducing administrative burdens
- Analyse, enhance and evaluate performance
- Deliver services that better meet stakeholder needs

It provided more in-depth knowledge on food security and nutrition and ways to make it work efficiently.

Aleksey Petrosyan
Oxfam, Armenia

More information available at:
www.foodsecurity.parlicentre.org
Professional Certificate in Strategic Water Planning

Course Overview

The Millennium Development Goal Target 7C, to halve the proportion of the population without sustainable access to safe drinking water and basic sanitation by 2015, has shaped the water sector’s priorities since the turn of the century. As the UN finalises its post-2015 agenda, it estimates that the world will suffer approximately a 40% water shortfall by 2030. As such, sustainable water planning is being prioritised, building on previous international commitments with clear priorities and urgency.

This week-long course will provide participants with critical insight and analysis into issues prioritised by the new agenda when securing, planning and managing water supply systems.

The programme is designed to examine the key governance, planning and organisational themes highlighted to the international community, placing key importance on sustainability. Through discussions with leading practitioners, participants will examine vital topics including water cooperation, sanitation and reducing the risk of water-related disasters. Case studies will ensure knowledge of best practice can assist participants in developing their own strategies within the new global framework.

Topics Include

- Sustainable use and development of water resources
- Regulation and governance of the water sector
- Water and food security
- Water quality and waste water management
- Costs, benefits and implementation

Learning Outcomes

By the end of the course delegates will be able to:

- Enhance their knowledge of water planning in the post-2015 agenda
- Analyse and consider the role of water planning in a wider development framework
- Apply key principles of strategic water planning and international cooperation
- Investigate topics crucial to sustainable water management
- Critically consider the relationship between water resources, climate change and food security

The information shared was clearly presented; the opportunity for interaction with the presenters and my colleagues was fantastic; it was a wonderful learning environment.

Cecile Williams-Bethel
The National Insurance Board, Bahamas

More information available at:
www.strategicwater.parlicentre.org
Professional Certificate in Disaster Risk Reduction

Course Overview
In May 2015, the UN Office for Disaster Risk Reduction adopted the Sendai Declaration, urging states to better understand disaster risk, strengthen disaster risk governance, invest in disaster risk reduction and enhance disaster response to ‘Build Back Better’.

This course will provide those involved in disaster risk reduction with a clear understanding of the challenging dynamics of designing policies, mobilising resources and leveraging technology to reduce the risks and effects of disasters.

Interactive learning will support participants’ understanding of key issues in disaster risk reduction and strategic planning, such as monitoring risks, effective resourcing and coordinating fair and even delivery. By applying strategic planning tools throughout the training, participants leave equipped to design and implement comprehensive disaster risk reduction plans that consider the long-term trends and sustainability of relief planning, and which are supported by engaging technology and the media.

Topics Include
• Proactive vs. reactive policies for risk reduction
• Resource allocation and mobilisation
• Identify the causes and impacts of various hazards locally, regionally, globally
• Conduct disaster risk monitoring using appropriate methods and tools
• Technology and emergency planning

Learning Outcomes
By the end of the course delegates will be able to:
• Develop, construct and implement DDR plans
• Lead effective organisational change
• Apply the key principles of proactive disaster risk reduction planning to their organisation
• Improve resourcing and coordination for relief, whilst reducing disaster risks
• Analyse, enhance and evaluate performance
• Deliver services that better and more fairly meet stakeholder needs

“...It certainly has broadened my horizons, especially in the area of humanitarian relief programming and its objectives.”

Kelvin Wong Kim Wah
Ministry of Communication and Information, Singapore

More information available at: disasterrisk.parlicentre.org
Please invoice my organisation for a total of £

I enclose a cheque for £ payable to International Centre for Parliamentary Studies Ltd

I will pay the sum of £ by credit card. Please contact me to obtain my details.

NOTE: UK customers are subject to VAT, charged at 20%

### Terms and conditions

Invoices are dispatched immediately upon receipt of a valid registration form, and payment must be made within 30 days of receipt of the invoice. If a registration form is submitted less than 30 days before the start of the event, payment must be made immediately upon receipt of an invoice from ICPS. Failure to adhere to these payment terms may result in ICPS cancelling your place on the course. Cancellations will be accepted in writing no later than 30 days prior to the date of the event and are subject to an administrative fee equal to 25% of the applicable per-delegate rate and charged per cancelled delegate place. Cancellations received within 30 days of the event will be subject to the full delegate fee, which will also be charged in the event of non-attendance. Notwithstanding, delegate substitutions may be issued in writing at any time and will not be subject to any charge. ICPS reserves the right to change the date of the programme.

```
Fee is: £ per participant 
Booking reference / Date: 

<table>
<thead>
<tr>
<th>Participant(s) details:</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Participant Name</th>
<th>Position</th>
<th>Title</th>
<th>Date</th>
<th>Email Address</th>
</tr>
</thead>
<tbody>
<tr>
<td>1:</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2:</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3:</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4:</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Key contact details:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Name:</td>
</tr>
<tr>
<td>Organisation:</td>
</tr>
<tr>
<td>Department:</td>
</tr>
<tr>
<td>Address:</td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td>Telephone:</td>
</tr>
<tr>
<td>Fax:</td>
</tr>
<tr>
<td>Email:</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Invoice details:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Same as key contact details</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Name:</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Organisation:</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Department:</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Address:</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Telephone:</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Fax:</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Email:</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Method of payment:</th>
</tr>
</thead>
</table>

Please invoice my organisation for a total of £

I enclose a cheque for £ payable to International Centre for Parliamentary Studies Ltd

I will pay the sum of £ by credit card. Please contact me to obtain my details.

NOTE: UK customers are subject to VAT, charged at 20%

```

Signed: 
Date: 

EMAIL BACK to registration@parlicentre.org or FAX to +44 (0) 20 3137 1459 
International Centre for Parliamentary Studies, Unit N0001, Westminster Business Square 
1-45 Durham St, London, SE11 5JH | +44 (0) 020 3137 8640 | info@parlicentre.org
Fees
Fees must be paid in full prior to the start of the programme. Fees include all tuition costs, materials supplied during the programme and light refreshments during each programme day. Your booking is not confirmed until payment has been received.

Payment
Payment is required at the time of booking and can be made in one of the following ways in GBP currency (sterling), unless otherwise stated.
By Credit Card
By Bank Transfer
By bankers’ draft or cheque in GBP (sterling)

Visas
Arrangements for visas (if required) are your responsibility. Please contact your local British Embassy to find out whether you will need a visa to visit the United Kingdom. Obtaining a visa may take some time and participants are advised to start this procedure as soon as possible.

Please note that further visas may be required if you plan to visit other countries in the European Union during your stay. Ensure that your visa will permit re-entry to the UK.

Accommodation
The training is non-residential and is the responsibility of the participant as are meals and travel.

Substitutions
If you are unable to attend a booked programme or workshop we will accept a substitute at any time without penalty.

Transfers
It is sometimes possible to transfer to another programme or workshop. Please contact us and we will advise you.

Cancellations
Cancellations will be accepted in writing no later than 30 days prior to the date of the event and are subject to an administrative fee equal to 25% of the applicable per-delegate rate and charged per cancelled delegate place.