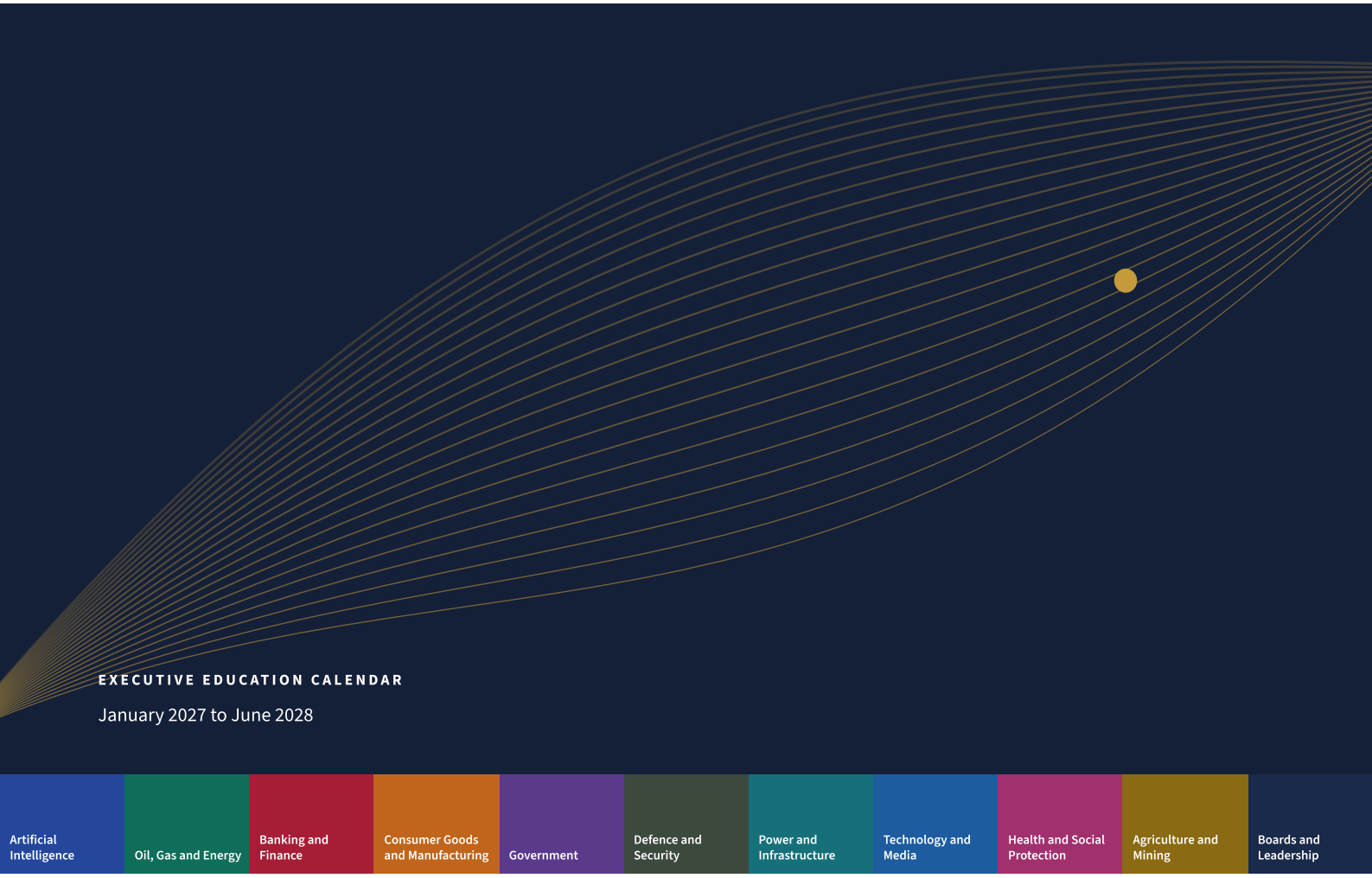

EXECUTIVE EDUCATION CALENDAR

January 2027 to June 2028

Artificial Intelligence | Oil, Gas and Energy | Banking and Finance | Consumer Goods and Manufacturing | Government | Defence and Security | Power and Infrastructure | Technology and Media | Health and Social Protection | Agriculture and Mining | Boards and Leadership

Leadership for the Intelligent Age

Seventy-three executive programmes across eleven sectors, written for the leaders of public institutions, private enterprises, and military and paramilitary services

VENUE

Central London, United Kingdom

PROGRAMME PERIOD

January 2027 to June 2028

LEAD FACILITATOR

Simone Padget

QUALITY

ISO 9001:2015 certified · CPD Standards Office member

WELCOME

A Message from the Lead Facilitator

Most leaders I meet are dealing with two problems at once. The first is in front of them this quarter: a currency that has lost half its value, a budget that no longer balances, a security threat that did not exist five years ago. The second is further away but arriving quickly: artificial intelligence, the energy transition and a generation of citizens and customers who expect more from every institution.

This calendar was built to address both. Each programme starts from a problem that a ministry, a bank, an oil company or a security service is facing now, and then asks what the same institution will need to be capable of by 2030.

The programmes run for one or two weeks in Central London. They are organised by sector and then by category, so that a permanent secretary, a refinery manager, a bank director and a police commissioner can each find a course that speaks to their own institution. Every course carries an artificial intelligence component, because no sector is untouched by it.

The curriculum draws on the case method, the analytical discipline and the attention to innovation found in the open executive programmes of the leading business and policy schools, and applies them to the institutions of Africa, the Commonwealth and the wider emerging world.

I invite you to nominate your most capable officers and managers, and I look forward to welcoming them to London.

Simone Padget
Lead Facilitator
Douglas Development Institute

IN THIS CALENDAR

THE CALENDAR

About the Institute

The calendar at a glance

Curriculum standards

Programme calendar, 2027 to 2028

Lead facilitator

THE SECTORS

Artificial Intelligence and Digital Statecraft

Oil, Gas and the Energy Transition

Banking, Financial Institutions and Capital Markets

Consumer Goods, Retail and Manufacturing

Government and Public Administration

Defence, Security and Paramilitary Services

Power, Infrastructure and Utilities

Telecommunications, Technology and the Creative Economy

Health, Life Sciences and Social Protection

Agriculture, Mining and Natural Resources

Boards, Corporate Governance and Strategic Leadership

TAKING PART

Fees and registration

Contact and nomination

ABOUT THE INSTITUTE

Douglas Development Institute

Douglas Development Institute is an executive education institution dedicated to strengthening leadership and institutional performance in the public and private sectors. DDI designs, delivers and certifies every programme in this calendar. The Institute's quality management system is certified to ISO 9001:2015, and the Institute is a member of the CPD Standards Office (provider number 23303).

ISO 9001:2015

certified quality management system across programme design and delivery

CPD

member of the CPD Standards Office, provider number 23303

WHAT WE DO

Programme direction and delivery

DDI sets the curriculum, appoints the faculty, runs every programme and awards its certificates. The Institute has worked with ministries, legislative committees, regulatory agencies, parastatals and private enterprises, and is organising Engineering High Performance Public Service, a transformation programme for federal ministries, departments and agencies convened by the House Committee on Public Service Matters of the National Assembly of Nigeria.

HOW WE TEACH

Cases, laboratories and outputs

Each programme combines case discussion drawn from African, Commonwealth and comparable economies with daily AI laboratories using approved tools. Participants finish with a signature output for their own institution, and return for an online clinic on Day 30 to review what they have put into practice.

WHO WE SERVE

Public, private and security institutions

The calendar serves federal, state and local governments, legislatures, regulators, banks, energy companies, manufacturers, armed forces, police and paramilitary services. Several programmes deliberately bring public and private sector leaders into the same room.

PROPRIETARY FRAMEWORKS IN THE CURRICULUM

- Policy as a Process (PaaP)
- Results as a Service (RaaS)
- AIFIAS
- TrueMark eTender™
- MemoGenAI™
- TrueMark Verify™

THE CALENDAR AT A GLANCE

Eleven Sectors, One Standard

The calendar runs from January 2027 to the end of June 2028. It contains 52 one-week programmes and 21 two-week programmes, arranged by sector and then by category. Public institutions, private enterprises, and military and paramilitary services will each find programmes written for them, and several programmes deliberately bring the public and private sectors into the same room.

7 Artificial Intelligence and Digital Statecraft
3 categories

11 Oil, Gas and the Energy Transition
4 categories

9 Banking, Financial Institutions and Capital Markets
4 categories

6 Consumer Goods, Retail and Manufacturing
3 categories

9 Government and Public Administration
3 categories

8 Defence, Security and Paramilitary Services
3 categories

5 Power, Infrastructure and Utilities
2 categories

4 Telecommunications, Technology and the Creative Economy
2 categories

4 Health, Life Sciences and Social Protection
1 categories

4 Agriculture, Mining and Natural Resources
2 categories

6 Boards, Corporate Governance and Strategic Leadership
2 categories

HOW EVERY PROGRAMME IS BUILT

DAY 1

Foundations

Artificial intelligence and the sector: how the technology works, where it fails and the rules that govern it

SPECIALIST DAYS

Sector modules

Four modules in a one-week programme, eight in a two-week programme

FINAL DAY

Capstone and certification

An applied output for the participant's own institution

DAY 30

Online clinic

Implementation review and the Certificate of Distinction

WHO THE PROGRAMMES SERVE

(M) Middle management
Heads of unit, managers and officers preparing for senior roles

(S) Senior management
Directors, general managers and senior officers who run functions

(E) Executive
Chief executives, permanent secretaries, heads of agencies and commanders

(B) Board
Chairs, directors, council members and trustees

CURRICULUM STANDARDS

Built to an International Benchmark

Each programme was designed against the structure, depth and teaching methods of the open executive education offered by Harvard Business School, the London School of Economics and Political Science, and Stanford Graduate School of Business. We took from each the method it is best known for, and applied it to the institutions our participants actually lead.

THE CASE METHOD

Decisions, not lectures

In the tradition of Harvard Business School, each specialist day is built around a real decision faced by a real institution. Participants argue the case before the faculty gives a view. Cases are drawn from African, Commonwealth and comparable economies, and developed by DDI faculty.

ANALYTICAL RIGOUR

Evidence and political economy

Following the policy tradition of the London School of Economics, programmes test every proposal against evidence, incentives and the institutions that must carry it out. A reform that cannot survive its own politics is not treated as a reform.

INNOVATION AND DESIGN

Building what comes next

Drawing on the design and innovation focus associated with Stanford, participants prototype a solution during the programme and leave with a working draft: a strategy, a policy, a plan or a tool their institution can use.

THREE COMMITMENTS IN EVERY PROGRAMME

Today's problem first

Each course opens with a challenge institutions face now, such as currency volatility, subsidy reform, insecurity, crude theft or fragile supply chains, and stays with it until participants have a credible response.

A horizon to 2030

Each course then looks five years ahead and asks what the institution must be capable of when artificial intelligence, the energy transition and new regulation have run their course.

An output that goes home

No participant leaves with notes alone. Every programme ends with a signature output, reviewed by faculty, that belongs to the participant's institution.

References to these schools describe the benchmark used in curriculum design. Douglas Development Institute is not affiliated with, or endorsed by, Harvard Business School, the London School of Economics and Political Science or Stanford Graduate School of Business.

PROGRAMME CALENDAR

January 2027 to June 2028

All programmes run Monday to Friday in Central London. Two-week programmes run over two consecutive weeks. Nominations close eight weeks before each start date to allow time for UK visa processing. Every date avoids UK public holidays and Muslim holidays; the full list follows the calendar.

DATES	PROGRAMME	LENGTH	FEE	LEVEL
January 2027				
18 to 29 January Closes 23 Nov 2026	**Prudential Strategy, Capital Adequacy and the Economics of Banking** Banking and Finance · Strategy, Risk and Capital	2 wk	£7,500	S E
18 to 29 January Closes 23 Nov 2026	**Subsurface Intelligence and the Economics of Reservoir Uncertainty** Oil, Gas and Energy · Upstream: Exploration, Development and Production	2 wk	£7,500	M S
25 to 29 January Closes 30 Nov 2026	**Algorithmic Statecraft and Executive Decision Architecture** Government · Executive Governance and Public Policy	1 wk	£4,500	E B
February 2027				
1 to 5 February Closes 7 Dec 2026	**Algorithmic Sovereignty and the Governance of Machine Judgement** Artificial Intelligence · Algorithmic Leadership and Governance	1 wk	£4,500	E B
1 to 12 February Closes 7 Dec 2026	**Strategic Command in the Age of Autonomous Systems** Defence and Security · Military Strategy and Command	2 wk	£7,500	S E
1 to 5 February Closes 7 Dec 2026	**Consumer Intelligence, Behavioural Economics and Demand Architecture** Consumer Goods and Manufacturing · Commercial Strategy and the Consumer	1 wk	£2,700	M S
15 to 19 February Closes 21 Dec 2026	**The Effective Board: Fiduciary Duty, Strategy and Oversight** Boards and Leadership · Board Leadership and Corporate Governance	1 wk	£4,500	B
22 to 26 February Closes 28 Dec 2026	**Petroleum Fiscal Regimes, Host Government Contracts and Resource Rent** Oil, Gas and Energy · Upstream: Exploration, Development and Production	1 wk	£4,500	S E B
April 2027				
5 to 16 April Closes 8 Feb 2027	**Food Systems Security, Agribusiness Strategy and Climate Adaptation** Agriculture and Mining · Agribusiness and Food Security	2 wk	£7,500	S E
5 to 16 April Closes 8 Feb 2027	**Health Systems Strengthening, Financing and Universal Coverage** Health and Social Protection · Health Systems and Social Protection	2 wk	£7,500	S E
5 to 16 April Closes 8 Feb 2027	**Electricity Market Design, Tariff Reform and Utility Turnaround** Power and Infrastructure · Power and Energy Markets	2 wk	£7,500	S E

PROGRAMME CALENDAR, CONTINUED

DATES	PROGRAMME	LENGTH	FEE	LEVEL
19 to 23 April Closes 22 Feb 2027	**Enterprise Risk Intelligence and Model Risk in Financial Institutions** Banking and Finance · Strategy, Risk and Capital	1 wk	£2,700	M S
19 to 30 April Closes 22 Feb 2027	**Evidence-Based Policy Design, Delivery Units and Results Governance** Government · Executive Governance and Public Policy	2 wk	£7,500	S E
19 to 23 April Closes 22 Feb 2027	**Spectrum, Connectivity and the Economics of Digital Infrastructure** Technology and Media · Digital Infrastructure and Regulation	1 wk	£4,000	S E
26 to 30 April Closes 1 Mar 2027	**Defence Resource Management and Military Logistics Intelligence** Defence and Security · Military Strategy and Command	1 wk	£2,700	M S
26 to 30 April Closes 1 Mar 2027	**Intelligent Production Operations and Asset Integrity** Oil, Gas and Energy · Upstream: Exploration, Development and Production	1 wk	£2,700	M S
May 2027				
10 to 14 May Closes 15 Mar 2027	**State-Owned Enterprise Governance and Commercial Turnaround** Boards and Leadership · Board Leadership and Corporate Governance	1 wk	£4,500	E B
24 to 28 May Closes 29 Mar 2027	**Treasury, Liquidity and Foreign Exchange Management in Volatile Economies** Banking and Finance · Strategy, Risk and Capital	1 wk	£2,700	M S
24 to 28 May Closes 29 Mar 2027	**Route-to-Market Reinvention and the Informal Retail Economy** Consumer Goods and Manufacturing · Commercial Strategy and the Consumer	1 wk	£2,700	M S
June 2027				
21 June to 2 July Closes 26 Apr 2027	**The Chief AI Officer: Strategy, Value Realisation and Institutional Redesign** Artificial Intelligence · Algorithmic Leadership and Governance	2 wk	£7,500	S E
21 June to 2 July Closes 26 Apr 2027	**Platform Government and the Digital Transformation of the State** Government · Executive Governance and Public Policy	2 wk	£7,500	S E
21 June to 2 July Closes 26 Apr 2027	**Gas Monetisation, LNG Value Chains and Domestic Market Design** Oil, Gas and Energy · Midstream: Gas, Pipelines, Storage and Logistics	2 wk	£7,500	S E
July 2027				
5 to 9 July Closes 10 May 2027	**Cognitive Augmentation and Executive Decision Science** Artificial Intelligence · Applied Intelligence and Decision Science	1 wk	£2,700	M S
5 to 9 July Closes 10 May 2027	**Civil-Military Relations, Democratic Control and Security Sector Governance** Defence and Security · Military Strategy and Command	1 wk	£4,500	S E B

PROGRAMME CALENDAR, CONTINUED

DATES	PROGRAMME	LENGTH	FEE	LEVEL
5 to 9 July Closes 10 May 2027	**Distributed Energy, Mini-Grids and Energy Access Strategy** Power and Infrastructure · Power and Energy Markets	1 wk	£2,700	M S
19 to 30 July Closes 24 May 2027	**Platform Banking, Embedded Finance and the Algorithmic Customer** Banking and Finance · Digital Finance and Financial Innovation	2 wk	£7,500	S E
19 to 30 July Closes 24 May 2027	**Fiscal Sustainability, Debt Strategy and Revenue Mobilisation** Government · Public Finance, Procurement and Accountability	2 wk	£7,500	S E B
26 to 30 July Closes 31 May 2027	**Agricultural Commodity Markets and Commodity Exchange Development** Agriculture and Mining · Agribusiness and Food Security	1 wk	£2,700	M S

September 2027

6 to 10 September Closes 12 Jul 2027	**Hospital Leadership, Clinical Governance and Digital Health** Health and Social Protection · Health Systems and Social Protection	1 wk	£2,700	M S
6 to 10 September Closes 12 Jul 2027	**Pipeline Integrity, Network Security and Hydrocarbon Accounting** Oil, Gas and Energy · Midstream: Gas, Pipelines, Storage and Logistics	1 wk	£2,700	M S
13 to 17 September Closes 19 Jul 2027	**Audit Committee Excellence and Financial Reporting Oversight** Boards and Leadership · Board Leadership and Corporate Governance	1 wk	£4,500	S B
13 to 17 September Closes 19 Jul 2027	**Platform Regulation, Competition Policy and the Digital Economy** Technology and Media · Digital Infrastructure and Regulation	1 wk	£4,000	S E
20 September to 1 October Closes 26 Jul 2027	**Supply Chain Resilience, Procurement Intelligence and Geo-Economic Risk** Consumer Goods and Manufacturing · Operations, Supply Chain and Industrial Strategy	2 wk	£7,500	S E
27 September to 1 October Closes 2 Aug 2027	**Central Bank Digital Currencies, Tokenisation and the Future of Money** Banking and Finance · Digital Finance and Financial Innovation	1 wk	£4,500	S E B
27 September to 8 October Closes 2 Aug 2027	**Intelligence-Led Policing, Predictive Analytics and Public Trust** Defence and Security · Paramilitary, Law Enforcement and Border Services	2 wk	£7,500	M S

October 2027

4 to 8 October Closes 9 Aug 2027	**Energy Trading, Shipping and Commodity Risk** Oil, Gas and Energy · Midstream: Gas, Pipelines, Storage and Logistics	1 wk	£2,700	M S
11 to 22 October Closes 16 Aug 2027	**Predictive Institutions: Data Science, Forecasting and Strategic Foresight** Artificial Intelligence · Applied Intelligence and Decision Science	2 wk	£7,500	M S

PROGRAMME CALENDAR, CONTINUED

DATES	PROGRAMME	LENGTH	FEE	LEVEL
11 to 15 October Closes 16 Aug 2027	**Intelligent Procurement and Contract Governance** Government · Public Finance, Procurement and Accountability	1 wk	£2,700	M S
18 to 22 October Closes 23 Aug 2027	**Border Intelligence, Customs Modernisation and Trade Facilitation** Defence and Security · Paramilitary, Law Enforcement and Border Services	1 wk	£2,700	M S
18 to 29 October Closes 23 Aug 2027	**Infrastructure Finance, Public-Private Partnerships and Project Governance** Power and Infrastructure · Infrastructure Finance and Delivery	2 wk	£7,500	S E
25 to 29 October Closes 30 Aug 2027	**Refinery Economics, Margin Management and Operational Strategy** Oil, Gas and Energy · Downstream: Refining, Distribution and Retail	1 wk	£4,000	S E

November 2027

1 to 12 November Closes 6 Sep 2027	**Strategic Leadership in Polycrisis: Foresight, Adaptation and Institutional Renewal** Boards and Leadership · Strategic and Executive Leadership	2 wk	£7,500	E B
1 to 5 November Closes 6 Sep 2027	**Industrial Competitiveness, Lean Automation and the Smart Factory** Consumer Goods and Manufacturing · Operations, Supply Chain and Industrial Strategy	1 wk	£2,700	M S
8 to 12 November Closes 13 Sep 2027	**Financial Crime Intelligence, AML and the Supervisory Mind** Banking and Finance · Regulation, Compliance and Financial Integrity	1 wk	£2,700	M S
8 to 12 November Closes 13 Sep 2027	**Algorithmic Assurance and the Future of Public Audit** Government · Public Finance, Procurement and Accountability	1 wk	£2,700	M S
15 to 26 November Closes 20 Sep 2027	**Critical Minerals Geopolitics, Mining Governance and Value Addition** Agriculture and Mining · Mining and Critical Minerals	2 wk	£7,500	S E B
22 to 26 November Closes 27 Sep 2027	**Cyber Resilience and the Strategic Management of Digital Risk** Artificial Intelligence · Digital Trust, Cyber Resilience and Data Ethics	1 wk	£4,500	S E B
22 to 26 November Closes 27 Sep 2027	**Pharmaceutical Strategy, Regulatory Science and Local Manufacturing** Health and Social Protection · Health Systems and Social Protection	1 wk	£4,000	S E

December 2027

6 to 10 December Closes 11 Oct 2027	**Downstream Market Liberalisation, Pricing Reform and Consumer Protection** Oil, Gas and Energy · Downstream: Refining, Distribution and Retail	1 wk	£4,500	S E B
6 to 10 December Closes 11 Oct 2027	**Venture Strategy, Innovation Ecosystems and Technology Commercialisation** Technology and Media · Technology Ventures and the Creative Economy	1 wk	£2,700	M S

PROGRAMME CALENDAR, CONTINUED

DATES	PROGRAMME	LENGTH	FEE	LEVEL
13 to 17 December Closes 18 Oct 2027	**Emergency Management, Civil Protection and National Resilience** Defence and Security · Paramilitary, Law Enforcement and Border Services	1 wk	£2,700	M S

January 2028

17 to 21 January Closes 22 Nov 2027	**Supervisory Technology and the Regulation of Digital Financial Services** Banking and Finance · Regulation, Compliance and Financial Integrity	1 wk	£4,000	S E
17 to 21 January Closes 22 Nov 2027	**Water Security, Urban Utilities and Climate-Resilient Infrastructure** Power and Infrastructure · Infrastructure Finance and Delivery	1 wk	£2,700	M S
24 to 28 January Closes 29 Nov 2027	**Reimagining the Public Service: Talent, Performance and Institutional Renewal** Government · Public Service, Legislature and Local Government	1 wk	£4,000	S E
31 January to 11 February Closes 6 Dec 2027	**Leading Change: Management Excellence for the Next Generation of Leaders** Boards and Leadership · Strategic and Executive Leadership	2 wk	£7,500	M

March 2028

6 to 10 March Closes 10 Jan 2028	**Data Stewardship, Privacy Jurisprudence and Algorithmic Accountability** Artificial Intelligence · Digital Trust, Cyber Resilience and Data Ethics	1 wk	£2,700	M S
6 to 10 March Closes 10 Jan 2028	**Circular Economy, Packaging Regulation and Sustainable Value Creation** Consumer Goods and Manufacturing · Sustainability, Governance and Growth	1 wk	£4,000	S E
6 to 10 March Closes 10 Jan 2028	**Fuel Retail Reinvention and the Mobility Energy Consumer** Oil, Gas and Energy · Downstream: Refining, Distribution and Retail	1 wk	£2,700	M S
20 to 24 March Closes 24 Jan 2028	**Insurance Reinvention: Risk Pooling, Actuarial Intelligence and Inclusive Cover** Banking and Finance · Insurance, Pensions and Capital Markets	1 wk	£4,000	S E
20 to 24 March Closes 24 Jan 2028	**National Security Strategy and Hybrid Threats** Defence and Security · National Security and Strategic Resilience	1 wk	£4,500	E B
20 to 24 March Closes 24 Jan 2028	**Legislative Intelligence and Democratic Accountability** Government · Public Service, Legislature and Local Government	1 wk	£4,500	S E B
27 to 31 March Closes 31 Jan 2028	**Extractive Industries Transparency and Natural Resource Revenue Management** Agriculture and Mining · Mining and Critical Minerals	1 wk	£4,500	S E B
27 March to 7 April Closes 31 Jan 2028	**Strategic Decarbonisation and the Future of the Hydrocarbon Enterprise** Oil, Gas and Energy · Energy Transition and Sustainability	2 wk	£7,500	E B

April 2028

PROGRAMME CALENDAR, CONTINUED

DATES	PROGRAMME	LENGTH	FEE	LEVEL
3 to 7 April Closes 7 Feb 2028	**Social Protection Systems, Targeting and Digital Cash Transfers** Health and Social Protection · Health Systems and Social Protection	1 wk	£2,700	M S
24 to 28 April Closes 28 Feb 2028	**Transport Systems, Logistics Corridors and Smart Mobility** Power and Infrastructure · Infrastructure Finance and Delivery	1 wk	£4,000	S E
24 to 28 April Closes 28 Feb 2028	**Media Economics, Creative Industries and Intellectual Property** Technology and Media · Technology Ventures and the Creative Economy	1 wk	£2,700	M S
May 2028				
15 to 19 May Closes 20 Mar 2028	**Negotiation, Diplomacy and Strategic Influence** Boards and Leadership · Strategic and Executive Leadership	1 wk	£4,000	S E
15 to 19 May Closes 20 Mar 2028	**Family Enterprise, Succession and the Governance of Growth** Consumer Goods and Manufacturing · Sustainability, Governance and Growth	1 wk	£4,500	E B
June 2028				
5 to 9 June Closes 10 Apr 2028	**Information Integrity, Synthetic Media and Institutional Reputation** Artificial Intelligence · Digital Trust, Cyber Resilience and Data Ethics	1 wk	£4,000	S E
12 to 23 June Closes 17 Apr 2028	**Institutional Investment, Pension Fund Stewardship and Capital Market Development** Banking and Finance · Insurance, Pensions and Capital Markets	2 wk	£7,500	S E B
12 to 16 June Closes 17 Apr 2028	**Maritime Security and the Blue Economy** Defence and Security · National Security and Strategic Resilience	1 wk	£2,700	M S
19 to 23 June Closes 24 Apr 2028	**Intelligent Grassroots Governance and Urban Futures** Government · Public Service, Legislature and Local Government	1 wk	£2,700	M S
26 to 30 June Closes 1 May 2028	**Health, Safety, Environment and the Social Licence to Operate** Oil, Gas and Energy · Energy Transition and Sustainability	1 wk	£2,700	M S

HOLIDAYS OBSERVED

Dates Kept Clear

The calendar starts in the third week of January 2027. No programme runs in a week that contains a public holiday in any part of the United Kingdom or a major Muslim holiday, and none runs during the last ten nights of Ramadan, the Eid holidays, the August recess or the Christmas break. Earlier weeks of Ramadan carry one programme at a time. Muslim holiday dates depend on the sighting of the moon and may move by a day.

2027

Fri 1 Jan	New Year's Day UK
Mon 4 Jan	2 January (substitute day) Scotland
Mon 8 Feb	Start of Ramadan (expected) Muslim
Tue 9 Mar	Eid al-Fitr (expected) Muslim
Wed 17 Mar	St Patrick's Day Northern Ireland
Fri 26 Mar	Good Friday UK
Mon 29 Mar	Easter Monday England, Wales and Northern Ireland
Mon 3 May	Early May bank holiday UK
Sun 16 May	Eid al-Adha (expected) Muslim
Mon 31 May	Spring bank holiday UK
Sun 6 Jun	Islamic New Year (expected) Muslim
Tue 15 Jun	Ashura (expected) Muslim
Mon 12 Jul	Battle of the Boyne Northern Ireland
Mon 2 Aug	Summer bank holiday Scotland
Sat 14 Aug	Mawlid an-Nabi (expected) Muslim
Mon 30 Aug	Summer bank holiday England, Wales and Northern Ireland
Tue 30 Nov	St Andrew's Day Scotland
Mon 27 Dec	Christmas Day (substitute day) UK
Tue 28 Dec	Boxing Day (substitute day) UK

2028

Mon 3 Jan	New Year's Day (substitute day) UK
Tue 4 Jan	2 January (substitute day) Scotland
Fri 28 Jan	Start of Ramadan (expected) Muslim
Sat 26 Feb	Eid al-Fitr (expected) Muslim
Fri 17 Mar	St Patrick's Day Northern Ireland
Fri 14 Apr	Good Friday UK
Mon 17 Apr	Easter Monday England, Wales and Northern Ireland
Mon 1 May	Early May bank holiday UK
Fri 5 May	Eid al-Adha (expected) Muslim
Thu 25 May	Islamic New Year (expected) Muslim
Mon 29 May	Spring bank holiday UK
Sat 3 Jun	Ashura (expected) Muslim

PERIODS WITH NO PROGRAMMES

27 Feb to 12 Mar 2027
Last ten nights of Ramadan and Eid al-Fitr

15 May to 19 May 2027
Eid al-Adha

6 Jun to 7 Jun 2027
Islamic New Year

2 Aug to 3 Sep 2027
August recess

20 Dec 2027 to 14 Jan 2028
Christmas and New Year break

16 Feb to 1 Mar 2028
Last ten nights of Ramadan and Eid al-Fitr

4 May to 9 May 2028
Eid al-Adha

[PORTRAIT OF SIMONE PADGET]

LEAD FACILITATOR

Simone Padget

Lead Facilitator, Douglas Development Institute.

Simone Padget leads facilitation across the Executive Calendar. The Lead Facilitator opens each programme, chairs the Executive Conversations and Case Clinics, guides syndicates through their capstones, and reviews each signature output before certification.

The Lead Facilitator works with sector faculty drawn from energy, banking, consumer goods, public administration, defence and security, infrastructure, health, agriculture and corporate governance, each with direct experience of the institutions they teach.

HOW EACH DAY IS TAUGHT

Keynote
The Lead Facilitator or a sector faculty member frames the day's central idea.

Executive Conversation
Participants test the idea against their own experience and that of their peers.

Case Clinic
Syndicates work through a real decision from a comparable institution.

AI Laboratory
Participants put the day's work into practice with approved tools and non-confidential material.

FRAMEWORKS IN THE CURRICULUM

Programmes draw on the DDI governance frameworks: Policy as a Process (PaaP), Results as a Service (RaaS), AIFIAS, TrueMark eTender™, MemoGenAI™ and TrueMark Verify™, each introduced where it fits the decision being studied.

SECTOR · 7 PROGRAMMES

Artificial Intelligence and Digital Statecraft

Every programme in this calendar carries an artificial intelligence component. The courses in this sector go further: they are written for the leaders who must decide what the technology is allowed to do inside their institutions, who answers for it when it fails, and how its value is measured.

ALGORITHMIC LEADERSHIP AND GOVERNANCE

Algorithmic Sovereignty and the Governance of Machine Judgement	1 to 5 February 2027 · 1 wk · £4,500
The Chief AI Officer: Strategy, Value Realisation and Institutional Redesign	21 June to 2 July 2027 · 2 wk · £7,500

APPLIED INTELLIGENCE AND DECISION SCIENCE

Cognitive Augmentation and Executive Decision Science	5 to 9 July 2027 · 1 wk · £2,700
Predictive Institutions: Data Science, Forecasting and Strategic Foresight	11 to 22 October 2027 · 2 wk · £7,500

DIGITAL TRUST, CYBER RESILIENCE AND DATA ETHICS

Cyber Resilience and the Strategic Management of Digital Risk	22 to 26 November 2027 · 1 wk · £4,500
Data Stewardship, Privacy Jurisprudence and Algorithmic Accountability	6 to 10 March 2028 · 1 wk · £2,700
Information Integrity, Synthetic Media and Institutional Reputation	5 to 9 June 2028 · 1 wk · £4,000

ALGORITHMIC LEADERSHIP AND GOVERNANCE

Algorithmic Sovereignty and the Governance of Machine Judgement

Board and Executive Oversight of Artificial Intelligence in Public and Private Institutions

DATES	DURATION	LEVEL	SECTOR	FEE
1 to 5 February 2027	One week, Monday to Friday	(E) (B) Executive, Board	Public and private	£4,500 per participant

TODAY'S CHALLENGE

Most boards now approve AI investments without a framework for deciding which decisions a machine may take and which must stay with a person.

THE 2030 HORIZON

By 2030 regulators in the United Kingdom, the European Union and several African jurisdictions will expect boards to evidence how they supervise automated decisions.

WHO SHOULD ATTEND

Board chairs, non-executive directors, chief executives, permanent secretaries and heads of agencies. No technical background is required.

THE PROGRAMME WEEK

DAY 1	Monday	**Foundations of Intelligent Leadership** How artificial intelligence works, where it fails, and the rules for its use in artificial intelligence, tested in the first AI Laboratory.
DAY 2	Tuesday	**Foundations of machine judgement: what current models can and cannot do**
DAY 3	Wednesday	**Decision rights, delegation and the limits of automation**
DAY 4	Thursday	**The EU AI Act, the UK principles-based regime and emerging African frameworks**
		Board assurance, audit trails and the AI risk register
DAY 5	Friday	**Capstone and Certification** Syndicates present their capstones for expert review and receive their certificates.

BY THE FINAL DAY, PARTICIPANTS WILL BE ABLE TO

- Set decision rights for AI across an institution
- Read and challenge an AI risk register
- Compare the main regulatory regimes and their reach
- Brief a board on AI exposure in plain language

SIGNATURE OUTPUT

A board-level AI governance charter with a decision-rights matrix for the participant's institution.

CERTIFICATION

DDI Executive Certificate on completion of the laboratories and an approved capstone and action plan. Certificate of Distinction for verified implementation at the Day 30 Clinic.

AFTER THE PROGRAMME

An online clinic on Day 30, ninety days of advisory support from the faculty, the full set of templates and the participant prompt toolkit, and membership of the DDI alumni network.

ALGORITHMIC LEADERSHIP AND GOVERNANCE

The Chief AI Officer: Strategy, Value Realisation and Institutional Redesign

An Intensive for Leaders Appointed to Direct Artificial Intelligence Across an Enterprise or Government

DATES	DURATION	LEVEL	SECTOR	FEE
21 June to 2 July 2027	Two weeks, Monday to Friday	(S) (E) Senior management, Executive	Public and private	£7,500 per participant

TODAY'S CHALLENGE

Many organisations have appointed AI leads whose mandate, budget and authority remain unclear, and pilots rarely reach full operation.

THE 2030 HORIZON

The Chief AI Officer role is becoming a standing executive office in ministries, banks and energy companies alike.

WHO SHOULD ATTEND

Chief AI, data, digital and information officers, directors of strategy and transformation, and officers recently appointed to lead AI programmes.

THE PROGRAMME FORTNIGHT

WEEK ONE

Mon	**Foundations of Intelligent Leadership**
Tue	**Mandate design and the AI operating model**
Wed	**Portfolio selection and the economics of AI use cases**
Thu	**Data foundations, architecture and vendor strategy**
Fri	**Measuring value: from pilot metrics to enterprise returns**

WEEK TWO

Mon	**Workforce redesign and the politics of automation**
Tue	**Risk, ethics, security and model governance**
Wed	**Procurement and partnership with technology providers**
Thu	**Leading change across a sceptical institution**
Fri	**Capstone and Certification**

BY THE FINAL DAY, PARTICIPANTS WILL BE ABLE TO

- Write a defensible AI mandate and operating model
- Prioritise a portfolio of use cases by value and risk
- Build a value-realisation scorecard
- Present a three-year AI plan to a board or cabinet

SIGNATURE OUTPUT

A three-year enterprise AI strategy with a funded first-year portfolio, presented for faculty review.

CERTIFICATION

DDI Executive Certificate on completion of the laboratories and an approved capstone and action plan. Certificate of Distinction for verified implementation at the Day 30 Clinic.

AFTER THE PROGRAMME

An online clinic on Day 30, ninety days of advisory support from the faculty, the full set of templates and the participant prompt toolkit, and membership of the DDI alumni network.

APPLIED INTELLIGENCE AND DECISION SCIENCE

Cognitive Augmentation and Executive Decision Science

Generative AI, Bounded Rationality and the Discipline of Human Judgement

DATES	DURATION	LEVEL	SECTOR	FEE
5 to 9 July 2027	One week, Monday to Friday	(M) (S) Middle management, Senior management	Public and private	£2,700 per participant

TODAY'S CHALLENGE

Managers increasingly sign off reports, analyses and recommendations drafted wholly or partly by generative AI, often without checking how they were produced.

THE 2030 HORIZON

Within five years the ability to direct and verify machine-generated analysis will be a basic management competence.

WHO SHOULD ATTEND

Middle and senior managers, policy analysts, programme managers and heads of unit across the public and private sectors.

THE PROGRAMME WEEK

DAY 1 Monday
Foundations of Intelligent Leadership
How artificial intelligence works, where it fails, and the rules for its use in artificial intelligence, tested in the first AI Laboratory.

DAY 2 Tuesday
How large language models produce text and why they err

DAY 3 Wednesday
Automation bias, anchoring and the psychology of trusting machines

DAY 4 Thursday
Verification protocols for AI-assisted analysis

Prompt design for briefs, memoranda and board papers

DAY 5 Friday
Capstone and Certification
Syndicates present their capstones for expert review and receive their certificates.

BY THE FINAL DAY, PARTICIPANTS WILL BE ABLE TO

- Use generative AI for drafting and analysis with approved tools
- Detect fabricated sources and faulty reasoning
- Apply a verification checklist before sign-off
- Coach a team on responsible daily use

SIGNATURE OUTPUT

A personal AI working protocol and a verified AI-assisted brief on a live issue from the participant's organisation.

CERTIFICATION

DDI Executive Certificate on completion of the laboratories and an approved capstone and action plan. Certificate of Distinction for verified implementation at the Day 30 Clinic.

AFTER THE PROGRAMME

An online clinic on Day 30, ninety days of advisory support from the faculty, the full set of templates and the participant prompt toolkit, and membership of the DDI alumni network.

APPLIED INTELLIGENCE AND DECISION SCIENCE

Predictive Institutions: Data Science, Forecasting and Strategic Foresight

Quantitative Anticipation for Policy, Investment and Operational Planning

DATES	DURATION	LEVEL	SECTOR	FEE
11 to 22 October 2027	Two weeks, Monday to Friday	(M) (S) Middle management, Senior management	Public and private	£7,500 per participant

TODAY'S CHALLENGE

Plans and budgets are still built largely on last year's figures, and institutions are caught out by shocks that their own data could have signalled.

THE 2030 HORIZON

Forecasting and scenario modelling are moving from specialist units into the hands of every planning director.

WHO SHOULD ATTEND

Heads of planning, strategy, economics, statistics and risk; budget officers; and analysts who brief senior management.

THE PROGRAMME FORTNIGHT

WEEK ONE

Mon	**Foundations of Intelligent Leadership**
Tue	**Forecasting under uncertainty: methods and their limits**
Wed	**Machine learning for prediction: a manager's grounding**
Thu	**Data quality, bias and the ethics of prediction**
Fri	**Scenario planning in the tradition of strategic foresight**

WEEK TWO

Mon	**Early warning systems and leading indicators**
Tue	**Simulation and AI-assisted policy testing**
Wed	**Communicating probability to decision makers**
Thu	**Embedding foresight in planning cycles**
Fri	**Capstone and Certification**

BY THE FINAL DAY, PARTICIPANTS WILL BE ABLE TO

- Build and test a simple forecasting model
- Design scenarios for a five-year plan
- Specify an early warning dashboard
- Explain forecast uncertainty to non-specialists

SIGNATURE OUTPUT

A foresight and early warning framework for one strategic plan, with a working prototype dashboard.

CERTIFICATION

DDI Executive Certificate on completion of the laboratories and an approved capstone and action plan. Certificate of Distinction for verified implementation at the Day 30 Clinic.

AFTER THE PROGRAMME

An online clinic on Day 30, ninety days of advisory support from the faculty, the full set of templates and the participant prompt toolkit, and membership of the DDI alumni network.

DIGITAL TRUST, CYBER RESILIENCE AND DATA ETHICS

Cyber Resilience and the Strategic Management of Digital Risk

Ransomware, Critical Information Infrastructure and Crisis Leadership

DATES	DURATION	LEVEL	SECTOR	FEE
22 to 26 November 2027	One week, Monday to Friday	(S) (E) (B) Senior management, Executive, Board	Public and private	£4,500 per participant

TODAY'S CHALLENGE

Ransomware attacks on hospitals, ports, banks and government agencies have shown that most leadership teams have never rehearsed a serious cyber crisis.

THE 2030 HORIZON

AI-enabled attacks will shorten the time between intrusion and damage, which puts the burden on preparation and command rather than technical response alone.

WHO SHOULD ATTEND

Executives, board members, chief information security officers, risk officers and heads of critical services.

THE PROGRAMME WEEK

DAY 1 Monday	**Foundations of Intelligent Leadership** How artificial intelligence works, where it fails, and the rules for its use in artificial intelligence, tested in the first AI Laboratory.
DAY 2 Tuesday	**The threat picture: state actors, criminal groups and AI-enabled attacks**
DAY 3 Wednesday	**Critical information infrastructure and sector regulation**
DAY 4 Thursday	**Crisis command in the first seventy-two hours**
	Recovery, disclosure and board accountability
DAY 5 Friday	**Capstone and Certification** Syndicates present their capstones for expert review and receive their certificates.

BY THE FINAL DAY, PARTICIPANTS WILL BE ABLE TO

- Assess an institution's cyber exposure
- Lead a cyber crisis exercise
- Set board-level cyber risk appetite
- Prepare disclosure and communication plans

SIGNATURE OUTPUT

A cyber crisis playbook tested in a live simulation on Day 4.

CERTIFICATION

DDI Executive Certificate on completion of the laboratories and an approved capstone and action plan. Certificate of Distinction for verified implementation at the Day 30 Clinic.

AFTER THE PROGRAMME

An online clinic on Day 30, ninety days of advisory support from the faculty, the full set of templates and the participant prompt toolkit, and membership of the DDI alumni network.

DIGITAL TRUST, CYBER RESILIENCE AND DATA ETHICS

Data Stewardship, Privacy Jurisprudence and Algorithmic Accountability

Lawful, Ethical and Defensible Use of Data in the Age of AI

DATES	DURATION	LEVEL	SECTOR	FEE
6 to 10 March 2028	One week, Monday to Friday	(M) (S) Middle management, Senior management	Public and private	£2,700 per participant

TODAY'S CHALLENGE

Data protection laws such as the GDPR, the Nigeria Data Protection Act 2023 and Kenya's Data Protection Act now carry real penalties, yet many institutions still cannot say what personal data they hold.

THE 2030 HORIZON

Consent, provenance and explainability will decide which institutions are permitted to use AI on personal data.

WHO SHOULD ATTEND

Data protection officers, compliance and legal officers, heads of data and analytics, and managers responsible for citizen or customer records.

THE PROGRAMME WEEK

DAY 1 Monday
Foundations of Intelligent Leadership
How artificial intelligence works, where it fails, and the rules for its use in artificial intelligence, tested in the first AI Laboratory.

DAY 2 Tuesday
Comparative data protection law and cross-border transfers

DAY 3 Wednesday
Data governance, classification and stewardship

DAY 4 Thursday
Bias, fairness and explainability in automated decisions

Impact assessments and regulatory investigations

DAY 5 Friday
Capstone and Certification
Syndicates present their capstones for expert review and receive their certificates.

BY THE FINAL DAY, PARTICIPANTS WILL BE ABLE TO

- Conduct a data protection impact assessment
- Design a data stewardship model
- Test an automated decision for bias
- Respond to a regulator's enquiry

SIGNATURE OUTPUT

A completed data protection and algorithmic impact assessment for one live system.

CERTIFICATION

DDI Executive Certificate on completion of the laboratories and an approved capstone and action plan. Certificate of Distinction for verified implementation at the Day 30 Clinic.

AFTER THE PROGRAMME

An online clinic on Day 30, ninety days of advisory support from the faculty, the full set of templates and the participant prompt toolkit, and membership of the DDI alumni network.

DIGITAL TRUST, CYBER RESILIENCE AND DATA ETHICS

Information Integrity, Synthetic Media and Institutional Reputation

Deepfakes, Disinformation and Strategic Communication for Leaders

DATES	DURATION	LEVEL	SECTOR	FEE
5 to 9 June 2028	One week, Monday to Friday	(S) (E) Senior management, Executive	Public and private	£4,000 per participant

TODAY'S CHALLENGE

Synthetic audio and video of leaders now circulate within hours of a crisis, and most communication teams have no tested method for verifying or rebutting them.

THE 2030 HORIZON

The cost of producing convincing synthetic media is close to zero, so verification and pre-emptive trust-building become standing leadership duties.

WHO SHOULD ATTEND

Heads of communication, press secretaries, spokespersons, reputation and public affairs managers, and principal officers in political offices.

THE PROGRAMME WEEK

DAY 1 Monday
Foundations of Intelligent Leadership
How artificial intelligence works, where it fails, and the rules for its use in artificial intelligence, tested in the first AI Laboratory.

DAY 2 Tuesday
How synthetic media is made and detected

DAY 3 Wednesday
The economics and psychology of disinformation

DAY 4 Thursday
Rapid verification and response protocols

Building trust before the crisis

DAY 5 Friday
Capstone and Certification
Syndicates present their capstones for expert review and receive their certificates.

BY THE FINAL DAY, PARTICIPANTS WILL BE ABLE TO

- Identify signs of manipulated media
- Run a rapid verification workflow
- Draft a response under time pressure
- Design a standing information integrity plan

SIGNATURE OUTPUT

An information integrity response protocol rehearsed against a simulated deepfake incident.

CERTIFICATION

DDI Executive Certificate on completion of the laboratories and an approved capstone and action plan. Certificate of Distinction for verified implementation at the Day 30 Clinic.

AFTER THE PROGRAMME

An online clinic on Day 30, ninety days of advisory support from the faculty, the full set of templates and the participant prompt toolkit, and membership of the DDI alumni network.

SECTOR · 11 PROGRAMMES

Oil, Gas and the Energy Transition

Hydrocarbon producers must keep today's barrels flowing profitably while preparing for a world that will want fewer of them. These courses follow the value chain from reservoir to retail, and each treats artificial intelligence, decarbonisation and fiscal pressure as present realities rather than distant themes.

UPSTREAM: EXPLORATION, DEVELOPMENT AND PRODUCTION

Subsurface Intelligence and the Economics of Reservoir Uncertainty	18 to 29 January 2027 · 2 wk · £7,500
Petroleum Fiscal Regimes, Host Government Contracts and Resource Rent	22 to 26 February 2027 · 1 wk · £4,500
Intelligent Production Operations and Asset Integrity	26 to 30 April 2027 · 1 wk · £2,700

MIDSTREAM: GAS, PIPELINES, STORAGE AND LOGISTICS

Gas Monetisation, LNG Value Chains and Domestic Market Design	21 June to 2 July 2027 · 2 wk · £7,500
Pipeline Integrity, Network Security and Hydrocarbon Accounting	6 to 10 September 2027 · 1 wk · £2,700
Energy Trading, Shipping and Commodity Risk	4 to 8 October 2027 · 1 wk · £2,700

DOWNSTREAM: REFINING, DISTRIBUTION AND RETAIL

Refinery Economics, Margin Management and Operational Strategy	25 to 29 October 2027 · 1 wk · £4,000
Downstream Market Liberalisation, Pricing Reform and Consumer Protection	6 to 10 December 2027 · 1 wk · £4,500
Fuel Retail Reinvention and the Mobility Energy Consumer	6 to 10 March 2028 · 1 wk · £2,700

ENERGY TRANSITION AND SUSTAINABILITY

Strategic Decarbonisation and the Future of the Hydrocarbon Enterprise	27 March to 7 April 2028 · 2 wk · £7,500
Health, Safety, Environment and the Social Licence to Operate	26 to 30 June 2028 · 1 wk · £2,700

UPSTREAM: EXPLORATION, DEVELOPMENT AND PRODUCTION

Subsurface Intelligence and the Economics of Reservoir Uncertainty

AI-Assisted Exploration, Appraisal and Field Development Decisions

DATES	DURATION	LEVEL	SECTOR	FEE
18 to 29 January 2027	Two weeks, Monday to Friday	(M) (S) Middle management, Senior management	Public and private	£7,500 per participant

TODAY'S CHALLENGE

Exploration budgets are tight and investors demand faster returns, yet decisions on billion-dollar developments still rest on uncertain subsurface data.

THE 2030 HORIZON

Machine learning on seismic, well and production data is shortening appraisal cycles and changing how reserves are booked.

WHO SHOULD ATTEND

Geoscientists, reservoir and petroleum engineers moving into management, asset managers, and regulators responsible for field development plans.

THE PROGRAMME FORTNIGHT

WEEK ONE

Mon	**Foundations of Intelligent Leadership**
Tue	**Decision analysis under geological uncertainty**
Wed	**Machine learning in seismic interpretation and well data**
Thu	**Probabilistic reserves and resources classification (PRMS)**
Fri	**Field development planning and concept selection**

WEEK TWO

Mon	**Project economics, fiscal terms and value of information**
Tue	**Digital twins of reservoirs and facilities**
Wed	**Portfolio ranking and capital allocation**
Thu	**Presenting a field development plan to a board or regulator**
Fri	**Capstone and Certification**

BY THE FINAL DAY, PARTICIPANTS WILL BE ABLE TO

- Frame a development decision as a decision tree
- Judge where AI interpretation adds value and where it misleads
- Calculate value of information for an appraisal well
- Defend a development concept on economic grounds

SIGNATURE OUTPUT

An integrated field development decision paper with probabilistic economics.

CERTIFICATION

DDI Executive Certificate on completion of the laboratories and an approved capstone and action plan. Certificate of Distinction for verified implementation at the Day 30 Clinic.

AFTER THE PROGRAMME

An online clinic on Day 30, ninety days of advisory support from the faculty, the full set of templates and the participant prompt toolkit, and membership of the DDI alumni network.

UPSTREAM: EXPLORATION, DEVELOPMENT AND PRODUCTION

Petroleum Fiscal Regimes, Host Government Contracts and Resource Rent

Negotiation, Valuation and the Political Economy of Upstream Agreements

DATES	DURATION	LEVEL	SECTOR	FEE
22 to 26 February 2027	One week, Monday to Friday	(S) (E) (B) Senior management, Executive, Board	Public and private	£4,500 per participant

TODAY'S CHALLENGE

Host governments and investors are renegotiating terms as costs rise and capital becomes scarce, and frontier basins compete hard for a shrinking pool of investment.

THE 2030 HORIZON

Fiscal regimes will need to price carbon, decommissioning and stranded-asset risk explicitly.

WHO SHOULD ATTEND

Officials of petroleum ministries, regulators and national oil companies; commercial and legal managers of international and indigenous operators.

THE PROGRAMME WEEK

DAY 1 Monday	**Foundations of Intelligent Leadership** How artificial intelligence works, where it fails, and the rules for its use in oil, gas and energy, tested in the first AI Laboratory.
DAY 2 Tuesday	**Concessions, production sharing and service contracts compared**
DAY 3 Wednesday	**Modelling government take and investor returns**
DAY 4 Thursday	**Negotiation strategy and contract stability**
	Local content, host communities and the Petroleum Industry Act 2021 as a case
DAY 5 Friday	**Capstone and Certification** Syndicates present their capstones for expert review and receive their certificates.

BY THE FINAL DAY, PARTICIPANTS WILL BE ABLE TO

- Model government take under different regimes
- Assess the bankability of contract terms
- Plan a negotiation from both sides of the table
- Evaluate local content obligations

SIGNATURE OUTPUT

A negotiation brief and fiscal model for a mock licensing round.

CERTIFICATION

DDI Executive Certificate on completion of the laboratories and an approved capstone and action plan. Certificate of Distinction for verified implementation at the Day 30 Clinic.

AFTER THE PROGRAMME

An online clinic on Day 30, ninety days of advisory support from the faculty, the full set of templates and the participant prompt toolkit, and membership of the DDI alumni network.

UPSTREAM: EXPLORATION, DEVELOPMENT AND PRODUCTION

Intelligent Production Operations and Asset Integrity

Predictive Maintenance, Digital Oilfields and Operational Excellence

DATES	DURATION	LEVEL	SECTOR	FEE
26 to 30 April 2027	One week, Monday to Friday	(M) (S) Middle management, Senior management	Private sector	£2,700 per participant

TODAY'S CHALLENGE

Ageing facilities, unplanned shutdowns and crude theft cut production and raise costs across mature basins.

THE 2030 HORIZON

Remote operations, sensor networks and predictive analytics will reduce manned presence offshore and onshore.

WHO SHOULD ATTEND

Production, operations, maintenance and integrity managers; superintendents; and engineers moving into asset leadership.

THE PROGRAMME WEEK

DAY 1 Monday
Foundations of Intelligent Leadership
How artificial intelligence works, where it fails, and the rules for its use in oil, gas and energy, tested in the first AI Laboratory.

DAY 2 Tuesday
Production optimisation and loss accounting

DAY 3 Wednesday
Predictive maintenance and condition monitoring with AI

DAY 4 Thursday
Asset integrity management and risk-based inspection

Remote operations and the digital oilfield

DAY 5 Friday
Capstone and Certification
Syndicates present their capstones for expert review and receive their certificates.

BY THE FINAL DAY, PARTICIPANTS WILL BE ABLE TO

- Build a production loss register
- Specify a predictive maintenance pilot
- Prioritise integrity spending by risk
- Make the case for remote operations

SIGNATURE OUTPUT

A production optimisation and integrity improvement plan for one asset.

CERTIFICATION

DDI Executive Certificate on completion of the laboratories and an approved capstone and action plan. Certificate of Distinction for verified implementation at the Day 30 Clinic.

AFTER THE PROGRAMME

An online clinic on Day 30, ninety days of advisory support from the faculty, the full set of templates and the participant prompt toolkit, and membership of the DDI alumni network.

MIDSTREAM: GAS, PIPELINES, STORAGE AND LOGISTICS

Gas Monetisation, LNG Value Chains and Domestic Market Design

From Flared Gas to Power, Industry and Export

DATES	DURATION	LEVEL	SECTOR	FEE
21 June to 2 July 2027	Two weeks, Monday to Friday	(S) (E) Senior management, Executive	Public and private	£7,500 per participant

TODAY'S CHALLENGE

Gas is still flared in large volumes while power plants and industries go short, a failure of pricing, infrastructure and contracts more than of resource.

THE 2030 HORIZON

Gas will remain a transition fuel for decades in Africa and Asia, and the countries that build working domestic markets now will gain most.

WHO SHOULD ATTEND

Gas business managers, regulators, policy makers, LNG and pipeline commercial staff, and investors in gas infrastructure.

THE PROGRAMME FORTNIGHT

WEEK ONE

Mon	**Foundations of Intelligent Leadership**
Tue	**Global gas and LNG markets after 2022**
Wed	**Gas pricing, netback and affordability**
Thu	**Gas aggregation, transportation and network codes**
Fri	**Flare gas commercialisation and mini-LNG**

WEEK TWO

Mon	**Gas-to-power contracts and payment security**
Tue	**Regulating domestic gas markets**
Wed	**Project finance for midstream infrastructure**
Thu	**Designing a national gas master plan**
Fri	**Capstone and Certification**

BY THE FINAL DAY, PARTICIPANTS WILL BE ABLE TO

- Analyse a gas value chain end to end
- Price gas for domestic and export markets
- Structure a gas sales agreement
- Draft elements of a gas market design

SIGNATURE OUTPUT

A gas monetisation investment case for a stranded or flared resource.

CERTIFICATION

DDI Executive Certificate on completion of the laboratories and an approved capstone and action plan. Certificate of Distinction for verified implementation at the Day 30 Clinic.

AFTER THE PROGRAMME

An online clinic on Day 30, ninety days of advisory support from the faculty, the full set of templates and the participant prompt toolkit, and membership of the DDI alumni network.

MIDSTREAM: GAS, PIPELINES, STORAGE AND LOGISTICS

Pipeline Integrity, Network Security and Hydrocarbon Accounting

Protecting Midstream Infrastructure in Contested Environments

DATES	DURATION	LEVEL	SECTOR	FEE
6 to 10 September 2027	One week, Monday to Friday	(M) (S) Middle management, Senior management	Public and private	£2,700 per participant

TODAY'S CHALLENGE

Pipeline vandalism and crude theft cost producing nations billions each year, and measurement gaps make losses hard to prove.

THE 2030 HORIZON

Fibre-optic sensing, drones and AI analytics are making real-time pipeline surveillance affordable.

WHO SHOULD ATTEND

Pipeline, terminal and measurement managers, security coordinators, and regulators responsible for metering and losses.

THE PROGRAMME WEEK

DAY 1 Monday	**Foundations of Intelligent Leadership** How artificial intelligence works, where it fails, and the rules for its use in oil, gas and energy, tested in the first AI Laboratory.
DAY 2 Tuesday	**Pipeline integrity management systems**
DAY 3 Wednesday	**Hydrocarbon accounting and measurement uncertainty**
DAY 4 Thursday	**Surveillance technology and AI anomaly detection**
	Community security partnerships and their governance
DAY 5 Friday	**Capstone and Certification** Syndicates present their capstones for expert review and receive their certificates.

BY THE FINAL DAY, PARTICIPANTS WILL BE ABLE TO

- Reconcile volumes across a network
- Specify a surveillance architecture
- Assess community security models
- Present a loss reduction plan

SIGNATURE OUTPUT

A loss reduction and surveillance plan for a pipeline corridor.

CERTIFICATION

DDI Executive Certificate on completion of the laboratories and an approved capstone and action plan. Certificate of Distinction for verified implementation at the Day 30 Clinic.

AFTER THE PROGRAMME

An online clinic on Day 30, ninety days of advisory support from the faculty, the full set of templates and the participant prompt toolkit, and membership of the DDI alumni network.

MIDSTREAM: GAS, PIPELINES, STORAGE AND LOGISTICS

Energy Trading, Shipping and Commodity Risk

Physical and Financial Markets for Crude, Products and Gas

DATES	DURATION	LEVEL	SECTOR	FEE
4 to 8 October 2027	One week, Monday to Friday	(M) (S) Middle management, Senior management	Private sector	£2,700 per participant

TODAY'S CHALLENGE

Price volatility, sanctions and freight disruption since 2022 have exposed weak risk controls in many trading and supply functions.

THE 2030 HORIZON

Algorithmic trading and digital documentation are compressing margins and raising the bar for controls.

WHO SHOULD ATTEND

Trading, supply, shipping, treasury and risk managers in oil companies, refiners, traders and state oil companies.

THE PROGRAMME WEEK

DAY 1 Monday
Foundations of Intelligent Leadership
How artificial intelligence works, where it fails, and the rules for its use in oil, gas and energy, tested in the first AI Laboratory.

DAY 2 Tuesday
Crude and product benchmarks and price formation

DAY 3 Wednesday
Hedging with futures, swaps and options

DAY 4 Thursday
Freight, chartering and maritime risk

Trading controls, compliance and sanctions

DAY 5 Friday
Capstone and Certification
Syndicates present their capstones for expert review and receive their certificates.

BY THE FINAL DAY, PARTICIPANTS WILL BE ABLE TO

- Read a forward curve and its signals
- Design a hedging strategy
- Evaluate a charter party
- Set trading limits and controls

SIGNATURE OUTPUT

A commodity risk policy with hedging guidelines for the participant's organisation.

CERTIFICATION

DDI Executive Certificate on completion of the laboratories and an approved capstone and action plan. Certificate of Distinction for verified implementation at the Day 30 Clinic.

AFTER THE PROGRAMME

An online clinic on Day 30, ninety days of advisory support from the faculty, the full set of templates and the participant prompt toolkit, and membership of the DDI alumni network.

DOWNSTREAM: REFINING, DISTRIBUTION AND RETAIL

Refinery Economics, Margin Management and Operational Strategy

Competing in a Market of New Mega-Refineries and Shrinking Demand

DATES	DURATION	LEVEL	SECTOR	FEE
25 to 29 October 2027	One week, Monday to Friday	(S) (E) Senior management, Executive	Public and private	£4,000 per participant

TODAY'S CHALLENGE

New large refineries, such as Dangote in Nigeria and new capacity in the Middle East and Asia, are reshaping regional product flows and squeezing older plants.

THE 2030 HORIZON

Refiners will compete on integration with petrochemicals, energy efficiency and the ability to process low-carbon feedstocks.

WHO SHOULD ATTEND

Refinery managers, planning and economics staff, downstream executives and regulators overseeing refining licences.

THE PROGRAMME WEEK

DAY 1 Monday
Foundations of Intelligent Leadership
How artificial intelligence works, where it fails, and the rules for its use in oil, gas and energy, tested in the first AI Laboratory.

DAY 2 Tuesday
Refining margins, crack spreads and crude selection

DAY 3 Wednesday
Linear programming and AI in refinery planning

DAY 4 Thursday
Turnaround management and reliability

Petrochemical integration and biofuel co-processing

DAY 5 Friday
Capstone and Certification
Syndicates present their capstones for expert review and receive their certificates.

BY THE FINAL DAY, PARTICIPANTS WILL BE ABLE TO

- Calculate and explain refining margins
- Evaluate crude slate decisions
- Plan a turnaround with fewer overruns
- Assess integration options

SIGNATURE OUTPUT

A margin improvement plan for a refinery, tested against market scenarios.

CERTIFICATION

DDI Executive Certificate on completion of the laboratories and an approved capstone and action plan. Certificate of Distinction for verified implementation at the Day 30 Clinic.

AFTER THE PROGRAMME

An online clinic on Day 30, ninety days of advisory support from the faculty, the full set of templates and the participant prompt toolkit, and membership of the DDI alumni network.

DOWNSTREAM: REFINING, DISTRIBUTION AND RETAIL

Downstream Market Liberalisation, Pricing Reform and Consumer Protection

Subsidy Removal and the Regulation of Petroleum Product Markets

DATES	DURATION	LEVEL	SECTOR	FEE
6 to 10 December 2027	One week, Monday to Friday	(S) (E) (B) Senior management, Executive, Board	Public sector	£4,500 per participant

TODAY'S CHALLENGE

Fuel subsidy reform, as seen in Nigeria in 2023 and elsewhere, brings fiscal relief and acute social pressure at the same time.

THE 2030 HORIZON

Regulators will move from fixing prices to policing competition, quality and supply security.

WHO SHOULD ATTEND

Officials of downstream regulators, energy and finance ministries, competition authorities and consumer protection agencies; senior managers of marketers.

THE PROGRAMME WEEK

DAY 1 Monday
Foundations of Intelligent Leadership
How artificial intelligence works, where it fails, and the rules for its use in oil, gas and energy, tested in the first AI Laboratory.

DAY 2 Tuesday
The economics and politics of fuel subsidies

DAY 3 Wednesday
Price deregulation and competition oversight

DAY 4 Thursday
Product quality, metrology and consumer protection

Social protection measures that accompany reform

DAY 5 Friday
Capstone and Certification
Syndicates present their capstones for expert review and receive their certificates.

BY THE FINAL DAY, PARTICIPANTS WILL BE ABLE TO

- Model the fiscal and social effects of subsidy reform
- Design a price monitoring regime
- Plan compensating social measures
- Communicate reform to the public

SIGNATURE OUTPUT

A sequenced reform and communication plan for downstream liberalisation.

CERTIFICATION

DDI Executive Certificate on completion of the laboratories and an approved capstone and action plan. Certificate of Distinction for verified implementation at the Day 30 Clinic.

AFTER THE PROGRAMME

An online clinic on Day 30, ninety days of advisory support from the faculty, the full set of templates and the participant prompt toolkit, and membership of the DDI alumni network.

DOWNSTREAM: REFINING, DISTRIBUTION AND RETAIL

Fuel Retail Reinvention and the Mobility Energy Consumer

Forecourt Strategy, Data and Diversification Beyond Petrol

DATES	DURATION	LEVEL	SECTOR	FEE
6 to 10 March 2028	One week, Monday to Friday	(M) (S) Middle management, Senior management	Private sector	£2,700 per participant

TODAY'S CHALLENGE

Forecourt volumes are flat or falling in many markets while costs rise, and electric mobility, LPG and CNG are changing what customers buy.

THE 2030 HORIZON

The service station is becoming an energy and convenience hub that sells charging, gas, food and services.

WHO SHOULD ATTEND

Retail network managers, marketing managers, franchise and dealer managers in oil marketing companies.

THE PROGRAMME WEEK

DAY 1 Monday
Foundations of Intelligent Leadership
How artificial intelligence works, where it fails, and the rules for its use in oil, gas and energy, tested in the first AI Laboratory.

DAY 2 Tuesday
Network planning and site economics

DAY 3 Wednesday
Customer data, loyalty and AI-driven pricing

DAY 4 Thursday
Non-fuel retail and convenience

LPG, CNG and EV charging at the forecourt

DAY 5 Friday
Capstone and Certification
Syndicates present their capstones for expert review and receive their certificates.

BY THE FINAL DAY, PARTICIPANTS WILL BE ABLE TO

- Rank sites by economic performance
- Design a data-driven loyalty proposition
- Build a non-fuel revenue plan
- Assess the case for alternative fuels

SIGNATURE OUTPUT

A five-year network transformation plan for a retail portfolio.

CERTIFICATION

DDI Executive Certificate on completion of the laboratories and an approved capstone and action plan. Certificate of Distinction for verified implementation at the Day 30 Clinic.

AFTER THE PROGRAMME

An online clinic on Day 30, ninety days of advisory support from the faculty, the full set of templates and the participant prompt toolkit, and membership of the DDI alumni network.

ENERGY TRANSITION AND SUSTAINABILITY

Strategic Decarbonisation and the Future of the Hydrocarbon Enterprise

Transition Pathways, Carbon Markets and Capital Allocation

DATES	DURATION	LEVEL	SECTOR	FEE
27 March to 7 April 2028	Two weeks, Monday to Friday	(E) (B) Executive, Board	Public and private	£7,500 per participant

TODAY'S CHALLENGE

Investors, lenders and host governments are asking oil and gas companies for credible transition plans, while energy security concerns keep demand for hydrocarbons high.

THE 2030 HORIZON

Carbon pricing, border adjustments such as the EU CBAM, and methane rules will price emissions into every barrel.

WHO SHOULD ATTEND

Executives and board members of national and international oil companies, energy ministry leadership and energy investors.

THE PROGRAMME FORTNIGHT

WEEK ONE

Mon	**Foundations of Intelligent Leadership**
Tue	**Energy transition scenarios and their assumptions**
Wed	**Methane, flaring and Scope 1 and 2 abatement**
Thu	**Carbon markets, Article 6 and offset integrity**
Fri	**Carbon capture, hydrogen and low-carbon fuels**

WEEK TWO

Mon	**Capital allocation under transition risk**
Tue	**Climate disclosure: ISSB IFRS S2 and TCFD**
Wed	**Just transition and host community expectations**
Thu	**Board oversight of a transition plan**
Fri	**Capstone and Certification**

BY THE FINAL DAY, PARTICIPANTS WILL BE ABLE TO

- Test a transition plan against scenarios
- Build a marginal abatement cost curve
- Assess carbon credit quality
- Present a board-ready transition strategy

SIGNATURE OUTPUT

A board-ready transition strategy with an abatement roadmap and disclosure outline.

CERTIFICATION

DDI Executive Certificate on completion of the laboratories and an approved capstone and action plan. Certificate of Distinction for verified implementation at the Day 30 Clinic.

AFTER THE PROGRAMME

An online clinic on Day 30, ninety days of advisory support from the faculty, the full set of templates and the participant prompt toolkit, and membership of the DDI alumni network.

ENERGY TRANSITION AND SUSTAINABILITY

Health, Safety, Environment and the Social Licence to Operate

Process Safety Leadership and Host Community Relations

DATES	DURATION	LEVEL	SECTOR	FEE
26 to 30 June 2028	One week, Monday to Friday	(M) (S) Middle management, Senior management	Public and private	£2,700 per participant

TODAY'S CHALLENGE

Major accidents and spills continue to destroy value and trust, and host communities expect a direct share in the benefits of production.

THE 2030 HORIZON

Real-time safety analytics and community benefit trusts will become standard conditions of operating.

WHO SHOULD ATTEND

HSE, operations, community relations and sustainability managers; regulators responsible for safety and environment.

THE PROGRAMME WEEK

DAY 1 Monday
Foundations of Intelligent Leadership
How artificial intelligence works, where it fails, and the rules for its use in oil, gas and energy, tested in the first AI Laboratory.

DAY 2 Tuesday
Process safety leadership and lessons from major incidents

DAY 3 Wednesday
AI and sensors in safety monitoring

DAY 4 Thursday
Environmental remediation and liability

Host community trusts and benefit sharing

DAY 5 Friday
Capstone and Certification
Syndicates present their capstones for expert review and receive their certificates.

BY THE FINAL DAY, PARTICIPANTS WILL BE ABLE TO

- Lead a process safety review
- Design a safety analytics pilot
- Plan an environmental remediation programme
- Structure a host community agreement

SIGNATURE OUTPUT

A safety leadership and community engagement plan for one operation.

CERTIFICATION

DDI Executive Certificate on completion of the laboratories and an approved capstone and action plan. Certificate of Distinction for verified implementation at the Day 30 Clinic.

AFTER THE PROGRAMME

An online clinic on Day 30, ninety days of advisory support from the faculty, the full set of templates and the participant prompt toolkit, and membership of the DDI alumni network.

SECTOR · 9 PROGRAMMES

Banking, Financial Institutions and Capital Markets

Banks and financial institutions face rising capital demands, rapid digital competition and regulators who expect them to account for climate and technology risk. These courses are built for those who run, supervise and govern them.

STRATEGY, RISK AND CAPITAL

Prudential Strategy, Capital Adequacy and the Economics of Banking	18 to 29 January 2027 · 2 wk · £7,500
Enterprise Risk Intelligence and Model Risk in Financial Institutions	19 to 23 April 2027 · 1 wk · £2,700
Treasury, Liquidity and Foreign Exchange Management in Volatile Economies	24 to 28 May 2027 · 1 wk · £2,700

DIGITAL FINANCE AND FINANCIAL INNOVATION

Platform Banking, Embedded Finance and the Algorithmic Customer	19 to 30 July 2027 · 2 wk · £7,500
Central Bank Digital Currencies, Tokenisation and the Future of Money	27 September to 1 October 2027 · 1 wk · £4,500

REGULATION, COMPLIANCE AND FINANCIAL INTEGRITY

Financial Crime Intelligence, AML and the Supervisory Mind	8 to 12 November 2027 · 1 wk · £2,700
Supervisory Technology and the Regulation of Digital Financial Services	17 to 21 January 2028 · 1 wk · £4,000

INSURANCE, PENSIONS AND CAPITAL MARKETS

Insurance Reinvention: Risk Pooling, Actuarial Intelligence and Inclusive Cover	20 to 24 March 2028 · 1 wk · £4,000
Institutional Investment, Pension Fund Stewardship and Capital Market Development	12 to 23 June 2028 · 2 wk · £7,500

STRATEGY, RISK AND CAPITAL

Prudential Strategy, Capital Adequacy and the Economics of Banking

Basel III Implementation, Recapitalisation and Balance Sheet Leadership

DATES	DURATION	LEVEL	SECTOR	FEE
18 to 29 January 2027	Two weeks, Monday to Friday	(S) (E) Senior management, Executive	Private sector	£7,500 per participant

TODAY'S CHALLENGE

Recapitalisation programmes, including the Central Bank of Nigeria's 2024 to 2026 exercise, and the final Basel III reforms are forcing banks to rethink business models.

THE 2030 HORIZON

Capital will flow to banks that can price risk accurately with better data and models.

WHO SHOULD ATTEND

Executive directors, chief risk officers, treasurers, finance directors and heads of strategy in banks and financial holding companies.

THE PROGRAMME FORTNIGHT

WEEK ONE

Mon	**Foundations of Intelligent Leadership**
Tue	**The economics of banking and sources of return**
Wed	**Basel III and the final reforms**
Thu	**Capital planning, ICAAP and stress testing**
Fri	**Liquidity risk and ILAAP**

WEEK TWO

Mon	**Asset-liability management and interest rate risk**
Tue	**Credit portfolio strategy**
Wed	**Mergers, acquisitions and recapitalisation options**
Thu	**Balance sheet strategy and investor communication**
Fri	**Capstone and Certification**

BY THE FINAL DAY, PARTICIPANTS WILL BE ABLE TO

- Read a bank's capital position critically
- Choose among recapitalisation options
- Run a stress test on a portfolio
- Present balance sheet strategy to a board

SIGNATURE OUTPUT

A capital and balance sheet strategy paper with a stress test summary.

CERTIFICATION

DDI Executive Certificate on completion of the laboratories and an approved capstone and action plan. Certificate of Distinction for verified implementation at the Day 30 Clinic.

AFTER THE PROGRAMME

An online clinic on Day 30, ninety days of advisory support from the faculty, the full set of templates and the participant prompt toolkit, and membership of the DDI alumni network.

STRATEGY, RISK AND CAPITAL

Enterprise Risk Intelligence and Model Risk in Financial Institutions

AI Credit Models, Climate Risk and the Modern Risk Function

DATES	DURATION	LEVEL	SECTOR	FEE
19 to 23 April 2027	One week, Monday to Friday	(M) (S) Middle management, Senior management	Private sector	£2,700 per participant

TODAY'S CHALLENGE

Banks are deploying machine learning in credit decisions faster than their risk functions can validate it.

THE 2030 HORIZON

Supervisors are setting explicit expectations on model risk, as with the Prudential Regulation Authority's SS1/23.

WHO SHOULD ATTEND

Risk managers, model validators, credit officers and internal auditors in banks, insurers and finance companies.

THE PROGRAMME WEEK

DAY 1 Monday
Foundations of Intelligent Leadership
How artificial intelligence works, where it fails, and the rules for its use in banking and finance, tested in the first AI Laboratory.

DAY 2 Tuesday
Enterprise risk frameworks and risk appetite

DAY 3 Wednesday
Machine learning in credit scoring

DAY 4 Thursday
Model risk management and validation

Climate and nature-related financial risk

DAY 5 Friday
Capstone and Certification
Syndicates present their capstones for expert review and receive their certificates.

BY THE FINAL DAY, PARTICIPANTS WILL BE ABLE TO

- Apply a model risk framework
- Validate a credit model at a manager's level
- Integrate climate risk into credit decisions
- Report risk appetite to the board

SIGNATURE OUTPUT

A model risk and climate risk improvement plan for the participant's institution.

CERTIFICATION

DDI Executive Certificate on completion of the laboratories and an approved capstone and action plan. Certificate of Distinction for verified implementation at the Day 30 Clinic.

AFTER THE PROGRAMME

An online clinic on Day 30, ninety days of advisory support from the faculty, the full set of templates and the participant prompt toolkit, and membership of the DDI alumni network.

STRATEGY, RISK AND CAPITAL

Treasury, Liquidity and Foreign Exchange Management in Volatile Economies

Currency Reform, Interest Rate Shocks and Treasury Discipline

DATES	DURATION	LEVEL	SECTOR	FEE
24 to 28 May 2027	One week, Monday to Friday	(M) (S) Middle management, Senior management	Public and private	£2,700 per participant

TODAY'S CHALLENGE

Currency devaluations, high inflation and tight dollar liquidity in many emerging markets have exposed weak treasury practice in banks, corporates and state enterprises.

THE 2030 HORIZON

Treasuries will rely on real-time data and automated hedging to manage faster market moves.

WHO SHOULD ATTEND

Treasurers, treasury dealers, finance managers and officials of debt management offices and central banks.

THE PROGRAMME WEEK

DAY 1	Monday	**Foundations of Intelligent Leadership** How artificial intelligence works, where it fails, and the rules for its use in banking and finance, tested in the first AI Laboratory.
DAY 2	Tuesday	**Monetary policy transmission and market signals**
DAY 3	Wednesday	**FX risk measurement and hedging**
DAY 4	Thursday	**Cash and liquidity forecasting with AI**
		Treasury controls and governance
DAY 5	Friday	**Capstone and Certification** Syndicates present their capstones for expert review and receive their certificates.

BY THE FINAL DAY, PARTICIPANTS WILL BE ABLE TO

- Measure FX exposure across a balance sheet
- Design a hedging policy
- Build a cash forecast
- Strengthen treasury controls

SIGNATURE OUTPUT

A treasury and FX risk policy suited to a volatile currency environment.

CERTIFICATION

DDI Executive Certificate on completion of the laboratories and an approved capstone and action plan. Certificate of Distinction for verified implementation at the Day 30 Clinic.

AFTER THE PROGRAMME

An online clinic on Day 30, ninety days of advisory support from the faculty, the full set of templates and the participant prompt toolkit, and membership of the DDI alumni network.

DIGITAL FINANCE AND FINANCIAL INNOVATION

Platform Banking, Embedded Finance and the Algorithmic Customer

Competing with Fintechs, Super-Apps and Big Tech in Retail Finance

DATES	DURATION	LEVEL	SECTOR	FEE
19 to 30 July 2027	Two weeks, Monday to Friday	(S) (E) Senior management, Executive	Private sector	£7,500 per participant

TODAY'S CHALLENGE

Fintechs and telecom operators have taken a large share of payments and retail customers in markets such as Kenya and Nigeria, and incumbent banks are responding slowly.

THE 2030 HORIZON

Banking services will increasingly sit inside other companies' platforms, and AI agents will act for customers.

WHO SHOULD ATTEND

Heads of retail, digital, product and strategy in banks; fintech founders and executives; payments managers.

THE PROGRAMME FORTNIGHT

WEEK ONE

Mon	**Foundations of Intelligent Leadership**
Tue	**Platform economics and network effects**
Wed	**Open banking and API strategy**
Thu	**Embedded finance and banking-as-a-service**
Fri	**AI in customer service, credit and fraud**

WEEK TWO

Mon	**Mobile money and agent networks**
Tue	**Product design for the underbanked**
Wed	**Partnership and acquisition strategy with fintechs**
Thu	**Building a digital bank inside an incumbent**
Fri	**Capstone and Certification**

BY THE FINAL DAY, PARTICIPANTS WILL BE ABLE TO

- Map platform competition in a market
- Assess fintech partnership options
- Design an open banking proposition
- Present a digital strategy to an executive committee

SIGNATURE OUTPUT

A digital banking strategy with a partnership roadmap.

CERTIFICATION

DDI Executive Certificate on completion of the laboratories and an approved capstone and action plan. Certificate of Distinction for verified implementation at the Day 30 Clinic.

AFTER THE PROGRAMME

An online clinic on Day 30, ninety days of advisory support from the faculty, the full set of templates and the participant prompt toolkit, and membership of the DDI alumni network.

DIGITAL FINANCE AND FINANCIAL INNOVATION

Central Bank Digital Currencies, Tokenisation and the Future of Money

Policy, Architecture and Risk for Regulators and Bankers

DATES	DURATION	LEVEL	SECTOR	FEE
27 September to 1 October 2027	One week, Monday to Friday	(S) (E) (B) Senior management, Executive, Board	Public and private	£4,500 per participant

TODAY'S CHALLENGE

The eNaira, the Bahamas Sand Dollar and pilots in China and Europe show both the promise and the low uptake of central bank digital currencies.

THE 2030 HORIZON

Tokenised deposits, stablecoins and digital currencies will reshape payments and the role of commercial banks.

WHO SHOULD ATTEND

Central bankers, payments regulators, bank executives, finance ministry officials and payments system operators.

THE PROGRAMME WEEK

DAY 1	Monday	**Foundations of Intelligent Leadership** How artificial intelligence works, where it fails, and the rules for its use in banking and finance, tested in the first AI Laboratory.
DAY 2	Tuesday	**The economics of money and payments**
DAY 3	Wednesday	**CBDC design choices and lessons from early adopters**
DAY 4	Thursday	**Stablecoins, tokenised assets and regulation**
		Financial stability, privacy and cross-border payments
DAY 5	Friday	**Capstone and Certification** Syndicates present their capstones for expert review and receive their certificates.

BY THE FINAL DAY, PARTICIPANTS WILL BE ABLE TO

- Compare CBDC designs
- Assess stablecoin risks
- Evaluate tokenisation use cases
- Advise on a digital money policy

SIGNATURE OUTPUT

A policy or strategy note on digital money for the participant's institution.

CERTIFICATION

DDI Executive Certificate on completion of the laboratories and an approved capstone and action plan. Certificate of Distinction for verified implementation at the Day 30 Clinic.

AFTER THE PROGRAMME

An online clinic on Day 30, ninety days of advisory support from the faculty, the full set of templates and the participant prompt toolkit, and membership of the DDI alumni network.

REGULATION, COMPLIANCE AND FINANCIAL INTEGRITY

Financial Crime Intelligence, AML and the Supervisory Mind

FATF Standards, Sanctions and AI-Assisted Detection

DATES	DURATION	LEVEL	SECTOR	FEE
8 to 12 November 2027	One week, Monday to Friday	(M) (S) Middle management, Senior management	Public and private	£2,700 per participant

TODAY'S CHALLENGE

Grey-listing by the Financial Action Task Force, as Nigeria and South Africa experienced, raises costs for every bank and business in the country.

THE 2030 HORIZON

Detection will shift from rules-based alerts to network analytics and AI, and supervisors will expect proof that models work.

WHO SHOULD ATTEND

Compliance officers, MLROs, financial intelligence unit analysts, supervisors and investigators.

THE PROGRAMME WEEK

DAY 1	Monday	**Foundations of Intelligent Leadership** How artificial intelligence works, where it fails, and the rules for its use in banking and finance, tested in the first AI Laboratory.
DAY 2	Tuesday	**FATF recommendations and mutual evaluation**
DAY 3	Wednesday	**Risk-based customer due diligence**
DAY 4	Thursday	**AI and network analytics in transaction monitoring**
		Sanctions compliance and beneficial ownership
DAY 5	Friday	**Capstone and Certification** Syndicates present their capstones for expert review and receive their certificates.

BY THE FINAL DAY, PARTICIPANTS WILL BE ABLE TO

- Apply a risk-based approach
- Assess a transaction monitoring system
- Investigate a typology case
- Prepare for a mutual evaluation

SIGNATURE OUTPUT

An AML risk assessment and remediation plan for one business line.

CERTIFICATION

DDI Executive Certificate on completion of the laboratories and an approved capstone and action plan. Certificate of Distinction for verified implementation at the Day 30 Clinic.

AFTER THE PROGRAMME

An online clinic on Day 30, ninety days of advisory support from the faculty, the full set of templates and the participant prompt toolkit, and membership of the DDI alumni network.

REGULATION, COMPLIANCE AND FINANCIAL INTEGRITY

Supervisory Technology and the Regulation of Digital Financial Services

SupTech, RegTech and Proportionate Oversight

DATES	DURATION	LEVEL	SECTOR	FEE
17 to 21 January 2028	One week, Monday to Friday	(S) (E) Senior management, Executive	Public sector	£4,000 per participant

TODAY'S CHALLENGE

Regulators must supervise fast-growing digital lenders and payments firms with limited staff, while also dealing with predatory lending and fraud.

THE 2030 HORIZON

Supervision will run on automated data feeds and analytics, and regulatory sandboxes will become routine.

WHO SHOULD ATTEND

Officials of central banks, securities commissions, insurance regulators, deposit insurers and consumer protection agencies.

THE PROGRAMME WEEK

DAY 1 Monday
Foundations of Intelligent Leadership
How artificial intelligence works, where it fails, and the rules for its use in banking and finance, tested in the first AI Laboratory.

DAY 2 Tuesday
Principles of financial regulation

DAY 3 Wednesday
SupTech and data-driven supervision

DAY 4 Thursday
Regulating digital lenders and payments firms

Consumer protection and conduct

DAY 5 Friday
Capstone and Certification
Syndicates present their capstones for expert review and receive their certificates.

BY THE FINAL DAY, PARTICIPANTS WILL BE ABLE TO

- Design a data-driven supervisory approach
- Assess a sandbox application
- Draft conduct rules for digital lending
- Plan a SupTech pilot

SIGNATURE OUTPUT

A SupTech implementation plan for one supervisory function.

CERTIFICATION

DDI Executive Certificate on completion of the laboratories and an approved capstone and action plan. Certificate of Distinction for verified implementation at the Day 30 Clinic.

AFTER THE PROGRAMME

An online clinic on Day 30, ninety days of advisory support from the faculty, the full set of templates and the participant prompt toolkit, and membership of the DDI alumni network.

INSURANCE, PENSIONS AND CAPITAL MARKETS

Insurance Reinvention: Risk Pooling, Actuarial Intelligence and Inclusive Cover

Raising Penetration in Underinsured Markets

DATES	DURATION	LEVEL	SECTOR	FEE
20 to 24 March 2028	One week, Monday to Friday	(S) (E) Senior management, Executive	Private sector	£4,000 per participant

TODAY'S CHALLENGE

Insurance penetration is below 1 per cent of GDP in many African markets, and climate losses are exposing protection gaps.

THE 2030 HORIZON

Parametric cover, embedded insurance and AI underwriting will change how risk is priced and sold.

WHO SHOULD ATTEND

Insurance executives, underwriters, actuaries, product managers and insurance regulators.

THE PROGRAMME WEEK

DAY 1 Monday
Foundations of Intelligent Leadership
How artificial intelligence works, where it fails, and the rules for its use in banking and finance, tested in the first AI Laboratory.

DAY 2 Tuesday
Insurance economics and penetration

DAY 3 Wednesday
AI in underwriting and claims

DAY 4 Thursday
Parametric and climate insurance

Distribution through digital and partner channels

DAY 5 Friday
Capstone and Certification
Syndicates present their capstones for expert review and receive their certificates.

BY THE FINAL DAY, PARTICIPANTS WILL BE ABLE TO

- Diagnose low penetration
- Design a parametric product
- Specify an AI claims pilot
- Plan partner distribution

SIGNATURE OUTPUT

A new product proposal for an underinsured segment.

CERTIFICATION

DDI Executive Certificate on completion of the laboratories and an approved capstone and action plan. Certificate of Distinction for verified implementation at the Day 30 Clinic.

AFTER THE PROGRAMME

An online clinic on Day 30, ninety days of advisory support from the faculty, the full set of templates and the participant prompt toolkit, and membership of the DDI alumni network.

INSURANCE, PENSIONS AND CAPITAL MARKETS

Institutional Investment, Pension Fund Stewardship and Capital Market Development

Long-Term Capital for Infrastructure and Growth

DATES	DURATION	LEVEL	SECTOR	FEE
12 to 23 June 2028	Two weeks, Monday to Friday	(S) (E) (B) Senior management, Executive, Board	Public and private	£7,500 per participant

TODAY'S CHALLENGE

Pension assets are growing, but much remains in government securities, while infrastructure and enterprises lack long-term finance.

THE 2030 HORIZON

Pension funds and sovereign funds will become the main domestic source of long-term capital in emerging markets.

WHO SHOULD ATTEND

Pension fund trustees and executives, asset managers, sovereign wealth fund staff, securities regulators and capital market officials.

THE PROGRAMME FORTNIGHT

WEEK ONE

Mon	Foundations of Intelligent Leadership
Tue	Asset allocation and liability-driven investment
Wed	Fiduciary duty and investment governance
Thu	Infrastructure and private market investment
Fri	ESG integration and stewardship

WEEK TWO

Mon	Capital market development and listings
Tue	Fixed income markets and green bonds
Wed	Performance measurement and risk
Thu	Trustee oversight of investment managers
Fri	Capstone and Certification

BY THE FINAL DAY, PARTICIPANTS WILL BE ABLE TO

- Set a strategic asset allocation
- Apply stewardship principles
- Evaluate an infrastructure investment
- Oversee managers as a trustee

SIGNATURE OUTPUT

An investment policy statement with an infrastructure allocation.

CERTIFICATION

DDI Executive Certificate on completion of the laboratories and an approved capstone and action plan. Certificate of Distinction for verified implementation at the Day 30 Clinic.

AFTER THE PROGRAMME

An online clinic on Day 30, ninety days of advisory support from the faculty, the full set of templates and the participant prompt toolkit, and membership of the DDI alumni network.

SECTOR · 6 PROGRAMMES

Consumer Goods, Retail and Manufacturing

Fast-moving consumer goods companies and manufacturers are dealing with currency shocks, squeezed consumers and fractured supply chains. These courses deal with those problems directly, and with the data, automation and sustainability demands that will define the sector after 2030.

COMMERCIAL STRATEGY AND THE CONSUMER

Consumer Intelligence, Behavioural Economics and Demand Architecture	1 to 5 February 2027 · 1 wk · £2,700
Route-to-Market Reinvention and the Informal Retail Economy	24 to 28 May 2027 · 1 wk · £2,700

OPERATIONS, SUPPLY CHAIN AND INDUSTRIAL STRATEGY

Supply Chain Resilience, Procurement Intelligence and Geo-Economic Risk	20 September to 1 October 2027 · 2 wk · £7,500
Industrial Competitiveness, Lean Automation and the Smart Factory	1 to 5 November 2027 · 1 wk · £2,700

SUSTAINABILITY, GOVERNANCE AND GROWTH

Circular Economy, Packaging Regulation and Sustainable Value Creation	6 to 10 March 2028 · 1 wk · £4,000
Family Enterprise, Succession and the Governance of Growth	15 to 19 May 2028 · 1 wk · £4,500

COMMERCIAL STRATEGY AND THE CONSUMER

Consumer Intelligence, Behavioural Economics and Demand Architecture

Understanding and Shaping Demand in Price-Sensitive Markets

DATES	DURATION	LEVEL	SECTOR	FEE
1 to 5 February 2027	One week, Monday to Friday	(M) (S) Middle management, Senior management	Private sector	£2,700 per participant

TODAY'S CHALLENGE

Inflation has pushed consumers to trade down, buy smaller packs and switch brands, and many companies do not understand why customers are leaving.

THE 2030 HORIZON

AI-driven consumer analytics will allow segmentation and pricing at a level of detail that was impossible a decade ago.

WHO SHOULD ATTEND

Marketing, brand, insights, category and commercial managers in consumer goods and retail companies.

THE PROGRAMME WEEK

DAY 1 Monday
Foundations of Intelligent Leadership
How artificial intelligence works, where it fails, and the rules for its use in consumer goods and manufacturing, tested in the first AI Laboratory.

DAY 2 Tuesday
Behavioural economics of the price-sensitive consumer

DAY 3 Wednesday
Consumer data and AI-driven insight

DAY 4 Thursday
Pricing, pack architecture and promotions

Brand strategy in downtrading markets

DAY 5 Friday
Capstone and Certification
Syndicates present their capstones for expert review and receive their certificates.

BY THE FINAL DAY, PARTICIPANTS WILL BE ABLE TO

- Read consumer data for behavioural signals
- Design a price-pack architecture
- Evaluate promotion returns
- Defend a brand under price pressure

SIGNATURE OUTPUT

A demand and pricing strategy for one brand or category.

CERTIFICATION

DDI Executive Certificate on completion of the laboratories and an approved capstone and action plan. Certificate of Distinction for verified implementation at the Day 30 Clinic.

AFTER THE PROGRAMME

An online clinic on Day 30, ninety days of advisory support from the faculty, the full set of templates and the participant prompt toolkit, and membership of the DDI alumni network.

COMMERCIAL STRATEGY AND THE CONSUMER

Route-to-Market Reinvention and the Informal Retail Economy

Distribution, Traditional Trade and B2B E-Commerce

DATES	DURATION	LEVEL	SECTOR	FEE
24 to 28 May 2027	One week, Monday to Friday	(M) (S) Middle management, Senior management	Private sector	£2,700 per participant

TODAY'S CHALLENGE

Most consumer goods in Africa and South Asia still reach shoppers through open markets and small shops, where distribution costs are high and visibility is poor.

THE 2030 HORIZON

B2B ordering apps and embedded credit are digitising traditional trade quickly.

WHO SHOULD ATTEND

Sales, distribution and trade marketing managers; distributor principals; and commercial directors.

THE PROGRAMME WEEK

DAY 1	Monday	**Foundations of Intelligent Leadership** How artificial intelligence works, where it fails, and the rules for its use in consumer goods and manufacturing, tested in the first AI Laboratory.
DAY 2	Tuesday	**The economics of traditional trade**
DAY 3	Wednesday	**Distributor models and performance**
DAY 4	Thursday	**B2B e-commerce and embedded retailer credit**
		Sales force analytics and AI route planning
DAY 5	Friday	**Capstone and Certification** Syndicates present their capstones for expert review and receive their certificates.

BY THE FINAL DAY, PARTICIPANTS WILL BE ABLE TO

- Redesign a distribution model
- Evaluate a B2B platform partnership
- Set distributor performance measures
- Plan an AI-assisted route programme

SIGNATURE OUTPUT

A route-to-market redesign for one region.

CERTIFICATION

DDI Executive Certificate on completion of the laboratories and an approved capstone and action plan. Certificate of Distinction for verified implementation at the Day 30 Clinic.

AFTER THE PROGRAMME

An online clinic on Day 30, ninety days of advisory support from the faculty, the full set of templates and the participant prompt toolkit, and membership of the DDI alumni network.

OPERATIONS, SUPPLY CHAIN AND INDUSTRIAL STRATEGY

Supply Chain Resilience, Procurement Intelligence and Geo-Economic Risk

Building Supply Chains That Withstand Shocks

DATES	DURATION	LEVEL	SECTOR	FEE
20 September to 1 October 2027	Two weeks, Monday to Friday	(S) (E) Senior management, Executive	Private sector	£7,500 per participant

TODAY'S CHALLENGE

Currency shocks, port congestion, shipping disruption in the Red Sea and import restrictions have shown how brittle many supply chains are.

THE 2030 HORIZON

Supply chains will be redesigned around regional sourcing, digital visibility and AI-based planning.

WHO SHOULD ATTEND

Supply chain, procurement, logistics and planning directors and senior managers in consumer goods, manufacturing and retail.

THE PROGRAMME FORTNIGHT

WEEK ONE

Mon	**Foundations of Intelligent Leadership**
Tue	**Supply chain strategy and risk**
Wed	**Geo-economics, trade policy and the AfCFTA**
Thu	**Sourcing strategy and supplier development**
Fri	**Demand and supply planning with AI**

WEEK TWO

Mon	**Inventory and working capital**
Tue	**Logistics networks and last mile**
Wed	**Supply chain finance**
Thu	**Building a resilience plan**
Fri	**Capstone and Certification**

BY THE FINAL DAY, PARTICIPANTS WILL BE ABLE TO

- Map supply chain vulnerabilities
- Redesign sourcing for resilience
- Specify an AI planning tool
- Release working capital

SIGNATURE OUTPUT

A supply chain resilience plan with a working capital target.

CERTIFICATION

DDI Executive Certificate on completion of the laboratories and an approved capstone and action plan. Certificate of Distinction for verified implementation at the Day 30 Clinic.

AFTER THE PROGRAMME

An online clinic on Day 30, ninety days of advisory support from the faculty, the full set of templates and the participant prompt toolkit, and membership of the DDI alumni network.

OPERATIONS, SUPPLY CHAIN AND INDUSTRIAL STRATEGY

Industrial Competitiveness, Lean Automation and the Smart Factory

Manufacturing Productivity in High-Cost Operating Environments

DATES	DURATION	LEVEL	SECTOR	FEE
1 to 5 November 2027	One week, Monday to Friday	(M) (S) Middle management, Senior management	Private sector	£2,700 per participant

TODAY'S CHALLENGE

Manufacturers face high energy costs, unreliable power and imported inputs priced in hard currency, which erodes margins.

THE 2030 HORIZON

Affordable automation, industrial IoT and AI quality control are changing the economics of local manufacturing.

WHO SHOULD ATTEND

Plant, operations, engineering and quality managers in manufacturing companies.

THE PROGRAMME WEEK

DAY 1 Monday
Foundations of Intelligent Leadership
How artificial intelligence works, where it fails, and the rules for its use in consumer goods and manufacturing, tested in the first AI Laboratory.

DAY 2 Tuesday
Lean manufacturing and operational excellence

DAY 3 Wednesday
Energy efficiency and captive power

DAY 4 Thursday
Industrial IoT and AI quality control

Local manufacturing and import substitution strategy

DAY 5 Friday
Capstone and Certification
Syndicates present their capstones for expert review and receive their certificates.

BY THE FINAL DAY, PARTICIPANTS WILL BE ABLE TO

- Map and cut waste in a process
- Build an energy efficiency case
- Specify an automation pilot
- Assess import substitution options

SIGNATURE OUTPUT

A productivity improvement plan for one plant.

CERTIFICATION

DDI Executive Certificate on completion of the laboratories and an approved capstone and action plan. Certificate of Distinction for verified implementation at the Day 30 Clinic.

AFTER THE PROGRAMME

An online clinic on Day 30, ninety days of advisory support from the faculty, the full set of templates and the participant prompt toolkit, and membership of the DDI alumni network.

SUSTAINABILITY, GOVERNANCE AND GROWTH

Circular Economy, Packaging Regulation and Sustainable Value Creation

Extended Producer Responsibility and the Business of Sustainability

DATES	DURATION	LEVEL	SECTOR	FEE
6 to 10 March 2028	One week, Monday to Friday	(S) (E) Senior management, Executive	Private sector	£4,000 per participant

TODAY'S CHALLENGE

Extended producer responsibility rules on plastics are spreading, and global customers are asking suppliers for emissions data.

THE 2030 HORIZON

Packaging, water and carbon will become regulated costs for every consumer goods company.

WHO SHOULD ATTEND

Sustainability, supply chain, packaging and corporate affairs managers; executives of consumer goods companies.

THE PROGRAMME WEEK

DAY 1	Monday	**Foundations of Intelligent Leadership** How artificial intelligence works, where it fails, and the rules for its use in consumer goods and manufacturing, tested in the first AI Laboratory.
DAY 2	Tuesday	**Circular economy principles and business models**
DAY 3	Wednesday	**Extended producer responsibility and plastics regulation**
DAY 4	Thursday	**Scope 3 emissions and supplier data**
		Sustainability reporting under ISSB standards
DAY 5	Friday	**Capstone and Certification** Syndicates present their capstones for expert review and receive their certificates.

BY THE FINAL DAY, PARTICIPANTS WILL BE ABLE TO

- Assess EPR obligations
- Design a circular packaging plan
- Measure Scope 3 emissions
- Prepare sustainability disclosures

SIGNATURE OUTPUT

A sustainability and packaging compliance roadmap.

CERTIFICATION

DDI Executive Certificate on completion of the laboratories and an approved capstone and action plan. Certificate of Distinction for verified implementation at the Day 30 Clinic.

AFTER THE PROGRAMME

An online clinic on Day 30, ninety days of advisory support from the faculty, the full set of templates and the participant prompt toolkit, and membership of the DDI alumni network.

SUSTAINABILITY, GOVERNANCE AND GROWTH

Family Enterprise, Succession and the Governance of Growth

Professionalising Family and Founder-Led Companies

DATES	DURATION	LEVEL	SECTOR	FEE
15 to 19 May 2028	One week, Monday to Friday	E B Executive, Board	Private sector	£4,500 per participant

TODAY'S CHALLENGE

Many of the largest consumer and industrial firms in Africa, the Middle East and Asia are family or founder-led, and succession is a leading cause of failure.

THE 2030 HORIZON

Family firms that professionalise governance will gain access to new capital and partnerships.

WHO SHOULD ATTEND

Founders, family shareholders, next-generation leaders, chief executives and board members of family enterprises.

THE PROGRAMME WEEK

DAY 1	Monday	**Foundations of Intelligent Leadership** How artificial intelligence works, where it fails, and the rules for its use in consumer goods and manufacturing, tested in the first AI Laboratory.
DAY 2	Tuesday	**Family business governance models**
DAY 3	Wednesday	**Succession planning and leadership transition**
DAY 4	Thursday	**Professional management and the family**
		Raising capital and preparing for listing
DAY 5	Friday	**Capstone and Certification** Syndicates present their capstones for expert review and receive their certificates.

BY THE FINAL DAY, PARTICIPANTS WILL BE ABLE TO

- Design a family governance structure
- Plan a succession
- Separate ownership from management
- Prepare for outside investment

SIGNATURE OUTPUT

A family charter and succession plan outline.

CERTIFICATION

DDI Executive Certificate on completion of the laboratories and an approved capstone and action plan. Certificate of Distinction for verified implementation at the Day 30 Clinic.

AFTER THE PROGRAMME

An online clinic on Day 30, ninety days of advisory support from the faculty, the full set of templates and the participant prompt toolkit, and membership of the DDI alumni network.

SECTOR · 9 PROGRAMMES

Government and Public Administration

This sector builds on the 2027 Future of Intelligent Governance series. It serves federal, state and local governments, legislatures and the oversight institutions that hold them to account. Every course treats the citizen as the final judge of public performance.

EXECUTIVE GOVERNANCE AND PUBLIC POLICY

Algorithmic Statecraft and Executive Decision Architecture	25 to 29 January 2027 · 1 wk · £4,500
Evidence-Based Policy Design, Delivery Units and Results Governance	19 to 30 April 2027 · 2 wk · £7,500
Platform Government and the Digital Transformation of the State	21 June to 2 July 2027 · 2 wk · £7,500

PUBLIC FINANCE, PROCUREMENT AND ACCOUNTABILITY

Fiscal Sustainability, Debt Strategy and Revenue Mobilisation	19 to 30 July 2027 · 2 wk · £7,500
Intelligent Procurement and Contract Governance	11 to 15 October 2027 · 1 wk · £2,700
Algorithmic Assurance and the Future of Public Audit	8 to 12 November 2027 · 1 wk · £2,700

PUBLIC SERVICE, LEGISLATURE AND LOCAL GOVERNMENT

Reimagining the Public Service: Talent, Performance and Institutional Renewal	24 to 28 January 2028 · 1 wk · £4,000
Legislative Intelligence and Democratic Accountability	20 to 24 March 2028 · 1 wk · £4,500
Intelligent Grassroots Governance and Urban Futures	19 to 23 June 2028 · 1 wk · £2,700

EXECUTIVE GOVERNANCE AND PUBLIC POLICY

Algorithmic Statecraft and Executive Decision Architecture

Artificial Intelligence, Strategic Foresight and Collective Cabinet Governance

DATES	DURATION	LEVEL	SECTOR	FEE
25 to 29 January 2027	One week, Monday to Friday	E B Executive, Board	Public sector	£4,500 per participant

TODAY'S CHALLENGE

Cabinets now receive AI-generated analysis without agreed standards for judging it, and synthetic media targets political leaders directly.

THE 2030 HORIZON

AI-assisted policy simulation will become an ordinary part of cabinet preparation.

WHO SHOULD ATTEND

Members of executive cabinets and councils, cabinet secretaries, chiefs of staff, heads of the public service and principal advisers.

THE PROGRAMME WEEK

DAY 1	Monday	**Foundations of Intelligent Leadership** How artificial intelligence works, where it fails, and the rules for its use in government, tested in the first AI Laboratory.
DAY 2	Tuesday	**Executive cognition in the algorithmic age**
DAY 3	Wednesday	**Strategic foresight and anticipatory governance**
DAY 4	Thursday	**Collective responsibility and algorithmic accountability**
		Political communication and information integrity
DAY 5	Friday	**Capstone and Certification** Syndicates present their capstones for expert review and receive their certificates.

BY THE FINAL DAY, PARTICIPANTS WILL BE ABLE TO

- Interrogate AI-generated analysis presented to cabinet
- Apply an evidence standard to AI-assisted memoranda
- Stress test development plans with scenarios
- Lead a credible response to synthetic media

SIGNATURE OUTPUT

A draft cabinet memorandum setting policy on the responsible adoption of AI across government.

CERTIFICATION

DDI Executive Certificate on completion of the laboratories and an approved capstone and action plan. Certificate of Distinction for verified implementation at the Day 30 Clinic.

AFTER THE PROGRAMME

An online clinic on Day 30, ninety days of advisory support from the faculty, the full set of templates and the participant prompt toolkit, and membership of the DDI alumni network.

EXECUTIVE GOVERNANCE AND PUBLIC POLICY

Evidence-Based Policy Design, Delivery Units and Results Governance

From Manifesto to Measurable Outcomes

DATES	DURATION	LEVEL	SECTOR	FEE
19 to 30 April 2027	Two weeks, Monday to Friday	(S) (E) Senior management, Executive	Public sector	£7,500 per participant

TODAY'S CHALLENGE

Governments announce ambitious programmes, but weak delivery systems mean many promises are never tracked to completion.

THE 2030 HORIZON

Delivery units supported by live data and AI will let leaders see progress weekly rather than annually.

WHO SHOULD ATTEND

Directors of policy and delivery units, permanent secretaries, planning directors and senior advisers to political leaders.

THE PROGRAMME FORTNIGHT

WEEK ONE

Mon	**Foundations of Intelligent Leadership**
Tue	**Policy analysis and the evidence hierarchy**
Wed	**Theory of change and programme design**
Thu	**The delivery unit model and its evidence**
Fri	**Results as a Service (RaaS) and performance contracts**

WEEK TWO

Mon	**Data systems for delivery tracking**
Tue	**Behavioural insights in public policy**
Wed	**Evaluation and impact measurement**
Thu	**Political economy of reform**
Fri	**Capstone and Certification**

BY THE FINAL DAY, PARTICIPANTS WILL BE ABLE TO

- Design a policy using an evidence hierarchy
- Set up a delivery tracking routine
- Write a performance contract
- Plan an impact evaluation

SIGNATURE OUTPUT

A delivery plan and tracking framework for one government priority.

CERTIFICATION

DDI Executive Certificate on completion of the laboratories and an approved capstone and action plan. Certificate of Distinction for verified implementation at the Day 30 Clinic.

AFTER THE PROGRAMME

An online clinic on Day 30, ninety days of advisory support from the faculty, the full set of templates and the participant prompt toolkit, and membership of the DDI alumni network.

EXECUTIVE GOVERNANCE AND PUBLIC POLICY

Platform Government and the Digital Transformation of the State

Policy as a Process, Digital Public Infrastructure and Citizen Services

DATES	DURATION	LEVEL	SECTOR	FEE
21 June to 2 July 2027	Two weeks, Monday to Friday	(S) (E) Senior management, Executive	Public sector	£7,500 per participant

TODAY'S CHALLENGE

Citizens still queue for services that could be delivered online, and government systems rarely share data.

THE 2030 HORIZON

Digital public infrastructure such as digital identity, payments and data exchange, seen in India and Estonia, is becoming the backbone of service delivery.

WHO SHOULD ATTEND

Permanent secretaries, directors of ICT and digital government, heads of service delivery agencies and reform officials.

THE PROGRAMME FORTNIGHT

WEEK ONE

Mon	**Foundations of Intelligent Leadership**
Tue	**Digital public infrastructure: identity, payments and data exchange**
Wed	**Policy as a Process (PaaP)**
Thu	**Service design around the citizen**
Fri	**Interoperability, standards and data sharing**

WEEK TWO

Mon	**AIFIAS institutional readiness assessment**
Tue	**Procurement of digital systems**
Wed	**Cyber security and privacy in government**
Thu	**Leading digital change in the civil service**
Fri	**Capstone and Certification**

BY THE FINAL DAY, PARTICIPANTS WILL BE ABLE TO

- Assess institutional digital readiness
- Redesign a public service end to end
- Specify interoperability requirements
- Lead digital change with staff

SIGNATURE OUTPUT

A digital transformation roadmap for one ministry or agency.

CERTIFICATION

DDI Executive Certificate on completion of the laboratories and an approved capstone and action plan. Certificate of Distinction for verified implementation at the Day 30 Clinic.

AFTER THE PROGRAMME

An online clinic on Day 30, ninety days of advisory support from the faculty, the full set of templates and the participant prompt toolkit, and membership of the DDI alumni network.

PUBLIC FINANCE, PROCUREMENT AND ACCOUNTABILITY

Fiscal Sustainability, Debt Strategy and Revenue Mobilisation

Public Finance Leadership in an Era of High Debt

DATES	DURATION	LEVEL	SECTOR	FEE
19 to 30 July 2027	Two weeks, Monday to Friday	(S) (E) (B) Senior management, Executive, Board	Public sector	£7,500 per participant

TODAY'S CHALLENGE

Debt service now absorbs a large share of revenue in many governments, which leaves little for services and investment.

THE 2030 HORIZON

Tax administration will rely on data matching, e-invoicing and AI risk scoring.

WHO SHOULD ATTEND

Officials of finance ministries, debt management offices, revenue authorities, budget offices and state treasuries.

THE PROGRAMME FORTNIGHT

WEEK ONE

Mon	**Foundations of Intelligent Leadership**
Tue	**Fiscal rules and medium-term frameworks**
Wed	**Debt sustainability analysis**
Thu	**Debt management strategy and markets**
Fri	**Tax policy and revenue mobilisation**

WEEK TWO

Mon	**Digital tax administration and AI risk scoring**
Tue	**Subnational finance and transfers**
Wed	**Budget credibility and transparency**
Thu	**Communicating fiscal reform**
Fri	**Capstone and Certification**

BY THE FINAL DAY, PARTICIPANTS WILL BE ABLE TO

- Read a debt sustainability analysis
- Design a medium-term debt strategy
- Identify revenue gaps
- Plan a digital tax reform

SIGNATURE OUTPUT

A medium-term fiscal and revenue strategy paper.

CERTIFICATION

DDI Executive Certificate on completion of the laboratories and an approved capstone and action plan. Certificate of Distinction for verified implementation at the Day 30 Clinic.

AFTER THE PROGRAMME

An online clinic on Day 30, ninety days of advisory support from the faculty, the full set of templates and the participant prompt toolkit, and membership of the DDI alumni network.

PUBLIC FINANCE, PROCUREMENT AND ACCOUNTABILITY

Intelligent Procurement and Contract Governance

TrueMark eTender, Value for Money and Integrity in Public Contracting

DATES	DURATION	LEVEL	SECTOR	FEE
11 to 15 October 2027	One week, Monday to Friday	(M) (S) Middle management, Senior management	Public sector	£2,700 per participant

TODAY'S CHALLENGE

Procurement is where most public money is spent and where most corruption risk lies, yet records are often on paper and hard to audit.

THE 2030 HORIZON

E-procurement, open contracting data and AI red-flag analysis will make irregularities harder to hide.

WHO SHOULD ATTEND

Procurement officers and directors, contract managers, members of tenders boards and officials of procurement regulators.

THE PROGRAMME WEEK

DAY 1	Monday	**Foundations of Intelligent Leadership** How artificial intelligence works, where it fails, and the rules for its use in government, tested in the first AI Laboratory.
DAY 2	Tuesday	**Procurement law and value for money**
DAY 3	Wednesday	**Open contracting and e-procurement**
DAY 4	Thursday	**TrueMark eTender and AI red-flag analytics**
		Contract management and performance
DAY 5	Friday	**Capstone and Certification** Syndicates present their capstones for expert review and receive their certificates.

BY THE FINAL DAY, PARTICIPANTS WILL BE ABLE TO

- Detect red flags in procurement data
- Design an e-procurement process
- Manage contract performance
- Apply open contracting standards

SIGNATURE OUTPUT

A procurement integrity and e-procurement improvement plan.

CERTIFICATION

DDI Executive Certificate on completion of the laboratories and an approved capstone and action plan. Certificate of Distinction for verified implementation at the Day 30 Clinic.

AFTER THE PROGRAMME

An online clinic on Day 30, ninety days of advisory support from the faculty, the full set of templates and the participant prompt toolkit, and membership of the DDI alumni network.

PUBLIC FINANCE, PROCUREMENT AND ACCOUNTABILITY

Algorithmic Assurance and the Future of Public Audit

AI-Assisted Audit, Continuous Assurance and Accountability

DATES	DURATION	LEVEL	SECTOR	FEE
8 to 12 November 2027	One week, Monday to Friday	(M) (S) Middle management, Senior management	Public sector	£2,700 per participant

TODAY'S CHALLENGE

Audit institutions cover a small sample of transactions each year, and reports often arrive too late to change outcomes.

THE 2030 HORIZON

Continuous auditing with data analytics will allow full-population testing.

WHO SHOULD ATTEND

Auditors general and their staff, internal auditors, audit committee members and inspectors.

THE PROGRAMME WEEK

DAY 1 Monday	Foundations of Intelligent Leadership	How artificial intelligence works, where it fails, and the rules for its use in government, tested in the first AI Laboratory.
DAY 2 Tuesday	Audit standards and the AI era	
DAY 3 Wednesday	Data analytics and full-population testing	
DAY 4 Thursday	Auditing AI systems	
	Reporting for impact	
DAY 5 Friday	Capstone and Certification	Syndicates present their capstones for expert review and receive their certificates.

BY THE FINAL DAY, PARTICIPANTS WILL BE ABLE TO

- Plan an analytics-driven audit
- Audit an automated system
- Test a full population of transactions
- Write reports that lead to action

SIGNATURE OUTPUT

An analytics-driven audit plan for one public body.

CERTIFICATION

DDI Executive Certificate on completion of the laboratories and an approved capstone and action plan. Certificate of Distinction for verified implementation at the Day 30 Clinic.

AFTER THE PROGRAMME

An online clinic on Day 30, ninety days of advisory support from the faculty, the full set of templates and the participant prompt toolkit, and membership of the DDI alumni network.

PUBLIC SERVICE, LEGISLATURE AND LOCAL GOVERNMENT

Reimagining the Public Service: Talent, Performance and Institutional Renewal

Civil Service Reform for the AI Age

DATES	DURATION	LEVEL	SECTOR	FEE
24 to 28 January 2028	One week, Monday to Friday	(S) (E) Senior management, Executive	Public sector	£4,000 per participant

TODAY'S CHALLENGE

Civil services struggle to attract digital skills, and promotion still rewards length of service more than performance.

THE 2030 HORIZON

AI will change the content of many civil service jobs and the skills governments recruit for.

WHO SHOULD ATTEND

Heads of service, members of civil service commissions, permanent secretaries and directors of human resources.

THE PROGRAMME WEEK

DAY 1 Monday	**Foundations of Intelligent Leadership** How artificial intelligence works, where it fails, and the rules for its use in government, tested in the first AI Laboratory.
DAY 2 Tuesday	**Public service reform models and evidence**
DAY 3 Wednesday	**Workforce planning for the AI age**
DAY 4 Thursday	**Performance management and merit**
	Leadership development and succession
DAY 5 Friday	**Capstone and Certification** Syndicates present their capstones for expert review and receive their certificates.

BY THE FINAL DAY, PARTICIPANTS WILL BE ABLE TO

- Diagnose a civil service's capability gaps
- Plan a workforce strategy
- Design a performance system
- Set a leadership pipeline

SIGNATURE OUTPUT

A public service workforce and performance reform plan.

CERTIFICATION

DDI Executive Certificate on completion of the laboratories and an approved capstone and action plan. Certificate of Distinction for verified implementation at the Day 30 Clinic.

AFTER THE PROGRAMME

An online clinic on Day 30, ninety days of advisory support from the faculty, the full set of templates and the participant prompt toolkit, and membership of the DDI alumni network.

PUBLIC SERVICE, LEGISLATURE AND LOCAL GOVERNMENT

Legislative Intelligence and Democratic Accountability

AI in Law Making, Oversight and Representation

DATES	DURATION	LEVEL	SECTOR	FEE
20 to 24 March 2028	One week, Monday to Friday	(S) (E) (B) Senior management, Executive, Board	Public sector	£4,500 per participant

TODAY'S CHALLENGE

Legislatures must scrutinise large budgets and complex bills with very small research staffs.

THE 2030 HORIZON

AI-assisted research will give committees analytic power that once needed large staff teams.

WHO SHOULD ATTEND

Speakers, presiding officers, committee chairs, clerks, directors of research and legislative aides.

THE PROGRAMME WEEK

DAY 1 Monday	Foundations of Intelligent Leadership	How artificial intelligence works, where it fails, and the rules for its use in government, tested in the first AI Laboratory.
DAY 2 Tuesday	Legislative analysis in the age of AI	
DAY 3 Wednesday	Oversight intelligence and budget scrutiny	
DAY 4 Thursday	Parliamentary knowledge systems and the official record	
	Representation and information integrity	
DAY 5 Friday	Capstone and Certification	Syndicates present their capstones for expert review and receive their certificates.

BY THE FINAL DAY, PARTICIPANTS WILL BE ABLE TO

- Produce verified AI-assisted bill summaries
- Prepare sharper oversight hearings
- Protect the accuracy of the official record
- Draft guidelines on AI use in the legislature

SIGNATURE OUTPUT

A committee oversight brief on a live budget and draft AI guidelines for the legislature.

CERTIFICATION

DDI Executive Certificate on completion of the laboratories and an approved capstone and action plan. Certificate of Distinction for verified implementation at the Day 30 Clinic.

AFTER THE PROGRAMME

An online clinic on Day 30, ninety days of advisory support from the faculty, the full set of templates and the participant prompt toolkit, and membership of the DDI alumni network.

PUBLIC SERVICE, LEGISLATURE AND LOCAL GOVERNMENT

Intelligent Grassroots Governance and Urban Futures

Local Government, Smart Cities and Service Delivery

DATES	DURATION	LEVEL	SECTOR	FEE
19 to 23 June 2028	One week, Monday to Friday	(M) (S) Middle management, Senior management	Public sector	£2,700 per participant

TODAY'S CHALLENGE

Local authorities deliver the services citizens feel most, from waste to water to markets, with the weakest funding and data.

THE 2030 HORIZON

Rapid urbanisation will make city management one of the defining governance tasks of the century.

WHO SHOULD ATTEND

Council chairs, local government administrators, town planners, urban managers and directors of local services.

THE PROGRAMME WEEK

DAY 1 Monday	Foundations of Intelligent Leadership	How artificial intelligence works, where it fails, and the rules for its use in government, tested in the first AI Laboratory.
DAY 2 Tuesday	Local government finance and own-source revenue	
DAY 3 Wednesday	Urban planning and informal settlements	
DAY 4 Thursday	Smart city tools and their limits	
	Citizen engagement and local accountability	
DAY 5 Friday	Capstone and Certification	Syndicates present their capstones for expert review and receive their certificates.

BY THE FINAL DAY, PARTICIPANTS WILL BE ABLE TO

- Raise local revenue fairly
- Use data in urban service planning
- Assess smart city proposals
- Run citizen engagement

SIGNATURE OUTPUT

A local service improvement and revenue plan.

CERTIFICATION

DDI Executive Certificate on completion of the laboratories and an approved capstone and action plan. Certificate of Distinction for verified implementation at the Day 30 Clinic.

AFTER THE PROGRAMME

An online clinic on Day 30, ninety days of advisory support from the faculty, the full set of templates and the participant prompt toolkit, and membership of the DDI alumni network.

SECTOR · 8 PROGRAMMES

Defence, Security and Paramilitary Services

Armed forces, police, customs, immigration, correctional and civil defence services face threats that move faster than their institutions were built for. These courses address command, strategy and governance, and treat AI, information operations and civil oversight as matters of national importance. Programmes are unclassified and run under the Chatham House Rule.

MILITARY STRATEGY AND COMMAND

Strategic Command in the Age of Autonomous Systems	1 to 12 February 2027 · 2 wk · £7,500
Defence Resource Management and Military Logistics Intelligence	26 to 30 April 2027 · 1 wk · £2,700
Civil-Military Relations, Democratic Control and Security Sector Governance	5 to 9 July 2027 · 1 wk · £4,500

PARAMILITARY, LAW ENFORCEMENT AND BORDER SERVICES

Intelligence-Led Policing, Predictive Analytics and Public Trust	27 September to 8 October 2027 · 2 wk · £7,500
Border Intelligence, Customs Modernisation and Trade Facilitation	18 to 22 October 2027 · 1 wk · £2,700
Emergency Management, Civil Protection and National Resilience	13 to 17 December 2027 · 1 wk · £2,700

NATIONAL SECURITY AND STRATEGIC RESILIENCE

National Security Strategy and Hybrid Threats	20 to 24 March 2028 · 1 wk · £4,500
Maritime Security and the Blue Economy	12 to 16 June 2028 · 1 wk · £2,700

MILITARY STRATEGY AND COMMAND

Strategic Command in the Age of Autonomous Systems

Artificial Intelligence, Drones and the Changing Character of Warfare

DATES	DURATION	LEVEL	SECTOR	FEE
1 to 12 February 2027	Two weeks, Monday to Friday	(S) (E) Senior management, Executive	Public sector	£7,500 per participant

TODAY'S CHALLENGE

Conflicts in Ukraine, the Sahel and the Middle East have shown how cheap drones and AI-enabled targeting change the battlefield.

THE 2030 HORIZON

Autonomy, sensing and data will decide the speed of military decision making, and command must adapt to it.

WHO SHOULD ATTEND

Senior officers of the rank of Colonel or equivalent and above, defence ministry officials and defence attachés.

THE PROGRAMME FORTNIGHT

WEEK ONE

Mon	**Foundations of Intelligent Leadership**
Tue	**Strategic theory and the character of war**
Wed	**AI, autonomy and human control in the use of force**
Thu	**Drones, counter-drone and the low-cost battlefield**
Fri	**Command and control in contested information environments**

WEEK TWO

Mon	**International humanitarian law and autonomous weapons**
Tue	**Defence procurement and the innovation cycle**
Wed	**Coalition and joint operations**
Thu	**Strategic communication in conflict**
Fri	**Capstone and Certification**

BY THE FINAL DAY, PARTICIPANTS WILL BE ABLE TO

- Assess the effect of autonomy on doctrine
- Apply IHL to emerging weapons
- Evaluate counter-drone options
- Advise on defence innovation priorities

SIGNATURE OUTPUT

A strategic appraisal on the adoption of autonomous systems in the participant's service.

CERTIFICATION

DDI Executive Certificate on completion of the laboratories and an approved capstone and action plan. Certificate of Distinction for verified implementation at the Day 30 Clinic.

AFTER THE PROGRAMME

An online clinic on Day 30, ninety days of advisory support from the faculty, the full set of templates and the participant prompt toolkit, and membership of the DDI alumni network.

MILITARY STRATEGY AND COMMAND

Defence Resource Management and Military Logistics Intelligence

Budgeting, Acquisition and Sustainment for Armed Forces

DATES	DURATION	LEVEL	SECTOR	FEE
26 to 30 April 2027	One week, Monday to Friday	(M) (S) Middle management, Senior management	Public sector	£2,700 per participant

TODAY'S CHALLENGE

Armed forces must sustain operations on constrained budgets, and weak acquisition practice wastes scarce funds.

THE 2030 HORIZON

Predictive logistics and data-driven sustainment will become a source of operational advantage.

WHO SHOULD ATTEND

Officers and civilians in defence finance, logistics, procurement and planning.

THE PROGRAMME WEEK

DAY 1	Monday	**Foundations of Intelligent Leadership** How artificial intelligence works, where it fails, and the rules for its use in defence and security, tested in the first AI Laboratory.
DAY 2	Tuesday	**Defence budgeting and programming**
DAY 3	Wednesday	**Acquisition and life-cycle cost**
DAY 4	Thursday	**Predictive logistics and AI in sustainment**
		Accountability and audit in defence spending
DAY 5	Friday	**Capstone and Certification** Syndicates present their capstones for expert review and receive their certificates.

BY THE FINAL DAY, PARTICIPANTS WILL BE ABLE TO

- Build a life-cycle cost estimate
- Plan predictive maintenance for a fleet
- Strengthen acquisition controls
- Defend a defence budget

SIGNATURE OUTPUT

A defence resource management improvement plan.

CERTIFICATION

DDI Executive Certificate on completion of the laboratories and an approved capstone and action plan. Certificate of Distinction for verified implementation at the Day 30 Clinic.

AFTER THE PROGRAMME

An online clinic on Day 30, ninety days of advisory support from the faculty, the full set of templates and the participant prompt toolkit, and membership of the DDI alumni network.

MILITARY STRATEGY AND COMMAND

Civil-Military Relations, Democratic Control and Security Sector Governance

Accountability, Legitimacy and the Rule of Law

DATES	DURATION	LEVEL	SECTOR	FEE
5 to 9 July 2027	One week, Monday to Friday	(S) (E) (B) Senior management, Executive, Board	Public sector	£4,500 per participant

TODAY'S CHALLENGE

Coups in West and Central Africa since 2020 have returned civil-military relations to the centre of regional politics.

THE 2030 HORIZON

Legitimacy and public trust will matter as much as capability in security institutions.

WHO SHOULD ATTEND

Senior officers of the armed forces and security services, defence and interior ministry officials, legislators on defence committees.

THE PROGRAMME WEEK

DAY 1 Monday	**Foundations of Intelligent Leadership**	How artificial intelligence works, where it fails, and the rules for its use in defence and security, tested in the first AI Laboratory.
DAY 2 Tuesday	**Theories of civil-military relations**	
DAY 3 Wednesday	**Parliamentary and civilian oversight of defence**	
DAY 4 Thursday	**Security sector reform and governance**	
	Human rights, the rule of law and public trust	
DAY 5 Friday	**Capstone and Certification**	Syndicates present their capstones for expert review and receive their certificates.

BY THE FINAL DAY, PARTICIPANTS WILL BE ABLE TO

- Analyse civil-military relations in a state
- Design oversight mechanisms
- Plan a security sector reform
- Build public trust in security institutions

SIGNATURE OUTPUT

A security sector governance framework for one institution.

CERTIFICATION

DDI Executive Certificate on completion of the laboratories and an approved capstone and action plan. Certificate of Distinction for verified implementation at the Day 30 Clinic.

AFTER THE PROGRAMME

An online clinic on Day 30, ninety days of advisory support from the faculty, the full set of templates and the participant prompt toolkit, and membership of the DDI alumni network.

PARAMILITARY, LAW ENFORCEMENT AND BORDER SERVICES

Intelligence-Led Policing, Predictive Analytics and Public Trust

Modern Policing Strategy for Police and Paramilitary Services

DATES	DURATION	LEVEL	SECTOR	FEE
27 September to 8 October 2027	Two weeks, Monday to Friday	(M) (S) Middle management, Senior management	Public sector	£7,500 per participant

TODAY'S CHALLENGE

Kidnapping, banditry, cybercrime and urban crime are outpacing traditional policing methods and eroding public trust.

THE 2030 HORIZON

Data analytics, digital forensics and community policing will need to work together.

WHO SHOULD ATTEND

Police officers of the rank of Superintendent and above, and senior officers of paramilitary services and security agencies.

THE PROGRAMME FORTNIGHT

WEEK ONE

Mon	**Foundations of Intelligent Leadership**
Tue	**Intelligence-led policing models**
Wed	**Crime analysis and predictive analytics**
Thu	**Digital forensics and cybercrime**
Fri	**Kidnap, extortion and organised crime response**

WEEK TWO

Mon	**Community policing and legitimacy**
Tue	**Human rights and the use of force**
Wed	**Bias and accountability in policing technology**
Thu	**Leading police reform**
Fri	**Capstone and Certification**

BY THE FINAL DAY, PARTICIPANTS WILL BE ABLE TO

- Apply an intelligence-led model
- Read crime analytics critically
- Plan a cybercrime capability
- Balance technology and civil liberties

SIGNATURE OUTPUT

An intelligence-led policing plan for one command.

CERTIFICATION

DDI Executive Certificate on completion of the laboratories and an approved capstone and action plan. Certificate of Distinction for verified implementation at the Day 30 Clinic.

AFTER THE PROGRAMME

An online clinic on Day 30, ninety days of advisory support from the faculty, the full set of templates and the participant prompt toolkit, and membership of the DDI alumni network.

PARAMILITARY, LAW ENFORCEMENT AND BORDER SERVICES

Border Intelligence, Customs Modernisation and Trade Facilitation

Securing Borders While Speeding Legitimate Trade

DATES	DURATION	LEVEL	SECTOR	FEE
18 to 22 October 2027	One week, Monday to Friday	(M) (S) Middle management, Senior management	Public sector	£2,700 per participant

TODAY'S CHALLENGE

Customs and immigration services must stop smuggling and irregular migration while trade agreements such as the AfCFTA demand faster clearance.

THE 2030 HORIZON

Risk-based clearance, biometrics and AI cargo screening will become standard at ports and borders.

WHO SHOULD ATTEND

Officers of customs, immigration, port health and border agencies at management level.

THE PROGRAMME WEEK

DAY 1	Monday	**Foundations of Intelligent Leadership** How artificial intelligence works, where it fails, and the rules for its use in defence and security, tested in the first AI Laboratory.
DAY 2	Tuesday	**Border management models and the AfCFTA**
DAY 3	Wednesday	**Risk management and AI cargo screening**
DAY 4	Thursday	**Biometrics and identity management**
		Integrity and anti-corruption at the border
DAY 5	Friday	**Capstone and Certification** Syndicates present their capstones for expert review and receive their certificates.

BY THE FINAL DAY, PARTICIPANTS WILL BE ABLE TO

- Design a risk-based clearance process
- Specify AI screening tools
- Plan a biometric border system
- Address integrity risks

SIGNATURE OUTPUT

A border modernisation plan for one port of entry.

CERTIFICATION

DDI Executive Certificate on completion of the laboratories and an approved capstone and action plan. Certificate of Distinction for verified implementation at the Day 30 Clinic.

AFTER THE PROGRAMME

An online clinic on Day 30, ninety days of advisory support from the faculty, the full set of templates and the participant prompt toolkit, and membership of the DDI alumni network.

PARAMILITARY, LAW ENFORCEMENT AND BORDER SERVICES

Emergency Management, Civil Protection and National Resilience

Disaster Risk, Crisis Command and Inter-Agency Coordination

DATES	DURATION	LEVEL	SECTOR	FEE
13 to 17 December 2027	One week, Monday to Friday	(M) (S) Middle management, Senior management	Public sector	£2,700 per participant

TODAY'S CHALLENGE

Floods, building collapses, fires and epidemics keep testing emergency services that rarely train together.

THE 2030 HORIZON

Climate change will increase the frequency of disasters, and early warning systems will save the most lives.

WHO SHOULD ATTEND

Officers of civil defence, fire services, emergency management agencies, and security and health services involved in crisis response.

THE PROGRAMME WEEK

DAY 1	Monday	**Foundations of Intelligent Leadership** How artificial intelligence works, where it fails, and the rules for its use in defence and security, tested in the first AI Laboratory.
DAY 2	Tuesday	**Disaster risk reduction and the Sendai Framework**
DAY 3	Wednesday	**Incident command and inter-agency coordination**
DAY 4	Thursday	**Early warning and AI-assisted forecasting**
		Recovery, logistics and public communication
DAY 5	Friday	**Capstone and Certification** Syndicates present their capstones for expert review and receive their certificates.

BY THE FINAL DAY, PARTICIPANTS WILL BE ABLE TO

- Run an incident command structure
- Design an early warning chain
- Coordinate agencies in a crisis
- Plan recovery operations

SIGNATURE OUTPUT

A multi-agency emergency response plan tested in a simulation.

CERTIFICATION

DDI Executive Certificate on completion of the laboratories and an approved capstone and action plan. Certificate of Distinction for verified implementation at the Day 30 Clinic.

AFTER THE PROGRAMME

An online clinic on Day 30, ninety days of advisory support from the faculty, the full set of templates and the participant prompt toolkit, and membership of the DDI alumni network.

NATIONAL SECURITY AND STRATEGIC RESILIENCE

National Security Strategy and Hybrid Threats

Grand Strategy, Information Warfare and Economic Security

DATES	DURATION	LEVEL	SECTOR	FEE
20 to 24 March 2028	One week, Monday to Friday	(E) (B) Executive, Board	Public sector	£4,500 per participant

TODAY'S CHALLENGE

Hybrid threats combine cyber attacks, disinformation, economic pressure and armed proxies, and they fall between the mandates of separate agencies.

THE 2030 HORIZON

National security will be planned across government rather than by the security services alone.

WHO SHOULD ATTEND

Members and staff of national security councils, heads of security agencies, senior defence and foreign affairs officials.

THE PROGRAMME WEEK

DAY 1 Monday	**Foundations of Intelligent Leadership** How artificial intelligence works, where it fails, and the rules for its use in defence and security, tested in the first AI Laboratory.
DAY 2 Tuesday	**National security strategy and grand strategy**
DAY 3 Wednesday	**Hybrid threats and grey-zone competition**
DAY 4 Thursday	**Information warfare and cognitive security**
	Economic security, critical minerals and supply chains
DAY 5 Friday	**Capstone and Certification** Syndicates present their capstones for expert review and receive their certificates.

BY THE FINAL DAY, PARTICIPANTS WILL BE ABLE TO

- Draft elements of a national security strategy
- Analyse a hybrid campaign
- Coordinate a whole-of-government response
- Assess economic security risks

SIGNATURE OUTPUT

A national security strategy outline with a hybrid threat assessment.

CERTIFICATION

DDI Executive Certificate on completion of the laboratories and an approved capstone and action plan. Certificate of Distinction for verified implementation at the Day 30 Clinic.

AFTER THE PROGRAMME

An online clinic on Day 30, ninety days of advisory support from the faculty, the full set of templates and the participant prompt toolkit, and membership of the DDI alumni network.

NATIONAL SECURITY AND STRATEGIC RESILIENCE

Maritime Security and the Blue Economy

Piracy, Illegal Fishing and Offshore Infrastructure Protection

DATES	DURATION	LEVEL	SECTOR	FEE
12 to 16 June 2028	One week, Monday to Friday	(M) (S) Middle management, Senior management	Public sector	£2,700 per participant

TODAY'S CHALLENGE

Piracy in the Gulf of Guinea, illegal fishing and attacks on offshore assets cost coastal states heavily.

THE 2030 HORIZON

Satellite surveillance and regional cooperation, such as the Yaoundé Code of Conduct, will shape maritime security.

WHO SHOULD ATTEND

Naval officers, maritime police, coast guard and port security officers, and maritime administration officials.

THE PROGRAMME WEEK

DAY 1	Monday	**Foundations of Intelligent Leadership** How artificial intelligence works, where it fails, and the rules for its use in defence and security, tested in the first AI Laboratory.
DAY 2	Tuesday	**The law of the sea and maritime jurisdiction**
DAY 3	Wednesday	**Piracy, armed robbery and maritime crime**
DAY 4	Thursday	**Maritime domain awareness and satellite surveillance**
		Blue economy policy and offshore protection
DAY 5	Friday	**Capstone and Certification** Syndicates present their capstones for expert review and receive their certificates.

BY THE FINAL DAY, PARTICIPANTS WILL BE ABLE TO

- Apply maritime law to operations
- Design maritime domain awareness
- Plan regional cooperation
- Protect offshore infrastructure

SIGNATURE OUTPUT

A maritime security plan for one coastline or sector.

CERTIFICATION

DDI Executive Certificate on completion of the laboratories and an approved capstone and action plan. Certificate of Distinction for verified implementation at the Day 30 Clinic.

AFTER THE PROGRAMME

An online clinic on Day 30, ninety days of advisory support from the faculty, the full set of templates and the participant prompt toolkit, and membership of the DDI alumni network.

SECTOR · 5 PROGRAMMES

Power, Infrastructure and Utilities

Unreliable power and inadequate infrastructure remain among the largest constraints on growth in emerging economies. These courses serve the utilities, regulators, investors and public officials who plan, finance and run essential systems.

POWER AND ENERGY MARKETS

Electricity Market Design, Tariff Reform and Utility Turnaround	5 to 16 April 2027 · 2 wk · £7,500
Distributed Energy, Mini-Grids and Energy Access Strategy	5 to 9 July 2027 · 1 wk · £2,700

INFRASTRUCTURE FINANCE AND DELIVERY

Infrastructure Finance, Public-Private Partnerships and Project Governance	18 to 29 October 2027 · 2 wk · £7,500
Water Security, Urban Utilities and Climate-Resilient Infrastructure	17 to 21 January 2028 · 1 wk · £2,700
Transport Systems, Logistics Corridors and Smart Mobility	24 to 28 April 2028 · 1 wk · £4,000

POWER AND ENERGY MARKETS

Electricity Market Design, Tariff Reform and Utility Turnaround

Building Financially Viable Power Sectors

DATES	DURATION	LEVEL	SECTOR	FEE
5 to 16 April 2027	Two weeks, Monday to Friday	(S) (E) Senior management, Executive	Public and private	£7,500 per participant

TODAY'S CHALLENGE

Power sectors in many countries are trapped by cost-reflective tariff gaps, high losses and unpaid bills, as Nigeria's Electricity Act 2023 reforms seek to address.

THE 2030 HORIZON

Decentralised markets, state-level regulation and distributed generation will reshape power sectors.

WHO SHOULD ATTEND

Utility executives, regulators, energy ministry officials, investors and managers of distribution companies.

THE PROGRAMME FORTNIGHT

WEEK ONE

Mon	**Foundations of Intelligent Leadership**
Tue	**Electricity market models and reform**
Wed	**Tariff design and cost reflectivity**
Thu	**Loss reduction and revenue protection**
Fri	**Metering, smart grids and AI in utilities**

WEEK TWO

Mon	**Subnational electricity markets**
Tue	**Power purchase agreements and payment security**
Wed	**Utility turnaround strategy**
Thu	**Regulation and consumer protection**
Fri	**Capstone and Certification**

BY THE FINAL DAY, PARTICIPANTS WILL BE ABLE TO

- Design a cost-reflective tariff
- Assess a PPA
- Plan a loss reduction programme
- Lead a utility turnaround

SIGNATURE OUTPUT

A utility turnaround plan with tariff and loss targets.

CERTIFICATION

DDI Executive Certificate on completion of the laboratories and an approved capstone and action plan. Certificate of Distinction for verified implementation at the Day 30 Clinic.

AFTER THE PROGRAMME

An online clinic on Day 30, ninety days of advisory support from the faculty, the full set of templates and the participant prompt toolkit, and membership of the DDI alumni network.

POWER AND ENERGY MARKETS

Distributed Energy, Mini-Grids and Energy Access Strategy

Solar, Storage and Off-Grid Business Models

DATES	DURATION	LEVEL	SECTOR	FEE
5 to 9 July 2027	One week, Monday to Friday	(M) (S) Middle management, Senior management	Public and private	£2,700 per participant

TODAY'S CHALLENGE

Hundreds of millions of people still lack electricity, and businesses spend heavily on diesel generators.

THE 2030 HORIZON

Falling solar and battery costs make distributed systems the cheapest route to access for many communities.

WHO SHOULD ATTEND

Energy access managers, rural electrification agency officials, mini-grid developers and investors.

THE PROGRAMME WEEK

DAY 1	Monday	**Foundations of Intelligent Leadership** — How artificial intelligence works, where it fails, and the rules for its use in power and infrastructure, tested in the first AI Laboratory.
DAY 2	Tuesday	**Energy access economics**
DAY 3	Wednesday	**Mini-grid business models and regulation**
DAY 4	Thursday	**Solar and storage technology for managers**
		Results-based finance and subsidies
DAY 5	Friday	**Capstone and Certification** — Syndicates present their capstones for expert review and receive their certificates.

BY THE FINAL DAY, PARTICIPANTS WILL BE ABLE TO

- Assess a mini-grid site
- Design a tariff for off-grid customers
- Structure results-based finance
- Plan an access programme

SIGNATURE OUTPUT

A mini-grid or energy access investment case.

CERTIFICATION

DDI Executive Certificate on completion of the laboratories and an approved capstone and action plan. Certificate of Distinction for verified implementation at the Day 30 Clinic.

AFTER THE PROGRAMME

An online clinic on Day 30, ninety days of advisory support from the faculty, the full set of templates and the participant prompt toolkit, and membership of the DDI alumni network.

INFRASTRUCTURE FINANCE AND DELIVERY

Infrastructure Finance, Public-Private Partnerships and Project Governance

Structuring, Financing and Delivering Bankable Projects

DATES	DURATION	LEVEL	SECTOR	FEE
18 to 29 October 2027	Two weeks, Monday to Friday	(S) (E) Senior management, Executive	Public and private	£7,500 per participant

TODAY'S CHALLENGE

Infrastructure gaps are large and public budgets are stretched, yet many PPPs fail through poor preparation and weak contracts.

THE 2030 HORIZON

Blended finance, green bonds and institutional investors will fund more infrastructure, demanding better preparation.

WHO SHOULD ATTEND

PPP unit staff, infrastructure agency officials, project sponsors, lenders and advisers.

THE PROGRAMME FORTNIGHT

WEEK ONE

Mon	**Foundations of Intelligent Leadership**
Tue	**Infrastructure economics and planning**
Wed	**PPP models and value for money**
Thu	**Project finance structuring**
Fri	**Risk allocation and contracts**

WEEK TWO

Mon	**Blended and climate finance**
Tue	**Procurement of PPPs**
Wed	**Contract management and renegotiation**
Thu	**Megaproject governance**
Fri	**Capstone and Certification**

BY THE FINAL DAY, PARTICIPANTS WILL BE ABLE TO

- Test value for money for a PPP
- Allocate risk in a contract
- Structure a project finance deal
- Govern a large project

SIGNATURE OUTPUT

A PPP structuring paper for a real project.

CERTIFICATION

DDI Executive Certificate on completion of the laboratories and an approved capstone and action plan. Certificate of Distinction for verified implementation at the Day 30 Clinic.

AFTER THE PROGRAMME

An online clinic on Day 30, ninety days of advisory support from the faculty, the full set of templates and the participant prompt toolkit, and membership of the DDI alumni network.

INFRASTRUCTURE FINANCE AND DELIVERY

Water Security, Urban Utilities and Climate-Resilient Infrastructure

Planning and Running Water and Sanitation Services

DATES	DURATION	LEVEL	SECTOR	FEE
17 to 21 January 2028	One week, Monday to Friday	(M) (S) Middle management, Senior management	Public sector	£2,700 per participant

TODAY'S CHALLENGE

Water utilities lose large volumes to leakage and theft, and cities face both floods and drought.

THE 2030 HORIZON

Smart metering, leak detection with AI and nature-based solutions will become standard tools.

WHO SHOULD ATTEND

Water utility managers, water ministry officials, urban planners and infrastructure engineers.

THE PROGRAMME WEEK

DAY 1	Monday	**Foundations of Intelligent Leadership** How artificial intelligence works, where it fails, and the rules for its use in power and infrastructure, tested in the first AI Laboratory.
DAY 2	Tuesday	**Water security and governance**
DAY 3	Wednesday	**Non-revenue water reduction**
DAY 4	Thursday	**Smart metering and AI leak detection**
		Climate resilience and nature-based solutions
DAY 5	Friday	**Capstone and Certification** Syndicates present their capstones for expert review and receive their certificates.

BY THE FINAL DAY, PARTICIPANTS WILL BE ABLE TO

- Measure non-revenue water
- Plan a leak reduction programme
- Assess climate risk to infrastructure
- Design a resilience investment

SIGNATURE OUTPUT

A non-revenue water and resilience plan.

CERTIFICATION

DDI Executive Certificate on completion of the laboratories and an approved capstone and action plan. Certificate of Distinction for verified implementation at the Day 30 Clinic.

AFTER THE PROGRAMME

An online clinic on Day 30, ninety days of advisory support from the faculty, the full set of templates and the participant prompt toolkit, and membership of the DDI alumni network.

INFRASTRUCTURE FINANCE AND DELIVERY

Transport Systems, Logistics Corridors and Smart Mobility

Ports, Rail, Roads and Urban Transport Strategy

DATES	DURATION	LEVEL	SECTOR	FEE
24 to 28 April 2028	One week, Monday to Friday	(S) (E) Senior management, Executive	Public and private	£4,000 per participant

TODAY'S CHALLENGE

Port congestion, poor roads and weak urban transport add heavily to the cost of trade and daily life.

THE 2030 HORIZON

Electric mobility, digital logistics and regional corridors under the AfCFTA will reshape transport networks.

WHO SHOULD ATTEND

Transport ministry officials, port and rail executives, urban transport authorities and logistics managers.

THE PROGRAMME WEEK

DAY 1 Monday
Foundations of Intelligent Leadership
How artificial intelligence works, where it fails, and the rules for its use in power and infrastructure, tested in the first AI Laboratory.

DAY 2 Tuesday
Transport economics and planning

DAY 3 Wednesday
Port and corridor performance

DAY 4 Thursday
Urban mobility and mass transit

Digital logistics and electric mobility

DAY 5 Friday
Capstone and Certification
Syndicates present their capstones for expert review and receive their certificates.

BY THE FINAL DAY, PARTICIPANTS WILL BE ABLE TO

- Diagnose corridor bottlenecks
- Assess port performance
- Plan an urban transport project
- Evaluate electric mobility options

SIGNATURE OUTPUT

A transport improvement plan for a corridor or city.

CERTIFICATION

DDI Executive Certificate on completion of the laboratories and an approved capstone and action plan. Certificate of Distinction for verified implementation at the Day 30 Clinic.

AFTER THE PROGRAMME

An online clinic on Day 30, ninety days of advisory support from the faculty, the full set of templates and the participant prompt toolkit, and membership of the DDI alumni network.

SECTOR · 4 PROGRAMMES

Telecommunications, Technology and the Creative Economy

Connectivity, platforms and content are now economic infrastructure. These courses serve operators, regulators, technology companies and media organisations working through rapid change in markets and rules.

DIGITAL INFRASTRUCTURE AND REGULATION

Spectrum, Connectivity and the Economics of Digital Infrastructure	19 to 23 April 2027 · 1 wk · £4,000
Platform Regulation, Competition Policy and the Digital Economy	13 to 17 September 2027 · 1 wk · £4,000

TECHNOLOGY VENTURES AND THE CREATIVE ECONOMY

Venture Strategy, Innovation Ecosystems and Technology Commercialisation	6 to 10 December 2027 · 1 wk · £2,700
Media Economics, Creative Industries and Intellectual Property	24 to 28 April 2028 · 1 wk · £2,700

DIGITAL INFRASTRUCTURE AND REGULATION

Spectrum, Connectivity and the Economics of Digital Infrastructure

Telecom Strategy, Regulation and Universal Access

DATES	DURATION	LEVEL	SECTOR	FEE
19 to 23 April 2027	One week, Monday to Friday	(S) (E) Senior management, Executive	Public and private	£4,000 per participant

TODAY'S CHALLENGE

Operators face rising costs, currency losses and pressure on data prices, while rural areas remain unconnected.

THE 2030 HORIZON

5G, satellite broadband and data centres will define national digital competitiveness.

WHO SHOULD ATTEND

Telecom executives, regulators, digital economy ministry officials and infrastructure investors.

THE PROGRAMME WEEK

DAY 1 Monday
Foundations of Intelligent Leadership
How artificial intelligence works, where it fails, and the rules for its use in technology and media, tested in the first AI Laboratory.

DAY 2 Tuesday
Telecom market structure and competition

DAY 3 Wednesday
Spectrum policy and pricing

DAY 4 Thursday
Universal access, satellites and infrastructure sharing

Data centres and digital sovereignty

DAY 5 Friday
Capstone and Certification
Syndicates present their capstones for expert review and receive their certificates.

BY THE FINAL DAY, PARTICIPANTS WILL BE ABLE TO

- Assess market competition
- Evaluate spectrum pricing
- Design universal access policy
- Plan data centre investment

SIGNATURE OUTPUT

A connectivity strategy or regulatory paper.

CERTIFICATION

DDI Executive Certificate on completion of the laboratories and an approved capstone and action plan. Certificate of Distinction for verified implementation at the Day 30 Clinic.

AFTER THE PROGRAMME

An online clinic on Day 30, ninety days of advisory support from the faculty, the full set of templates and the participant prompt toolkit, and membership of the DDI alumni network.

DIGITAL INFRASTRUCTURE AND REGULATION

Platform Regulation, Competition Policy and the Digital Economy

Governing Big Tech, Online Markets and Digital Trade

DATES	DURATION	LEVEL	SECTOR	FEE
13 to 17 September 2027	One week, Monday to Friday	(S) (E) Senior management, Executive	Public sector	£4,000 per participant

TODAY'S CHALLENGE

Global platforms dominate digital markets, and governments are unsure how to tax, regulate and compete with them.

THE 2030 HORIZON

Digital competition rules, such as the EU Digital Markets Act, and digital taxes will spread to other jurisdictions.

WHO SHOULD ATTEND

Competition authority officials, digital economy and trade policy officials, regulators and legal advisers.

THE PROGRAMME WEEK

DAY 1 Monday
Foundations of Intelligent Leadership
How artificial intelligence works, where it fails, and the rules for its use in technology and media, tested in the first AI Laboratory.

DAY 2 Tuesday
Economics of platforms and digital markets

DAY 3 Wednesday
Competition law in digital markets

DAY 4 Thursday
Digital taxation and trade

Online harms and content regulation

DAY 5 Friday
Capstone and Certification
Syndicates present their capstones for expert review and receive their certificates.

BY THE FINAL DAY, PARTICIPANTS WILL BE ABLE TO

- Analyse market power in digital markets
- Assess digital tax options
- Draft platform regulation principles
- Evaluate online harms policy

SIGNATURE OUTPUT

A digital economy policy note.

CERTIFICATION

DDI Executive Certificate on completion of the laboratories and an approved capstone and action plan. Certificate of Distinction for verified implementation at the Day 30 Clinic.

AFTER THE PROGRAMME

An online clinic on Day 30, ninety days of advisory support from the faculty, the full set of templates and the participant prompt toolkit, and membership of the DDI alumni network.

TECHNOLOGY VENTURES AND THE CREATIVE ECONOMY

Venture Strategy, Innovation Ecosystems and Technology Commercialisation

Scaling Technology Ventures in Emerging Markets

DATES	DURATION	LEVEL	SECTOR	FEE
6 to 10 December 2027	One week, Monday to Friday	(M) (S) Middle management, Senior management	Public and private	£2,700 per participant

TODAY'S CHALLENGE

Venture funding to African start-ups fell sharply after 2022, and founders must now show profitability earlier.

THE 2030 HORIZON

AI-native companies will be built with smaller teams and less capital.

WHO SHOULD ATTEND

Founders, corporate innovation managers, investors and officials of innovation agencies.

THE PROGRAMME WEEK

DAY 1 Monday	**Foundations of Intelligent Leadership**	How artificial intelligence works, where it fails, and the rules for its use in technology and media, tested in the first AI Laboratory.
DAY 2 Tuesday	**Venture economics and funding stages**	
DAY 3 Wednesday	**Business models and unit economics**	
DAY 4 Thursday	**Corporate venturing and innovation labs**	
	Innovation ecosystem policy	
DAY 5 Friday	**Capstone and Certification**	Syndicates present their capstones for expert review and receive their certificates.

BY THE FINAL DAY, PARTICIPANTS WILL BE ABLE TO

- Test unit economics
- Prepare for an investment round
- Design a corporate innovation unit
- Advise on ecosystem policy

SIGNATURE OUTPUT

A venture growth or innovation unit plan.

CERTIFICATION

DDI Executive Certificate on completion of the laboratories and an approved capstone and action plan. Certificate of Distinction for verified implementation at the Day 30 Clinic.

AFTER THE PROGRAMME

An online clinic on Day 30, ninety days of advisory support from the faculty, the full set of templates and the participant prompt toolkit, and membership of the DDI alumni network.

TECHNOLOGY VENTURES AND THE CREATIVE ECONOMY

Media Economics, Creative Industries and Intellectual Property

Content, Streaming and Monetisation in the AI Era

DATES	DURATION	LEVEL	SECTOR	FEE
24 to 28 April 2028	One week, Monday to Friday	(M) (S) Middle management, Senior management	Public and private	£2,700 per participant

TODAY'S CHALLENGE

Nollywood, Afrobeats and regional content are reaching global audiences, but piracy and weak rights management limit returns.

THE 2030 HORIZON

Generative AI will change content creation and raise new questions of copyright and authenticity.

WHO SHOULD ATTEND

Media executives, broadcasters, producers, creative industry managers and IP officials.

THE PROGRAMME WEEK

DAY 1 Monday
Foundations of Intelligent Leadership
How artificial intelligence works, where it fails, and the rules for its use in technology and media, tested in the first AI Laboratory.

DAY 2 Tuesday
Economics of media and streaming

DAY 3 Wednesday
Intellectual property and rights management

DAY 4 Thursday
Generative AI and copyright

Monetisation and global distribution

DAY 5 Friday
Capstone and Certification
Syndicates present their capstones for expert review and receive their certificates.

BY THE FINAL DAY, PARTICIPANTS WILL BE ABLE TO

- Value a content catalogue
- Protect intellectual property
- Set policy on generative AI use
- Plan global distribution

SIGNATURE OUTPUT

A content monetisation and rights strategy.

CERTIFICATION

DDI Executive Certificate on completion of the laboratories and an approved capstone and action plan. Certificate of Distinction for verified implementation at the Day 30 Clinic.

AFTER THE PROGRAMME

An online clinic on Day 30, ninety days of advisory support from the faculty, the full set of templates and the participant prompt toolkit, and membership of the DDI alumni network.

SECTOR · 4 PROGRAMMES

Health, Life Sciences and Social Protection

Health systems and social protection programmes are under pressure from rising demand, staff migration and thin budgets. These courses serve the people who lead hospitals, health ministries, insurers and social programmes.

HEALTH SYSTEMS AND SOCIAL PROTECTION

Health Systems Strengthening, Financing and Universal Coverage	5 to 16 April 2027 · 2 wk · £7,500
Hospital Leadership, Clinical Governance and Digital Health	6 to 10 September 2027 · 1 wk · £2,700
Pharmaceutical Strategy, Regulatory Science and Local Manufacturing	22 to 26 November 2027 · 1 wk · £4,000
Social Protection Systems, Targeting and Digital Cash Transfers	3 to 7 April 2028 · 1 wk · £2,700

HEALTH SYSTEMS AND SOCIAL PROTECTION

Health Systems Strengthening, Financing and Universal Coverage

Leadership for Resilient and Affordable Health Systems

DATES	DURATION	LEVEL	SECTOR	FEE
5 to 16 April 2027	Two weeks, Monday to Friday	(S) (E) Senior management, Executive	Public sector	£7,500 per participant

TODAY'S CHALLENGE

Out-of-pocket spending remains high, health workers are emigrating, and donor funding is declining.

THE 2030 HORIZON

Health insurance, primary care and digital health will be the pillars of universal coverage.

WHO SHOULD ATTEND

Health ministry officials, health insurance agency managers, hospital executives and public health directors.

THE PROGRAMME FORTNIGHT

WEEK ONE

Mon	**Foundations of Intelligent Leadership**
Tue	**Health systems frameworks and performance**
Wed	**Health financing and insurance**
Thu	**Primary health care and service delivery**
Fri	**Health workforce and migration**

WEEK TWO

Mon	**Pharmaceutical supply and local manufacturing**
Tue	**Digital health and AI in diagnosis**
Wed	**Pandemic preparedness**
Thu	**Leading health reform**
Fri	**Capstone and Certification**

BY THE FINAL DAY, PARTICIPANTS WILL BE ABLE TO

- Diagnose a health system's weaknesses
- Design a health financing reform
- Plan workforce retention
- Assess digital health tools

SIGNATURE OUTPUT

A health system reform plan for one jurisdiction or institution.

CERTIFICATION

DDI Executive Certificate on completion of the laboratories and an approved capstone and action plan. Certificate of Distinction for verified implementation at the Day 30 Clinic.

AFTER THE PROGRAMME

An online clinic on Day 30, ninety days of advisory support from the faculty, the full set of templates and the participant prompt toolkit, and membership of the DDI alumni network.

HEALTH SYSTEMS AND SOCIAL PROTECTION

Hospital Leadership, Clinical Governance and Digital Health

Running High-Performing Health Facilities

DATES	DURATION	LEVEL	SECTOR	FEE
6 to 10 September 2027	One week, Monday to Friday	(M) (S) Middle management, Senior management	Public and private	£2,700 per participant

TODAY'S CHALLENGE

Hospitals struggle with long waits, poor records and staff shortages, and patients increasingly travel abroad for care.

THE 2030 HORIZON

Electronic records, telemedicine and AI-assisted diagnosis will change hospital operations.

WHO SHOULD ATTEND

Hospital managers, medical directors, nursing directors and administrators in public and private facilities.

THE PROGRAMME WEEK

DAY 1 Monday
Foundations of Intelligent Leadership
How artificial intelligence works, where it fails, and the rules for its use in health and social protection, tested in the first AI Laboratory.

DAY 2 Tuesday
Hospital operations and patient flow

DAY 3 Wednesday
Clinical governance and patient safety

DAY 4 Thursday
Electronic records and telemedicine

Hospital finance and medical tourism

DAY 5 Friday
Capstone and Certification
Syndicates present their capstones for expert review and receive their certificates.

BY THE FINAL DAY, PARTICIPANTS WILL BE ABLE TO

- Improve patient flow
- Set up clinical governance
- Plan a digital records project
- Strengthen hospital finances

SIGNATURE OUTPUT

A hospital performance improvement plan.

CERTIFICATION

DDI Executive Certificate on completion of the laboratories and an approved capstone and action plan. Certificate of Distinction for verified implementation at the Day 30 Clinic.

AFTER THE PROGRAMME

An online clinic on Day 30, ninety days of advisory support from the faculty, the full set of templates and the participant prompt toolkit, and membership of the DDI alumni network.

HEALTH SYSTEMS AND SOCIAL PROTECTION

Pharmaceutical Strategy, Regulatory Science and Local Manufacturing

Medicines Access, Quality and Industrial Policy

DATES	DURATION	LEVEL	SECTOR	FEE
22 to 26 November 2027	One week, Monday to Friday	(S) (E) Senior management, Executive	Public and private	£4,000 per participant

TODAY'S CHALLENGE

Many countries import most medicines and vaccines, and substandard and falsified products remain common.

THE 2030 HORIZON

The African Medicines Agency and regional manufacturing will reshape medicines supply.

WHO SHOULD ATTEND

Pharmaceutical executives, regulators, procurement officials and industrial policy officials.

THE PROGRAMME WEEK

DAY 1	Monday	**Foundations of Intelligent Leadership** How artificial intelligence works, where it fails, and the rules for its use in health and social protection, tested in the first AI Laboratory.
DAY 2	Tuesday	**Pharmaceutical markets and access**
DAY 3	Wednesday	**Regulatory science and the African Medicines Agency**
DAY 4	Thursday	**Local manufacturing strategy**
		Supply chain integrity and track and trace
DAY 5	Friday	**Capstone and Certification** Syndicates present their capstones for expert review and receive their certificates.

BY THE FINAL DAY, PARTICIPANTS WILL BE ABLE TO

- Assess a regulatory pathway
- Design track and trace
- Evaluate local manufacturing options
- Plan medicines access

SIGNATURE OUTPUT

A pharmaceutical strategy or regulatory improvement plan.

CERTIFICATION

DDI Executive Certificate on completion of the laboratories and an approved capstone and action plan. Certificate of Distinction for verified implementation at the Day 30 Clinic.

AFTER THE PROGRAMME

An online clinic on Day 30, ninety days of advisory support from the faculty, the full set of templates and the participant prompt toolkit, and membership of the DDI alumni network.

HEALTH SYSTEMS AND SOCIAL PROTECTION

Social Protection Systems, Targeting and Digital Cash Transfers

Designing Safety Nets That Reach the Poor

DATES	DURATION	LEVEL	SECTOR	FEE
3 to 7 April 2028	One week, Monday to Friday	(M) (S) Middle management, Senior management	Public sector	£2,700 per participant

TODAY'S CHALLENGE

Cost-of-living shocks and subsidy reforms require safety nets, yet social registers are often incomplete and transfers leak.

THE 2030 HORIZON

Digital identity and payments will allow faster, better-targeted support.

WHO SHOULD ATTEND

Social protection officials, humanitarian managers, finance ministry staff and programme managers.

THE PROGRAMME WEEK

DAY 1 Monday	Foundations of Intelligent Leadership	How artificial intelligence works, where it fails, and the rules for its use in health and social protection, tested in the first AI Laboratory.
DAY 2 Tuesday	Social protection systems and evidence	
DAY 3 Wednesday	Targeting and social registers	
DAY 4 Thursday	Digital cash transfers and payment systems	
	Shock-responsive social protection	
DAY 5 Friday	Capstone and Certification	Syndicates present their capstones for expert review and receive their certificates.

BY THE FINAL DAY, PARTICIPANTS WILL BE ABLE TO

- Evaluate targeting methods
- Design a social register
- Plan digital payments
- Build a shock-responsive system

SIGNATURE OUTPUT

A social protection programme design.

CERTIFICATION

DDI Executive Certificate on completion of the laboratories and an approved capstone and action plan. Certificate of Distinction for verified implementation at the Day 30 Clinic.

AFTER THE PROGRAMME

An online clinic on Day 30, ninety days of advisory support from the faculty, the full set of templates and the participant prompt toolkit, and membership of the DDI alumni network.

SECTOR · 4 PROGRAMMES

Agriculture, Mining and Natural Resources

Agriculture and solid minerals employ millions and hold great promise for diversification away from oil. These courses address food security, value addition and the governance of critical minerals.

AGRIBUSINESS AND FOOD SECURITY

Food Systems Security, Agribusiness Strategy and Climate Adaptation	5 to 16 April 2027 · 2 wk · £7,500
Agricultural Commodity Markets and Commodity Exchange Development	26 to 30 July 2027 · 1 wk · £2,700

MINING AND CRITICAL MINERALS

Critical Minerals Geopolitics, Mining Governance and Value Addition	15 to 26 November 2027 · 2 wk · £7,500
Extractive Industries Transparency and Natural Resource Revenue Management	27 to 31 March 2028 · 1 wk · £4,500

AGRIBUSINESS AND FOOD SECURITY

Food Systems Security, Agribusiness Strategy and Climate Adaptation

From Smallholder Farms to Competitive Value Chains

DATES	DURATION	LEVEL	SECTOR	FEE
5 to 16 April 2027	Two weeks, Monday to Friday	(S) (E) Senior management, Executive	Public and private	£7,500 per participant

TODAY'S CHALLENGE

Food inflation, insecurity in farming areas and climate shocks have made food security a national security issue.

THE 2030 HORIZON

Climate-smart farming, precision agriculture and digital markets will change how food is grown and sold.

WHO SHOULD ATTEND

Agriculture ministry officials, agribusiness executives, development finance managers and agricultural investors.

THE PROGRAMME FORTNIGHT

WEEK ONE

Mon	**Foundations of Intelligent Leadership**
Tue	**Food systems and food security**
Wed	**Agricultural value chains and agro-processing**
Thu	**Climate adaptation and climate-smart agriculture**
Fri	**Precision agriculture and AI**

WEEK TWO

Mon	**Agricultural finance and insurance**
Tue	**Storage, logistics and post-harvest loss**
Wed	**Trade policy and the AfCFTA**
Thu	**Designing agricultural programmes**
Fri	**Capstone and Certification**

BY THE FINAL DAY, PARTICIPANTS WILL BE ABLE TO

- Analyse a food value chain
- Design agricultural finance
- Plan climate adaptation
- Cut post-harvest losses

SIGNATURE OUTPUT

An agribusiness investment or food security programme design.

CERTIFICATION

DDI Executive Certificate on completion of the laboratories and an approved capstone and action plan. Certificate of Distinction for verified implementation at the Day 30 Clinic.

AFTER THE PROGRAMME

An online clinic on Day 30, ninety days of advisory support from the faculty, the full set of templates and the participant prompt toolkit, and membership of the DDI alumni network.

AGRIBUSINESS AND FOOD SECURITY

Agricultural Commodity Markets and Commodity Exchange Development

Price Discovery, Warehouse Receipts and Market Institutions

DATES	DURATION	LEVEL	SECTOR	FEE
26 to 30 July 2027	One week, Monday to Friday	(M) (S) Middle management, Senior management	Public and private	£2,700 per participant

TODAY'S CHALLENGE

Farmers sell at low prices after harvest because they lack storage and access to formal markets.

THE 2030 HORIZON

Commodity exchanges and digital warehouse receipts will connect farmers to finance and buyers.

WHO SHOULD ATTEND

Commodity exchange staff, agribusiness traders, regulators and agricultural finance managers.

THE PROGRAMME WEEK

DAY 1 Monday	Foundations of Intelligent Leadership	How artificial intelligence works, where it fails, and the rules for its use in agriculture and mining, tested in the first AI Laboratory.
DAY 2 Tuesday	Commodity markets and price formation	
DAY 3 Wednesday	Warehouse receipt systems	
DAY 4 Thursday	Commodity exchanges and regulation	
	Hedging for agricultural businesses	
DAY 5 Friday	Capstone and Certification	Syndicates present their capstones for expert review and receive their certificates.

BY THE FINAL DAY, PARTICIPANTS WILL BE ABLE TO

- Explain price discovery
- Design a warehouse receipt scheme
- Assess an exchange's rules
- Hedge agricultural price risk

SIGNATURE OUTPUT

A market institution design paper.

CERTIFICATION

DDI Executive Certificate on completion of the laboratories and an approved capstone and action plan. Certificate of Distinction for verified implementation at the Day 30 Clinic.

AFTER THE PROGRAMME

An online clinic on Day 30, ninety days of advisory support from the faculty, the full set of templates and the participant prompt toolkit, and membership of the DDI alumni network.

MINING AND CRITICAL MINERALS

Critical Minerals Geopolitics, Mining Governance and Value Addition

Lithium, Cobalt and the New Resource Diplomacy

DATES	DURATION	LEVEL	SECTOR	FEE
15 to 26 November 2027	Two weeks, Monday to Friday	(S) (E) (B) Senior management, Executive, Board	Public and private	£7,500 per participant

TODAY'S CHALLENGE

Demand for lithium, cobalt and rare earths is rising fast, and producing countries want processing and jobs rather than raw exports.

THE 2030 HORIZON

Critical minerals will be central to trade, industrial policy and diplomacy for decades.

WHO SHOULD ATTEND

Mining ministry officials, mining executives, regulators, sovereign fund officials and investors.

THE PROGRAMME FORTNIGHT

WEEK ONE

Mon	**Foundations of Intelligent Leadership**
Tue	**Critical minerals markets and geopolitics**
Wed	**Mining fiscal regimes and contracts**
Thu	**Value addition and local processing**
Fri	**Artisanal and small-scale mining**

WEEK TWO

Mon	**ESG, community and human rights in mining**
Tue	**Mining cadastre and licensing**
Wed	**Resource diplomacy and partnerships**
Thu	**Mining sector strategy**
Fri	**Capstone and Certification**

BY THE FINAL DAY, PARTICIPANTS WILL BE ABLE TO

- Analyse critical mineral markets
- Assess value addition options
- Evaluate a mining contract
- Formalise artisanal mining

SIGNATURE OUTPUT

A critical minerals strategy or investment paper.

CERTIFICATION

DDI Executive Certificate on completion of the laboratories and an approved capstone and action plan. Certificate of Distinction for verified implementation at the Day 30 Clinic.

AFTER THE PROGRAMME

An online clinic on Day 30, ninety days of advisory support from the faculty, the full set of templates and the participant prompt toolkit, and membership of the DDI alumni network.

MINING AND CRITICAL MINERALS

Extractive Industries Transparency and Natural Resource Revenue Management

Sovereign Wealth, Revenue Governance and the Resource Curse

DATES	DURATION	LEVEL	SECTOR	FEE
27 to 31 March 2028	One week, Monday to Friday	(S) (E) (B) Senior management, Executive, Board	Public sector	£4,500 per participant

TODAY'S CHALLENGE

Resource revenues are volatile and often poorly managed, which feeds corruption and boom-and-bust budgets.

THE 2030 HORIZON

Transparency standards, such as EITI, and sovereign funds will be judged by results for citizens.

WHO SHOULD ATTEND

Finance and mining ministry officials, sovereign wealth fund staff, legislators and civil society leaders.

THE PROGRAMME WEEK

DAY 1 Monday
Foundations of Intelligent Leadership
How artificial intelligence works, where it fails, and the rules for its use in agriculture and mining, tested in the first AI Laboratory.

DAY 2 Tuesday
The resource curse and its remedies

DAY 3 Wednesday
EITI and beneficial ownership

DAY 4 Thursday
Sovereign wealth funds and fiscal rules

Revenue sharing with subnational governments

DAY 5 Friday
Capstone and Certification
Syndicates present their capstones for expert review and receive their certificates.

BY THE FINAL DAY, PARTICIPANTS WILL BE ABLE TO

- Apply EITI standards
- Design fiscal rules for resource revenue
- Evaluate a sovereign fund
- Plan subnational revenue sharing

SIGNATURE OUTPUT

A resource revenue management framework.

CERTIFICATION

DDI Executive Certificate on completion of the laboratories and an approved capstone and action plan. Certificate of Distinction for verified implementation at the Day 30 Clinic.

AFTER THE PROGRAMME

An online clinic on Day 30, ninety days of advisory support from the faculty, the full set of templates and the participant prompt toolkit, and membership of the DDI alumni network.

SECTOR · 6 PROGRAMMES

Boards, Corporate Governance and Strategic Leadership

Strong institutions need strong boards and capable leaders. These courses serve directors and executives across every sector, and draw on the case method and the strategic thinking taught at the leading business schools.

BOARD LEADERSHIP AND CORPORATE GOVERNANCE

The Effective Board: Fiduciary Duty, Strategy and Oversight	15 to 19 February 2027 · 1 wk · £4,500
State-Owned Enterprise Governance and Commercial Turnaround	10 to 14 May 2027 · 1 wk · £4,500
Audit Committee Excellence and Financial Reporting Oversight	13 to 17 September 2027 · 1 wk · £4,500

STRATEGIC AND EXECUTIVE LEADERSHIP

Strategic Leadership in Polycrisis: Foresight, Adaptation and Institutional Renewal	1 to 12 November 2027 · 2 wk · £7,500
Leading Change: Management Excellence for the Next Generation of Leaders	31 January to 11 February 2028 · 2 wk · £7,500
Negotiation, Diplomacy and Strategic Influence	15 to 19 May 2028 · 1 wk · £4,000

BOARD LEADERSHIP AND CORPORATE GOVERNANCE

The Effective Board: Fiduciary Duty, Strategy and Oversight

Director Development for Companies, State Enterprises and Public Bodies

DATES	DURATION	LEVEL	SECTOR	FEE
15 to 19 February 2027	One week, Monday to Friday	(B) Board	Public and private	£4,500 per participant

TODAY'S CHALLENGE

Board failures, from collapsed banks to failed state enterprises, often trace back to weak oversight and poor information.

THE 2030 HORIZON

Boards will be expected to oversee AI, climate, cyber and stakeholder risk alongside financial performance.

WHO SHOULD ATTEND

Board chairs, directors, company secretaries and members of governing councils.

THE PROGRAMME WEEK

DAY 1 Monday	**Foundations of Intelligent Leadership**	How artificial intelligence works, where it fails, and the rules for its use in boards and leadership, tested in the first AI Laboratory.
DAY 2 Tuesday	**Fiduciary duty and corporate governance codes**	
DAY 3 Wednesday	**Strategy and the board's role**	
DAY 4 Thursday	**Risk oversight: AI, cyber and climate**	
	Board evaluation and dynamics	
DAY 5 Friday	**Capstone and Certification**	Syndicates present their capstones for expert review and receive their certificates.

BY THE FINAL DAY, PARTICIPANTS WILL BE ABLE TO

- Apply governance codes
- Contribute to strategy as a director
- Oversee emerging risks
- Run a board evaluation

SIGNATURE OUTPUT

A board effectiveness plan for the participant's board.

CERTIFICATION

DDI Executive Certificate on completion of the laboratories and an approved capstone and action plan. Certificate of Distinction for verified implementation at the Day 30 Clinic.

AFTER THE PROGRAMME

An online clinic on Day 30, ninety days of advisory support from the faculty, the full set of templates and the participant prompt toolkit, and membership of the DDI alumni network.

BOARD LEADERSHIP AND CORPORATE GOVERNANCE

State-Owned Enterprise Governance and Commercial Turnaround

Making Public Enterprises Perform

DATES	DURATION	LEVEL	SECTOR	FEE
10 to 14 May 2027	One week, Monday to Friday	E B Executive, Board	Public sector	£4,500 per participant

TODAY'S CHALLENGE

State-owned enterprises in energy, transport and utilities absorb large subsidies while delivering poor service.

THE 2030 HORIZON

Governments will commercialise, list or partner their enterprises to raise performance.

WHO SHOULD ATTEND

SOE board members and executives, ministry officials responsible for enterprises, and privatisation agency staff.

THE PROGRAMME WEEK

DAY 1 Monday
Foundations of Intelligent Leadership
How artificial intelligence works, where it fails, and the rules for its use in boards and leadership, tested in the first AI Laboratory.

DAY 2 Tuesday
SOE governance and the OECD guidelines

DAY 3 Wednesday
Performance contracts and monitoring

DAY 4 Thursday
Commercialisation and turnaround

Privatisation and partnership options

DAY 5 Friday
Capstone and Certification
Syndicates present their capstones for expert review and receive their certificates.

BY THE FINAL DAY, PARTICIPANTS WILL BE ABLE TO

- Diagnose SOE performance
- Write a performance contract
- Plan a turnaround
- Evaluate reform options

SIGNATURE OUTPUT

An SOE turnaround or reform plan.

CERTIFICATION

DDI Executive Certificate on completion of the laboratories and an approved capstone and action plan. Certificate of Distinction for verified implementation at the Day 30 Clinic.

AFTER THE PROGRAMME

An online clinic on Day 30, ninety days of advisory support from the faculty, the full set of templates and the participant prompt toolkit, and membership of the DDI alumni network.

BOARD LEADERSHIP AND CORPORATE GOVERNANCE

Audit Committee Excellence and Financial Reporting Oversight

IFRS, IPSAS and Assurance for Audit Committee Members

DATES	DURATION	LEVEL	SECTOR	FEE
13 to 17 September 2027	One week, Monday to Friday	(S) (B) Senior management, Board	Public and private	£4,500 per participant

TODAY'S CHALLENGE

Audit committees often rely too heavily on management and miss early signs of financial trouble.

THE 2030 HORIZON

Sustainability assurance and AI-assisted audit will widen the audit committee's remit.

WHO SHOULD ATTEND

Audit committee members, finance directors, chief internal auditors and external audit partners.

THE PROGRAMME WEEK

DAY 1	Monday	**Foundations of Intelligent Leadership** How artificial intelligence works, where it fails, and the rules for its use in boards and leadership, tested in the first AI Laboratory.
DAY 2	Tuesday	**The audit committee's role and charter**
DAY 3	Wednesday	**Reading financial statements critically**
DAY 4	Thursday	**Internal control and fraud risk**
		Sustainability reporting and assurance
DAY 5	Friday	**Capstone and Certification** Syndicates present their capstones for expert review and receive their certificates.

BY THE FINAL DAY, PARTICIPANTS WILL BE ABLE TO

- Read financial statements for warning signs
- Assess fraud risk
- Oversee internal and external audit
- Oversee sustainability reporting

SIGNATURE OUTPUT

An audit committee work plan.

CERTIFICATION

DDI Executive Certificate on completion of the laboratories and an approved capstone and action plan. Certificate of Distinction for verified implementation at the Day 30 Clinic.

AFTER THE PROGRAMME

An online clinic on Day 30, ninety days of advisory support from the faculty, the full set of templates and the participant prompt toolkit, and membership of the DDI alumni network.

STRATEGIC AND EXECUTIVE LEADERSHIP

Strategic Leadership in Polycrisis: Foresight, Adaptation and Institutional Renewal

An Advanced Programme for Chief Executives and Heads of Institutions

DATES	DURATION	LEVEL	SECTOR	FEE
1 to 12 November 2027	Two weeks, Monday to Friday	(E) (B) Executive, Board	Public and private	£7,500 per participant

TODAY'S CHALLENGE

Leaders face overlapping crises: inflation, conflict, climate, technology disruption and loss of public trust.

THE 2030 HORIZON

Institutions that can sense change early and adapt quickly will outlast those that cannot.

WHO SHOULD ATTEND

Chief executives, managing directors, permanent secretaries, heads of agencies and senior partners.

THE PROGRAMME FORTNIGHT

WEEK ONE

Mon	**Foundations of Intelligent Leadership**
Tue	**Strategy under radical uncertainty**
Wed	**Strategic foresight and scenario thinking**
Thu	**Organisational adaptation and agility**
Fri	**AI and the future of the organisation**

WEEK TWO

Mon	**Leading through crisis**
Tue	**Stakeholder capitalism and legitimacy**
Wed	**Negotiation and influence**
Thu	**The leader's personal renewal**
Fri	**Capstone and Certification**

BY THE FINAL DAY, PARTICIPANTS WILL BE ABLE TO

- Build scenarios for an institution
- Plan for AI-driven change
- Lead adaptation under pressure
- Strengthen personal leadership

SIGNATURE OUTPUT

A strategic renewal plan for the participant's institution.

CERTIFICATION

DDI Executive Certificate on completion of the laboratories and an approved capstone and action plan. Certificate of Distinction for verified implementation at the Day 30 Clinic.

AFTER THE PROGRAMME

An online clinic on Day 30, ninety days of advisory support from the faculty, the full set of templates and the participant prompt toolkit, and membership of the DDI alumni network.

STRATEGIC AND EXECUTIVE LEADERSHIP

Leading Change: Management Excellence for the Next Generation of Leaders

A Programme for Middle Managers Moving into Senior Roles

DATES	DURATION	LEVEL	SECTOR	FEE
31 January to 11 February 2028	Two weeks, Monday to Friday	(M) Middle management	Public and private	£7,500 per participant

TODAY'S CHALLENGE

Many organisations promote technical experts into management without preparing them to lead people, budgets and change.

THE 2030 HORIZON

Managers will lead hybrid teams that include AI tools, which demands new skills of delegation and judgement.

WHO SHOULD ATTEND

Middle managers, team leaders and high-potential officers preparing for senior roles in the public and private sectors.

THE PROGRAMME FORTNIGHT

WEEK ONE

Mon	**Foundations of Intelligent Leadership**
Tue	**The manager's role and personal effectiveness**
Wed	**Leading teams, including hybrid human and AI teams**
Thu	**Financial literacy for managers**
Fri	**Strategic thinking and planning**

WEEK TWO

Mon	**Change management**
Tue	**Communication and influence**
Wed	**Problem solving and decision making**
Thu	**Ethics and integrity in management**
Fri	**Capstone and Certification**

BY THE FINAL DAY, PARTICIPANTS WILL BE ABLE TO

- Lead a team with confidence
- Read a budget
- Plan and lead a change
- Make sound decisions under pressure

SIGNATURE OUTPUT

A personal leadership development plan and a change project proposal.

CERTIFICATION

DDI Executive Certificate on completion of the laboratories and an approved capstone and action plan. Certificate of Distinction for verified implementation at the Day 30 Clinic.

AFTER THE PROGRAMME

An online clinic on Day 30, ninety days of advisory support from the faculty, the full set of templates and the participant prompt toolkit, and membership of the DDI alumni network.

STRATEGIC AND EXECUTIVE LEADERSHIP

Negotiation, Diplomacy and Strategic Influence

Advanced Negotiation for Business, Government and International Settings

DATES	DURATION	LEVEL	SECTOR	FEE
15 to 19 May 2028	One week, Monday to Friday	(S) (E) Senior management, Executive	Public and private	£4,000 per participant

TODAY'S CHALLENGE

Leaders negotiate constantly, with investors, unions, donors and other governments, yet few have formal training.

THE 2030 HORIZON

AI-assisted preparation and cross-cultural skills will matter more as negotiations grow more complex.

WHO SHOULD ATTEND

Senior managers, diplomats, executives and officials who lead negotiations.

THE PROGRAMME WEEK

DAY 1 Monday
Foundations of Intelligent Leadership
How artificial intelligence works, where it fails, and the rules for its use in boards and leadership, tested in the first AI Laboratory.

DAY 2 Tuesday
Negotiation analysis and preparation

DAY 3 Wednesday
Multi-party and cross-cultural negotiation

DAY 4 Thursday
Economic diplomacy and investment negotiation

AI in negotiation preparation

DAY 5 Friday
Capstone and Certification
Syndicates present their capstones for expert review and receive their certificates.

BY THE FINAL DAY, PARTICIPANTS WILL BE ABLE TO

- Prepare a negotiation systematically
- Manage multi-party talks
- Negotiate across cultures
- Use AI in preparation

SIGNATURE OUTPUT

A negotiation plan for a real negotiation the participant faces.

CERTIFICATION

DDI Executive Certificate on completion of the laboratories and an approved capstone and action plan. Certificate of Distinction for verified implementation at the Day 30 Clinic.

AFTER THE PROGRAMME

An online clinic on Day 30, ninety days of advisory support from the faculty, the full set of templates and the participant prompt toolkit, and membership of the DDI alumni network.

FEES AND REGISTRATION

Participation Fees

ONE-WEEK PROGRAMMES

£2,700 to £4,500

per participant, set by the seniority of the cohort

TWO-WEEK PROGRAMMES

£7,500

per participant, in pounds sterling

The fee for each programme is shown on its page and in the calendar. Invoice on confirmation, with full payment four weeks before the start date. Sponsorship letters and purchase orders accepted. Institutions nominating five or more officers to one programme, or officers to three or more programmes in the calendar, may contact DDI about group arrangements.

PROGRAMME	COHORT	FEE PER PARTICIPANT
One week	Open to middle managers	**£2,700**
One week	Executive leadership	**£4,000**
One week	Boards and governing councils	**£4,500**
Two weeks	All levels	**£7,500**

THE FEE INCLUDES

- Tuition and all programme materials
- Supervised AI laboratories
- Daily lunch and refreshments
- DDI Executive Certificate
- Day 30 clinic and 90 days of support
- UK visa invitation letter

THE FEE EXCLUDES

- Flights
- UK visa fees
- Accommodation, which DDI can help arrange
- Airport transfers
- Travel and medical insurance
- Evening meals and personal expenses

CERTIFICATION

Participants who complete the laboratories and an approved capstone and action plan receive the DDI Executive Certificate. The certificate records the hours of structured learning completed. Those who verify implementation at the Day 30 Clinic receive the Certificate of Distinction.

MILITARY, PARAMILITARY AND SECURITY PARTICIPANTS

Programmes in the Defence, Security and Paramilitary Services sector are unclassified and run under the Chatham House Rule. Nominations from armed forces, police and paramilitary services should come through the nominating service's official channel, and DDI can provide letters suitable for defence attachés and high commissions.

HOW TO NOMINATE

Nominate
Send an official nomination letter to info@ddi.im

Confirm
Receive a provisional place and invoice

Visa
Request an invitation letter for each nominee

Pay
Settle in full four weeks before the start

Prepare
Joining instructions arrive two weeks before

NOMINATE YOUR OFFICERS

Register for 2027 and 2028

Send an official nomination letter naming each officer, the programme code and the chosen dates. Places are allocated in order of confirmed payment.

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