

Project Finance Training Directory

A comprehensive range of specialist project finance training programmes designed for practitioners by practitioners

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JH Consulting International is a multi-faceted training consultancy founded by two of the financial training industry's most experienced operators. With over five decades of experience working with stakeholders at all levels at some of the world's leading financial and corporate institutions from every continent, the firm creates significant value by creating customised training solutions unique to the needs of each client.

We operate across the spectrum of banking, finance and energy sectors including, Capital Markets, Risk Management, Corporate Finance, Project Finance, Trade Finance, Credit, Private Equity, Financial Crime, Operations, Fintech, Energy, Regulation and Compliance.

We deliver training in the major financial markets around the world with operations in London, Milan and North America.



Outstanding Faculty of Experts

Our faculty is comprised of some of the leading subject matter experts in their field. You'll benefit from learning content 100% applicable to your needs.

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We create learning experiences that are engaging, focused and state of the art. We embrace and utilize a range of platforms and tools to make sure you have an outstanding experience.

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A one-size fits all approach to learning and training is a thing of the past. Our courses are all customized to the specific needs of each client, guaranteeing the results you need.

We Know What Works

With over five decades of experience in corporate learning and training, we have a depth of experience that other companies could only wish for. Our clients trust us to deliver.

PROJECT FINANCE WORKSHOP

CHARACTERISTICS OF PROJECT FINANCE

- The limitation of recourse
- The due diligences required
- The choice of entity as the SPV
- The role of the project cash flow model
- The significance of debt risk vs. commercial risk
- The role of contract in limited recourse financings
- The role of security in limited recourse financings
- The rationale for selecting project finance

CONTRACTS AND CROSS-BORDER ENFORCEMENT

- Why enforcement can be problematic
- The shortcomings of contractual litigation in limited recourse financings
- Dispute resolution - typical structure and procedure
- Arbitration and the NY Convention

PPP AND INFRASTRUCTURE PROJECTS

- PPP projects contrasted with industrial/extractive industry projects
- The motivations and objectives behind PPPs
- The role of the parties and the sequence of implementation
- Public sector procurement
- The structure of concession agreements
- Parallels between PPP and BOT

PRE-COMPLETION

- Liquidated damages
- Performance bonds and retentions
- Fixed price, lump sum, liquidity
- Variation and change orders
- Turnkey EPC structures
- Standard form contracts – eg FIDIC
- Completion guarantees, refinancing risk
- Technology, logistics, and learning curve risks

PROJECT FINANCE WORKSHOP continued

MARKET AND OPERATING RISKS

- Offtake agreements and the errors that often occur
- Availability risk vs market risk
- Take-or-pay features
- Hidden recourse structures
- Exclusions
- Implications of market volatility

PROJECT CASH FLOW AND DEBT STRUCTURING

- Risk – solvency risk vs volatility risk
- Free cash flow – why is it fundamental to analysis
- Liquidity – creating ‘suspension’ for the special purpose vehicle
- The six classifications for the management of Risk
- Cash Available for Debt Service (CADS)
- Loan life cover, project life cover, debt service cover (LLCR and ADSCR)
- Surplus cash flows, lock-up, cash sweeps
- Waterfall/cascade, reserve accounts
- Contingency reserves
- Designing structures to match cash flows
- Dealing with default
- Mortgage debentures/fixed and floating charges
- Separating risk-taking and funding

EXPORT CREDIT AGENCIES

- Buyer credits
- Political and commercial risk cover
- Concessional CIRR finance rates
- Lines of credit

SPONSOR PERSPECTIVE

- The investment analysis without project finance
- The difference in approach with a limited recourse structure
- Project IRR contrasted with Equity/Sponsor IRR
- The drivers of Sponsor IRR – and implications of negotiation of the financing term sheet
- Adaptations to the evaluation of projects in emerging markets

TECHNICAL ISSUES IN LIMITED RECOURSE FINANCINGS

- The proper calculation of IRR
- Insurances – pre-completion and operating phase
- Assignment and cut-through agreements
- The options for dealing with political risk
- Environmental risks – the limitations of insurance
- Currency exposures – optional approaches to structuring
- Financings involving multilateral agencies – implications

Bond Financing

- The history of bond finance of limited recourse SPVs
- Cross-border bonds – prerequisites
- Rule 144A – implications for emerging market projects
- Rating agencies – approach to different sectors
- Piercing the sovereign ceiling
- The limited window for high yield bonds
- Why use bond financing – advantages and disadvantages
- Domestic bonds
- Credit enhancement – monoline insurance

PROJECT FINANCE DOCUMENTATION

CONSORTIA AGREEMENTS

- The structural choices;
- The range of recourse structures;
- Changes to ownership – lock-ins, conditional consents;
- Dragalong rights;
- Rights of first refusal, matching rights, put & call options

TURNKEY EPC CONTRACTS

- The importance of functional specifications
- The tendering process
- Procurement and alternative methods
- Pre-qualification
- Structure of insurances
- Environmental impact analysis and environmental liability
- Design responsibility
- The management of scope, cost and time
- Project quality performance
- Liquidated damages
- Performance bonds and retentions
- Variation and change orders
- Completion guarantees
- The six “killers” of project financings
- Performance security
- Fossils and artifacts
- Inspection, testing, rejection
- Remedial works

- Commencement
 - Delays
 - Suspension and resumption
- Completion tests
- Taking over
- Defects liability
- Variations, adjustment
- Contract price and payment
- Termination by employer
- Suspension and termination by contractor
- Division of risks
- Force majeure
- Contractor’s claims
- Dispute adjudication

OFFTAKE AGREEMENTS

- The dangers of rigid contractual structures;
- Deficiency Guarantees to support Project Revenues;
- The take-or-pay structure;
- Hidden recourse – why and how

PROJECT FINANCE DOCUMENTATION continued

POWER PURCHASE AGREEMENTS

- Components of a Power Purchase Agreement
- Heat rate, degradation, parasitic load, unscheduled outages
- Interconnection responsibilities
- Commitments on dispatch
- Tariff adjustments
- Capacity charge, energy charge
- Generator covenants
- Maintenance & scheduled outages
- Early termination rights
- Change in law
- Force majeure
- Events of default
- Adaptations for renewable energy PPAs

CONCESSION AGREEMENTS

- Standard form contracts, service agreements, toll-based contracts
- Revenue basis – cost plus, unitary charge, tolls, hybrids
- Legal issues pertinent to PPP
- The consortium -vs- commissioning authority relationship
- The components of a Concession Agreement
- Tariff setting, tariff resets
- Benchmarking, market testing and resetting of revenue drivers, basis risk
- Currency exposures and mismatches
- Political force majeure, contract frustration;
- Termination

- Compensation clauses and financier exposure
- Direct agreements
- Step-in rights
- Collateral works
- Partial recourse structures
- Resumption of project assets and operations
- Performance incentives
- Political risk management

FINANCING AGREEMENTS

- The loan syndication process
- The term sheet
- Particular features of project financings
 - The cashflow waterfall
 - The role of the project cashflow model
 - LLCR and ADSCR
 - Cash sweeps
 - Distribution lockups
- The layout of the loan agreement
- Key issues for lenders
 - Material adverse change
 - Drawdown stops
 - Waivers and rectification
 - Market disruption, increased costs
 - Negligence – of agent bank or consultants
 - Disclaimers

PROJECT FINANCE DOCUMENTATION continued

- Legal opinions
- Non-exclusive jurisdiction
- Loan liquidity, sell-down, novation, assignments
- Enforcement implications
- Environmental liability
- Key issues for sponsors
 - Conditions precedent to distributions to sponsors
 - The trigger for recourse
 - The quantum of recourse
 - 3-dimensional leverage, incl. Maturity, grace, sculpting
 - Majority lenders, snooze 'n lose
 - Removing individual financier participants, 'yank the bank', super majorities
- Other key issues:
 - Reps & warranties, repeating reps
 - Sponsor lock-ins, change of control
 - Sponsor insolvency
 - Appropriations, partial payments
 - Illegality and severance
 - The effects of basle 3 and solvency 2
- Lender rights upon default
- Reschedulings, restructurings

SECURITY

- Potential security
 - Project assets, SPV ownership interest, assignment of contractual rights
- A classification of security:
 - Mortgages
 - Fixed and floating charge
 - Liens and pledges
 - Hypothecation
 - Assignments
- The limitations of security in project financings
- Avoiding security:
 - Use of the unincorporated joint venture
 - Use of the bankruptcy remote vehicle
- The role of a security trustee

PROJECT FINANCE MODELLING

MODEL DESIGN

- Different analytical purposes = different methods of modelling implementation
- Valuation and feasibility models
- Finance structuring models
- Statistical probability models
- Data manipulation models
- Designing the analysis worksheet
- Determining the functionality of the model
- Structuring how inputs will be accessed and controlled
- The importance of the logic flow through the model
- The layout of the worksheets within the workbook
- The layout of the individual worksheets

MODELLING BEST PRACTICE

- Consistent timelines – how to protect
- Consistent formulae across rows
- Hard coding in formulae
- Usability
- NW to SE workflow
- Modelling efficiency
- Circular references
- Which are permissible and which not
- Work-arounds if the model needs to be audited
- Macros

ANALYSIS

- Identifying (and explaining) the elements the model needs to capture:
 - Sensitivity analysis
 - Breakeven analysis
 - Scenario analysis

CONSTRUCTION PHASE

- Identifying (and explaining) the elements the model needs to capture:
 - Cost overruns
 - Delays
 - Variation orders
 - Staged payments
 - Maintenance and refurbishment cycle
 - Liquidated damages
 - Performance bonds
 - Retentions
 - Multiple currencies
 - The financing structure
 - Multiple tranche drawdowns
 - Interest during construction
 - Standby financings

PROJECT FINANCE MODELLING continued

GENERATION, REVENUE AND OPERATING COSTS

- Identifying (and explaining) the elements the model needs to capture:
- Rated capacity and internal works power
- Plant load factor
- Planned outages
- Unscheduled outages
- The heat rate
- Degradation
- Thermal efficiency of fuel;
- Carbon content of fuel
- Various other operating costs

VOLATILITY MODELLING EXPLAINED

- Project dynamics
- Modelling of cost structures
- Quantification of risk

PROCEDURES UPON RECEIVING A MODEL

- The recommended layout and inter-relationship of worksheets for a typical project finance model
- Shortcuts to determine a received model's architecture
- The use of audit software
- Detecting breach of excel best practice rules
- Listing of formulas and cell references that need checking
- Tracing the logic flow

IRR - MODELLING

- The errors usually encountered
- what is wrong with using IRR, XIRR and NPV functions
- the correct methodology for implementing IRR calculations

FINANCING WORKSHEETS

- Identifying (and explaining) the elements the model needs to capture:
- Annuity style amortisation
- Straight-line amortisation
- Sculpted amortisation
- Cash sweeps
- Loan life cover ratio
- Annual debt service cover ratio
- Cashflow lockups

FINAL TOUCHES TO THE MODEL

- Inserting the status worksheet
- Inserting the summary worksheet
- Reconciling the various elements in the financial statements
- Modelling the consequences of currency schism and currency divergence
- Methodology for 'debugging' models
- Setting up worksheet controls and error warnings

INFRASTRUCTURE PROJECT FINANCE

CHARACTERISTICS OF PROJECT FINANCE

- Characteristics of limited recourse financing
- The due diligences required
- The choice of entity as the SPV
- The role of the project cash flow model
- The significance of debt risk vs. commercial risk
- The role of contract in limited recourse financings
- The role of security in limited recourse financings
- The role of the project cashflow model
- The rationale for selecting project finance

BOT, PFI & PPP

- Explanation of BOT, PFI and PPP
- Motivations of the commissioning authority
- The procurement process – OBC, VFM, PSC, ITN, BFO, FBC
- Critique of PPP – pros and cons
- The perceived weaknesses of PF1
- The new rules and structures introduced by 'PF2'
- Differences between PPP and other forms of project finance
- The administration of PPP
- Political risk and political risk insurances

CONTRACTS AND CROSS-BORDER ENFORCEMENT

- Why enforcement can be problematic
- The shortcomings of contractual litigation in limited recourse financings
- Dispute resolution - typical structure and procedure
- Arbitration and the NY Convention

THE DEVELOPMENT - PRE-COMPLETION

- Risk identification, cost overrun, delays, performance
- The importance of functional specifications
- Structure of insurances
- Environmental impact analysis and environmental liability
- The management of scope, cost, time
- Project quality performance
- The FIDIC turnkey EPC contract
- Liquidated damages, performance bonds, retentions
- Variation and change orders
- Completion guarantees
- Credit guarantee facility
- The six 'killers' of project finance

CONCESSION AGREEMENTS

- Standard form contracts, service agreements, toll-based contracts
- Revenue basis – cost plus, unitary charge, tolls, hybrids
- Legal issues pertinent to PPP
- The consortium -vs- commissioning authority relationship
- The components of a Concession Agreement
- Tariff setting, tariff resets
- Benchmarking, market testing and resetting of revenue drivers, basis risk
- Currency exposures and mismatches
- Political force majeure, contract frustration
- Termination
- Compensation clauses and financier exposure
- Direct agreements
- Step-in rights

INFRASTRUCTURE PROJECT FINANCE

continued

PROJECT CASH FLOW AND DEBT STRUCTURING

- Risk – solvency risk vs volatility risk
- Free Cash Flow, CFADS – importance and derivation
- Cash management issues
- Liquidity –creating ‘suspension’ for the special purpose vehicle
- Cash Available for Debt Service (CADS)
- Debt sizing with cover ratios
- Loan life cover, project life cover, debt service cover
- Surplus cash flows, lock-up, cash sweeps
- Cashflow waterfall
- Control and reserve accounts – purpose and derivation
- Contingency reserves
- Designing amortisation to match cash flows
- ‘Trapped’ cash, minimum capitalisation laws
- Embedded recourse
- Sponsor evaluation process
- Sponsor IRR vs Project IRR
- The 5 drivers of a Sponsor IRR
- Mortgage debentures/fixed and floating charges
- Separating risk-taking and funding

DEALING WITH RISK

- The 3 step analytical approach
- Putting ‘suspension’ on the Special Purpose Vehicle
- The 6 methods for dealing with volatility
- The ingredients of volatility modelling
- Illustration of the implementation of scenario analysis

LOAN RESTRUCTURING & WORKOUT

- Implications of default in corporate lending
- Implications of default in project financings
- Restructuring – optional choices if no new money required
- Restructuring – optional choices if new money is required

EXPORT CREDIT AGENCIES

- Buyer credits
- Political and commercial risk cover
- Concessional CIRR finance rates
- Lines of credit
- Advantages/disadvantages of ECA involvement

LOAN DOCUMENTATION

- The process of international loan syndication
- Principles of common law
- Conditions precedent
- Representations & warranties
- Undertakings
- Events of Default
- The Agency clause

TECHNICAL ISSUES IN LIMITED RECOURSE FINANCINGS

- Assignment and cut-through agreements
- The options for dealing with political risk
- Environmental risks – the limitations of insurance
- Financings involving multilateral agencies – implications
- Direct agreements, step-in rights

PROJECT FINANCE SCHOOL

CHARACTERISTICS OF PROJECT FINANCE

- Characteristics of limited recourse financing
- The due diligences required
- The choice of entity as the SPV
- The role of the project cash flow model
- The significance of debt risk vs. commercial risk
- The role of contract in limited recourse financings
- The role of security in limited recourse financings
- The role of the project cashflow model
- The rationale for selecting project finance

CONTRACTS AND CROSS-BORDER ENFORCEMENT

- Why enforcement can be problematic
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PPP AND INFRASTRUCTURE PROJECTS

- PPP projects contrasted with industrial/extractive industry projects
- The motivations and objectives behind PPPs
- The role of the parties and the sequence of implementation
- Public sector procurement
- The structure of concession agreements

PRE-COMPLETION

- Standard form contracts – eg FIDIC
- Liquidated damages
- Performance bonds and retentions
- Fixed price, lump sum, liquidity
- Variation and change orders
- Turnkey EPC structures
- Completion guarantees, refinancing risk
- Technology, logistics and learning curve risks

MARKET AND OPERATING RISKS

- Offtake agreements and the errors that often occur
- Availability risk vs. market risk
- Take-or-pay features
- Hidden recourse structures
- Exclusions
- Implications of market volatility

PROJECT FINANCE SCHOOL continued

PROJECT CASH FLOW AND DEBT STRUCTURING

- Risk – solvency risk vs volatility risk
- Free Cash Flow – why is it fundamental to analysis
- Cash management issues
- Liquidity –creating ‘suspension’ for the special purpose vehicle
- Cash Available for Debt Service (CADS)
- Loan life cover, project life cover, debt service cover
- Surplus cash flows, lock-up, cash sweeps
- Cashflow waterfall - reserve accounts
- Contingency reserves
- Designing amortisation to match cash flows
- Dealing with default
- Mortgage debentures/fixed and floating charges
- Separating risk-taking and funding

PROJECT CASH FLOW MODELS

- Project dynamics, origins of cash flow volatility
- Limitations of predictive modelling
- The importance of risk-measurement or volatility models
- Modelling of cost structures
- Model design and layout
- Organisation of the worksheets
- Allocation of risks/cash flow volatilities
- Scenario testing and break-even analysis
- Summarising the outputs of the model
- Routines for assisting third party negotiations

DEMONSTRATION EXERCISES

- Pre-completion
- Depreciation
- Amortisation of debt
- Cash sweeps
- Cash flow waterfall
- Currency schism
- Calculation of returns
- Sensitivity analysis and scenarios
- Break-even analysis

TECHNICAL ISSUES IN LIMITED RECOURSE FINANCINGS

- The proper calculation of IRR
- Insurances: pre-completion and operating phase
- Assignment and cut-through agreements
- The options for dealing with political risk
- Environmental risks – the limitations of insurance
- Currency exposures – optional approaches to structuring
- Financings involving multilateral agencies - implications
- Direct agreements
- Step-in rights

PROJECT FINANCE SCHOOL continued

BOND FINANCING

- The history of bond finance for limited recourse SPVs
- Cross-border bonds – prerequisites
- Rule 144A – implications for emerging market projects
- Rating agencies – approach to different sectors
- Piercing the sovereign ceiling
- The limited window for high yield bonds
- Why use bond financing – advantages and disadvantages
- Domestic bonds
- Credit enhancement – monoline insurance

SPONSOR PERSPECTIVE

- The investment analysis without project finance
- The difference in approach with a limited recourse structure
- Project IRR contrasted with Equity/Sponsor IRR
- The drivers of Sponsor IRR: the implications of negotiation of the financing term sheet
- Evaluation of projects in emerging markets

EXPORT CREDIT AGENCIES

Buyer credits

Political and commercial risk cover

Concessional CIRR finance rates

Lines of credit

Advantages/disadvantages of ECA involvement

“REAL LIFE” CASE STUDIES – PUTTING THEORY INTO PRACTICE

The overall aim of the programme is to increase and optimise your practical project finance skills and in order to achieve this goal, the programme includes thirteen or more detailed and interactive case-studies covering the following sectors:

- PFI transport (rail)
- LNG
- Leisure – Resort
- PFI hospital
- Pipeline
- PPA Power
- Merchant power
- Airport
- Oilfield
- Toll-road
- Mining
- Telecoms

OIL & GAS PROJECT FINANCE

LIMITED RECOURSE FINANCINGS

- The principal features of a project financing
- The due diligences required
- The choice of project entity
- The role of contract
- The role of the project cashflow model
- The rationale for selecting project finance

THE PARTICULAR FINANCING ISSUES TO BE CONFRONTED IN ENERGY PROJECTS

- From upstream to downstream – the hydrocarbon value chain
- Political risk – the 3 types – see later
- Environmental/regulatory risk
- The challenges of upstream oil and gas
 - Reserves estimation – classifications, lender basis, sponsor basis
 - Extraction dynamics
 - Exploration finance
 - Development finance
 - Reserve-based lending
 - Determining the borrowing base for a basket- europe, N.America
 - Perfection of security

- The challenges of LNG
 - The traditional financing of long term contracts in liquefaction, regas, and shipping
 - The impact of the emergence of spot markets
 - Financing the integrated chain
 - Accommodating flexibility into contracts and financing
 - The purposes of an unincorporated joint venture
- The challenges of refineries
 - The different types of refinery and cracker
 - Hedging, tolling
 - Debt sizing
 - Amortisation structure
- The challenges of pipelines
 - Throughput agreements
 - Interfaces – upstream supply, offtake
 - Rights of way
 - Social and security implications
- The challenges of petrochemicals
 - Feedstock
 - Marketing, offtake
 - Agency and licensing

LEGAL ISSUES

- The problem with using litigation to enforce rights
- Alternative dispute resolution procedures
- Reversal of the plaintiff / defendant positions through contract structuring
- ADR conditions precedent for financing

OIL & GAS PROJECT FINANCE continued

PRE-COMPLETION RISKS

- Liquidated damages
- Policing the liquidated damages - performance bonds and retentions
- Fixed price, lump sum, liquidity
- The implication of change orders, cost overruns
- Turnkey EPC structures
- Standard form contracts
- Completion guarantees, refinancing risk
- The assigned insurances relevant as lender security
- Completion testing, retentions, latent defects and warranties

OFFTAKE AGREEMENTS

- Classification of different cashflow profiles within the energy sector
- Options for managing price volatility risk
- The security implications of take-or-pay
- Foreign exchange issues
- Hidden recourse

FINANCING STRUCTURES

- Risk and its relationship to cashflow
- The central importance of FCF
- The origins of cashflow volatility – the dynamics of project cashflow
- Debt sizing
- LLCR and ADSCR covenants
- When will a cash sweep be typically applied
- Providing liquidity ‘suspension’ for the special purpose vehicle
- Different structures to control and capture the cashflow
- The borrowing base:
 - Balancing the asset mix
 - Adding, removing assets
 - Redeterminations
 - Distribution controls
 - Stretched borrowing base, unitranche
- Cashflow waterfall
- The different types of control accounts
- The syndication process
- Tailoring the structure to the project cashflow
- Consequences of default

OIL & GAS PROJECT FINANCE continued

THE ROLE OF THE MODEL IN PROJECT FINANCE

- Debt serviceability and cashflow volatility
- The 'problem' with predictive modelling
- Purpose of model – initial feasibility, financing choice, post-completion monitoring, etc
- The layout and flow of the model
- The importance of the drivers and the profiles
- Treatment of currency issues and escalation
- Interface of risk quantification and risk allocation
- Methods for processing sensitivities, break-even analysis, and scenarios

MODEL REVIEWING

- Procedures on receiving a model
- Identifying the architecture of the model
- The use of audit software
- Model flow
- Building a trace diagram of the logic tree

CAPITAL MARKETS

- Rule 144A bond financings – origins and implications
- The bond rating and its importance
- The effect and implications of the sovereign debt rating
- Enhancing the credit and the rating – piercing the sovereign ceiling
- The advantages of bond financing compared to bank syndication

THE ANALYSIS BY PROJECT SPONSORS

- How investment appraisal differs between normal investment and project-financed investment
- Frequently encountered errors in calculating the rate of return
- Project IRR contrasted with the total return to sponsors
- The implementation of the return calculation in excel
- The contractual negotiation with financiers – what clauses impact the sponsor IRR

DEALING WITH DEFAULT

- Why events of default are not so serious in consequence in the majority of instances
- Rescheduling
- Restructuring
- The role of security and assignments
- The range of options in dealing with failures in debt serviceability

POLITICAL RISK

- Insurers of political risk and the forms of cover available
- The various roles that can be performed by export credit agencies
- Typical lending structures of ecas
- Multilaterals and the typical lending structures encountered

Final thoughts on partnering with JH Consulting International



All our trainings are built around the specific needs of your business and the groups being trained – everything we do is customised for you at no extra charge!



You'll be able to implement your new skills immediately – our courses are designed by practitioners for practitioners.



Our courses can be delivered via virtual platforms or delivered in person where it is safe and appropriate to do so.



We know how to make virtual trainings engaging, impactful and highly effective – don't waste your time with a boring trainer talking to a set of PowerPoint slides!



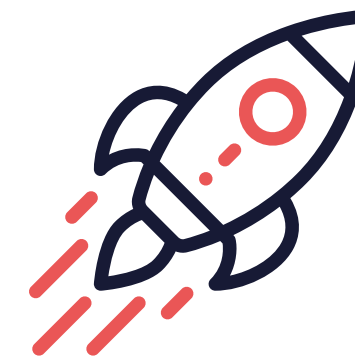
We are focused on creating value, by giving you the best possible training for the best possible price – we know our fees are better than our competitors, but so is our service!



You'll receive a level of service that is so unique you'll ask why other providers don't go the extra mile the way we do!



We have relationships with universities and professional bodies around the world and are able to secure academic accreditation where appropriate.



With five decades of international training experience under our belts, you can trust us to deliver.



Let's make some amazing learning
happen

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