COURSE OUTLINE

RISK MANAGEMENT FOR PROJECTS, PROGRAMMES AND OPERATIONS

OVERVIEW

In the current fast-paced and challenging business landscape, organizations face a myriad of risks that can impact the successful delivery of projects, the effectiveness of programmes, and the efficiency of operational activities. These risks range from financial uncertainties and technological challenges to market fluctuations and regulatory changes. To navigate these complexities and achieve their objectives, organizations must adopt robust risk management techniques that are tailored to their specific needs. At its core, risk management is a systematic process of identifying, assessing, prioritising, and mitigating risks. It involves anticipating potential threats and opportunities, analysing their potential impact and likelihood, and developing strategies to either avoid, minimise, transfer, or accept these risks. Risk management is not about eliminating risks entirely but rather managing them in a way that aligns with organisational goals and objectives.

Effective risk management is a strategic imperative for organisations seeking to navigate uncertainties, seize opportunities, and achieve sustainable success. By employing tailored risk management techniques for projects, programmes, and operations, participants can enhance decision-making, improve resilience, and drive value creation.

In this course, participants will delve deeper into these risk management techniques, explore best practices, and equip you with the knowledge and skills to become proficient in managing risks across various organizational domains.

COURSE OBJECTIVES

Upon completion of this course, participants should be able to:

- Define the concept of risk and its significance in project, program, and operational contexts as well as explain the risk management process and its key components.
- Conduct qualitative and quantitative risk assessments to evaluate the potential impact and likelihood of risks.
- Develop risk management plans that include risk response strategies such as mitigation, acceptance, avoidance, and transfer.
- Implement effective risk monitoring techniques to track identified risks throughout the project, program, or operational lifecycle.
- Integrate risk management into business processes and decision-making frameworks as well as foster a risk-aware culture and promote organisational resilience.

- Apply risk management techniques specifically tailored to project management, including risk identification during project initiation, risk planning during project execution, and risk monitoring and control throughout the project lifecycle.
- Manage risks across multiple projects within a programmes, including program-level risk assessment, prioritization, and mitigation strategies.
- Identify and assess operational risks, implement controls, and continuously improve operational processes to minimise risks.

TARGET AUDIENCE

This course is suitable for a wide range of project professionals which include the following;

- Project Managers
- Program Directors
- Operations Managers
- Risk Management Professionals
- Business Analysts

COURSE CONTENT

Introduction to Risk Management

- Understanding risk in project, programmes, and operational contexts
- Importance of risk management in achieving objectives
- Key terminology and concepts in risk management

Risk Identification

- Techniques for identifying risks in projects, programmes, and operations
- Risk identification workshops and brainstorming sessions
- Using historical data and lessons learned to identify risks
- Risk registers and documentation

Risk Assessment and Prioritization

- Qualitative vs. quantitative risk assessment methods
- Probability and impact assessment for risk prioritisation
- Risk matrix and risk scoring techniques
- Establishing risk tolerance levels

Risk Mitigation Strategies and Techniques

- Developing risk response plans
- Risk avoidance, mitigation, transfer, and acceptance strategies

- Contingency planning and reserves
- Monitoring and updating risk response plans

Risk Monitoring and Control

- Continuous risk monitoring throughout the project lifecycle
- Key risk indicators (KRIs) and risk triggers
- Implementing risk control measures
- Reviewing and updating risk management plans

Project and Programme Risk Management

- Risk management in project initiation and planning
- Risk management during project execution
- Managing risks across multiple projects (program-level risks)
- Programme risk assessment and prioritization
- Programme risk mitigation strategies

Integrating Risk Management into Project, Program, and Operational Processes

- Embedding risk management into project management methodologies (e.g., PMBOK, PRINCE2)
- Linking risk management to strategic planning and decision-making
- Communicating and reporting on risk management activities to stakeholders
- Lessons learned and continuous improvement in risk management processes

APPROACH TO TRAINING

The course will use a mix of presentations, discussions, and case studies. Additionally, group work sessions will give participants the opportunity to apply the course concepts and content to the specific situation in their own countries; and to interact with and draw on the experiences of other participants/countries.

Although participants will usually work in groups, there will be an expectation for each person to develop an individual action plan for implementation on return to their working environment.

STRATEGIC LEADERSHIP AND MODERN MANAGEMENT

COURSE BACKGROUND

In today's rapidly changing business landscape, organisations require leaders who can navigate complexities, make strategic decisions, and drive innovation. This course on Strategic Leadership and Modern Management is designed to equip participants with the knowledge and skills to excel in leadership roles by covering essential concepts, tools, and strategies for effective leadership in a dynamic environment where traditional approaches may no longer suffice. In an era marked by digital transformation, globalization, and unprecedented challenges, the need for forward-thinking leaders has never been more critical. Participants will gain insights into cutting-edge leadership practices, enabling them to adapt swiftly to emerging trends and disruptions. Through a blend of theoretical knowledge and practical application, this course will empower individuals to lead with confidence, harness the power of technology, and foster a culture of innovation within their organisations. By the end of this programmes, participants will be equipped with the skills needed to not only survive but thrive in the ever-evolving landscape of modern business leadership.

COURSE OBJECTIVES

• Understand the principles of strategic leadership and their importance in modern organizations.

• Develop the ability to formulate and execute effective organizational strategies.

• Enhance decision-making skills through data-driven and evidence-based approaches.

• Cultivate adaptive leadership techniques to lead diverse and dynamic teams.

• Foster innovation and change management capabilities to stay competitive in the market.

TRAINING METHODOLOGY

This course will employ a blend of interactive methods, including case studies, group discussions, role-playing exercises, and guest speaker sessions. Participants will have access to relevant literature and online resources for self-study. Continuous assessment and feedback will be provided to ensure effective learning.

ORGANISATIONAL BENEFITS

• Improved strategic planning and execution.

- Enhanced leadership capabilities across the organization.

- Increased innovation and adaptability.

- Better alignment of teams with organizational goals.

- Higher employee engagement and retention.

- Competitive advantage in a rapidly changing business environment.

PERSONAL BENEFITS

- Enhanced leadership skills and career advancement opportunities.

- Improved decision-making abilities.

- Better communication and conflict resolution skills.

- Greater confidence in managing complex situations.

- Enhanced ability to drive personal and professional growth.

WHO SHOULD ATTEND?

- Senior Managers and Executives

- Mid-level Managers

- Team Leaders

- Entrepreneurs and Business Owners

- Professionals aspiring for leadership roles

- Anyone interested in enhancing their strategic leadership and management skills.

COURSE CONTENT

Fundamentals of Strategic Leadership

- The role of leadership in organisations.

- Strategic thinking and planning.

- Leadership styles and approaches.

- Ethical leadership and social responsibility.

- Leading change and fostering innovation.

Strategic Decision Making

- Decision-making models and frameworks.

- Data-driven decision making.

- Risk assessment and management.

- Strategic negotiation and conflict resolution.

- Case studies in effective decision making.

Leading High-Performing Teams

- Team dynamics and building trust.

- Motivating and engaging teams.

- Coaching and mentoring.

- Diversity and inclusion in leadership.

- Team performance evaluation and improvement. Module

Strategic Communication and Stakeholder Management

- Effective communication strategies.

- Stakeholder analysis and engagement.

- Managing difficult conversations.

- Crisis communication and reputation management.

- Building and sustaining relationships.

Leading in a Digital Age

- Digital transformation and leadership.

- Managing difficult conversation

- Harnessing technology for strategic advantage.

- Cybersecurity and data privacy.

- Leading remote and virtual teams.

- Harnessing technology for strategic advantage.

- Cybersecurity and data privacy.

- Leading remote and virtual teams.

- The future of leadership in a tech-driven world.

NOTE

Course participants are invited to highlight topics of interest before the detailed course schedule is prepared for commencement. This will usually be on the orientation day. Every effort will be made to accommodate participants training needs within the general scope of the course.

EFFECTIVE MANAGEMENT SKILLS

COURSE OVERVIEW

This course will increase understanding and awareness of managing staff, and developing leadership skills. Areas to be covered will include theoretical underpinnings to discuss leadership and management, human resource management, motivation and reward, conflict resolution and managing self.

This course is designed to provide students with an insight of the principles and strategies necessary to understand the differences and similarities between leadership and management. The course aims to provide students with knowledge of organisational theory, and models of management that underpins their own management practice, enabling them to clarify their own thinking about the role of the manager/leader in general. This course is structured to augment the qualities, skills and technical competence needed to efficiently plan, manage and administer organisations financial plans and strategies for cost control measures in today's business environment.

COURSE OBJECTIVES

On completion, participants should be able to:

- Distinguish between the differences between leadership and management
- Analyse theoretical underpinnings and practical examples in management leadership
- Demonstrate key aspects of management
- Identify strengths and weaknesses in leadership/management styles
- Critically analyse their own management/leadership style and its effectiveness
- Discover ways of identifying problems, prioritising problems, and implementing solutions effectively.
- Empower your workgroup through delegation and coaching.
- Discover the stages of team development and examine the need for regular team meetings.
  COURSE CONTENT
- Developing as a Manager

- The Role of an Effective Manager
- Personal Skills Development
- Communicating Successfully
  - Leading and communicating effectively
  - Manage Better by Listening

Planning and Time management

Budgeting
- o Time management techniques
- o Prioritising and scheduling

Stress management
- o Sources of stress
- o Staff management and stress
- o Dealing with stress

Managing difficult staffs
- o Characteristics of difficult staffs
- o Using reward and punishment

Motivation and Reward Management
- o Types of motivation
- o Performance and rewards
- o Developing a highly motivated staff

Managing, Equality, Equity and Diversity,
- o Developing the right organisational culture.
- o Challenges of associated with EED

Recruitment of Staff
- o Recruiting staffs internally
- o Recruiting staffs externally

WHO SHOULD ATTEND

- Managers/ HR managers
- Supervisors/Team leaders
- Middle Management officers

TRAINING APPROACH

The primary objective of our training is to ensure that the knowledge acquired is applied successfully, adding real value and making a visible difference to work performance in the business environment. The course has a strong focus on an outcome-based approach; and is delivered on a highly interactive basis, encouraging active delegate participation using:

- Break-away sessions
- Relevant business exercises
- Presentations
- Demonstrations
- Discussion activities and Case studies

Revenue Management

course overview

Revenue management course will help participants to understand the market environment, predict customer demands and implement better pricing strategies in order to increase revenue in their organisations. Participants will be equipped with the skills needed to boost revenues. The course will educate you on the key performance indicators and everything needed upskill you on revenue management to increase profitability. You will learn the process of forecasting and pricing strategies of revenue management.

Who should Attend?

- Revenue Managers
- Revenue officers/collector
- Local government staff
- Accountants/ Accounting staff

Course Outline

Getting Started with Revenue Management (RM)

- What is Revenue Management (RM)?
- Origins of Revenue Management (RM)
- Conceptual Framework of Revenue Management
- Overview of RM System

Single-Resource and Network Capacity Control

- Introduction to Single-Resource Controls
- Static Models
- Adaptive Models
- Group Arrivals and Dynamic Models
- Customer-Choice Behaviour
- What is Network Capacity Control?
- Theory for Optimal Network Control
- Approximations based on Network Models and Decomposition
- Stochastic Gradient Methods

- Asymptotic Analysis of Network Problems

Customer-Behaviour and Market-Response Models

- Independent-Demand Model
- Models of Individual Customer Choice
- Models of Aggregate Demand

Economies of Revenue Management

- Perfect Competition
- Monopoly Pricing
- Price and Capacity Competition in an Oligopoly

Estimation and Forecasting

- What is Estimation and its Models?
- Forecasting and its Methods
- Data Incompleteness and Un-constraining
- Error Tracking and System Control
- Industry Models for RM Estimation and Forecasting

Implementation of Revenue Management

- Segmentation and Product Design
- System Architecture, Hardware, Software, and Interfaces
- Revenue-Opportunity Assessment and Revenue-Benefits Measurement
- Revenue Management Simulation
- Customer Perceptions and Reactions
- Cultural, Organisational, and Training Issues
- Implementation of RM in Various Industries

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- Demonstrations
- Discussion activities and
- Case studies

PAYROLL ADMINISTRATION AND PENSION MANAGEMENT

COURSE OVERVIEW

This is a course dedicated to broaden the understanding, skill and practice of efficiently administering payroll and the management of pensions of firm employees and individuals. This will enable practitioners improve their functions in the payroll department, enhancing efficiency and reducing error rates. Payroll Administration and Pension Management is ideal for anyone new to payroll and pension, or who wants to enhance an existing system.

The course is designed to allow participants build knowledge on how to compute potential employee wages and salaries and the amount withheld for income tax, unemployment compensation and social security. The course will also allow participants to gain an insight into the issues surrounding retirements, pension and pension fund management. This will fully prepare practitioners from both private and public sectors to overcome payroll and pension management challenges.

COURSE OBJECTIVES: By the end of the entire course, participant should be able to:

- Cite the types of payroll systems, and note how payroll confidentiality is maintained.

- Note the circumstances under which someone is defined as an employee, and how an employee designation impacts the applicability of payroll taxes.

- Identify the circumstances under which different time tracking methodologies are most useful.

- Note the methods under which compensation is calculated for employees.

- Cite the tax treatment of various types of benefits.

- State the types of deductions from pay, and why they are used.

- Recognize the methods for paying payroll taxes.

- State the methods and related rules under which a business remits payroll taxes to the government.

- Note where payroll transactions are recorded in the accounting records, and how payroll accruals are used.

- Cite the actions taken to maintain control over the payroll function, and note the types of controls that can be used.

- Identify the more common payroll measurements, and note how they can be calculated and why they are used.

- Identify the functions/role of various personnel under pension management.

- Understand issues concerning employee benefits

- Discus factors to consider when setting up a pension scheme.

COURSE CONTENT

A. PAYROLL ADMINISTRATION

Calculating and deducting tax

- Who pays tax?
- When do you pay tax?
- How does the PAYE scheme work for income tax?
- Which personal allowance?
- Making the calculations easier

National Insurance Scheme

- What is National Insurance?
- Making NIC calculations
- Rates of NIC
- Completing the deductions working sheet

Making Payments

- Methods of payment

- Preparing pay slips
- Paying over tax and NICs collected

Calculating Employees Pay

- Employee records
- Gross pay
- Wages and salaries
- Overtime and shift payments
- Bonus and commission payments
- Holiday pay
- Statutory sick pay (SSP)/ Statutory maternity pay (SMP)
- Expenses

B. PENSION PLANNING ANALYSIS AND MANAGEMENT

Management of Record Keeping and IT Systems

- Importance of record keeping, regulatory requirements.
- Overview of records required for pension /risk benefit administration – new employees, active members, deferred members, pensioners dependants, divorced member, and deaths.
- Key considerations in the management/development of IT systems
- Use of computerised systems – functions & types e.g. record keeping benefit calculation, unit allocation/investment, payroll interfaces, annual renewals, data transfer, automated work flow, internet etc.
- Risk considerations: security, back-ups data feed/transfer issues & quality, disaster recovery, virus.

Role of Pension Manager (Employer Pension Manager)

- Pension manager role
- Key attributes
- What a pensions manager should be aware of
- Reviewing & evaluating service provider

Role of Pension Consultant

- Role of the pension consultant
- Adviser to trustees & company. Relationship management
- Service co-ordination, ensuring compliance, communication – employer, trustee & members
- Insurance management, risk management & investment consulting
- Professionalism & duty of Care

Other Key Parties– Role/Responsibilities

- Independence of adviser, conflict of duty/interest, whistles blowing & other ethical considerations
- Pensioner trustee/independent trustee
- Administrators – registered, in-house, insurance company, 3rd party
- Investment manager
- Legal advisor
- Auditors
- Tax advisors
- Registered administrators
- Independent financial advisor

Employee Benefits

- Importance of employee benefits
- Development of benefit strategy -company objectives, employee demographics, cost, market position, recruitment & retention
- Types of employee benefits-salary, bonus, pension benefits, risk benefits – death in service lump sum, widows/dependants benefits

Designing a Pension Scheme

- Study of considerations/factors that influence pension & risk Scheme Design.
- Retirement benefit scheme design: defined benefit/defined contribution/ hybrid scheme design, group &/or executive scheme

- Death in service scheme design

- Industry norms

- National Policies with regards retirement provision

WHO SHOULD ATTEND

- Finance Managers/ Directors
- Planning/Budget Controllers

LOCAL GOVERNMENT GOVERNANCE

COURSE OVERVIEW

Effective Local Governance is a key aspect for ensuring sustainable Local Government practice. This promotes the decentralization of central government policies, programmes and governance. Decentralization practices such as the Local Authorities/Assemblies/Councils thrives on efficient operation of administrative and political systems. This means that there must be adequate human resource needed to manage effectively the limited resources at the local level to meeting the prioritized developmental needs of people in the locality.

Leaders within the Local Government structure must possess the capacity to administer government's day-to-day activities. By employing appropriate management tools to mobilize internal and external resources. This provides an interface for community members and interest groups to finding solutions and creating opportunities for local development.

This course is structured to augment the qualities, skills and technical competence needed to efficiently plan, manage and administer effective financial plans and strategies for quality service delivery within the local government structure.

COURSE OBJECTIVES

On completion, participants should be able to:

- Develop critical understanding of the local government structures, policies and practices.
- Acquire relevant tools, techniques and strategies for managing modern day local government administration that ensures effective leadership in local authorities/assemblies
- Understand the relative systems, functions and roles in comparison to other jurisdictions (countries).
- Communicate more effectively as local government promoters.
- Increase your comprehension of local government and governance issues.
- Provide participants with the analytical framework for understanding intergovernmental fiscal relations.
- Enable participants understand both the local and wider financial framework of local government.

- Enhance participants' capacities for successful disbursement and utilization of public resources including transfers and own sources of revenues.

Course outline

The Local Government Framework

- Evolution of Local Governance
- Local Government Finance
- Planning and Budgeting in Local Government
- Resource Mobilisation in Local Government

Public Management and Governance

- Decentralisation: concept, principles and Application
- Organisational Analysis and Management Principles
- Local Government Policy making process
- Policy formulation, implementation and monitoring
- Human Resource Management in Local Government
- Leading and Managing Change in Local Government

Performance Management in Local Government Sector

- Framework for performance management in public sector
- Performance management tools
- Planning and evaluating public sector outcomes
- Contemporary issues in public performance management

Leadership and Community Governance

- Theories and practices of governance
- Democratic principles and practices in local governance
- Community leadership
- Community-citizens engagement
- Changing roles of local authorities

Organizational Analysis and Development in Local Government

- Theoretical foundations and organisational development frameworks
- Processes of organization diagnosis, intervention and review
- Tools for change in local governance
- Managing change in local governance

Social and Local Economic Development

- Principles of good governance, local economic and social development
- Participation, Accountability and Transparency in local administration

- Ethics in Local Government
- Tools and strategies for local socio-economic development
- Poverty reduction strategies and interventions
- Impact assessment of governance and socio-economic programmes and projects

Local Government Financial Management

- Fiscal Decentralisation
- Local Authority Finance
- Investment
- Financial Reporting
- Public-Private-Community Partnership
- Legal Framework for Financial Management
- Local Government Financial Assessment, Monitoring and Evaluation

WHO SHOULD ATTEND

- Local Government Finance Officers

- Council, District and Municipal Executives

- Local Authority Monitoring and Evaluation Officers

- Local Authority Policy Planning and Budgeting Officers

- Policy Officers

- Other Local Government Officers

TRAINING APPROACH

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- Break-away sessions
- Presentations
- Demonstrations
- Discussion activities and
- Case studies

CONTRACT MANAGEMENT AND FINANCE

COURSE OVERVIEW

Contracts are integral part of business activities. The efficient management of contracts ensure that governments and private organisations achieve management and economic goals. There is therefore the need for such entities (public and private) to adopt a more systematic and efficient process of managing contracts in terms of its creation, execution and analysis. Guided by sound adherence to rules, contracts contribute to maximising operational, financial performance and minimising risk. Notwithstanding, many public and private entities lack such adequate structures resulting in costly oversights, potential risks and poor project executions heightened by the current public spending environment. In addition, high profile governance failures in managing contracts by some local public bodies and feedback from those working in the public sector, point to a need to improve the skills of those who manage contracts.

This unique training course brings together contemporary contract management theory and existing good practice in a structured way. It covers a highly applied and focused approach designed to give contract managers and other agents the knowledge, understanding and practical skills necessary for managing contracts effectively.

COURSE OBJECTIVES

On completion, participants should be able to:

- To explain the concept of contract management
- Know the importance of relationship management in maximising performance
- Input to and utilise the written contract in their management of contracts
- Understand legal terminology
- Learn how to reduce risk in contract delivery
- Maximise value from procurement
- Understand the role of contracting in projects

- Understand the role of contracts in procurement

- Meet contracting process obligation

- To perform appraise a contract in terms of financial viability.

- To analyse a contract in terms of its value for money

COURSE CONTENT

- Introduction to Contract Management
- Contracts Administration
- Specification writing
- Contracts and service level agreements
- Law and contracts
- Contract negotiation
- Financial appraisal of contracts (value for money)
- Contracts risk analysis and management
- Capital structure (Debt and Equity)
- Capital budgeting (NPV, DPBP, MIRR, IRR)
- Contract funding and analysis (ROI)
- Contract finance strategies
- Exiting, changing and migrating contracts
- Ethics frameworks and professionalism
- Procurement and contracts

WHO SHOULD ATTEND
- Contract managers/officers
- Project Directors/managers/officers
- Audit officers
- Procurement managers/officers
- Project team members

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- Break-away sessions
- Relevant business exercises
- Presentations

- Demonstrations
- Discussion activities and
- Case studies

NOTE

High emphasis is placed on learning through 'doing' where learners are presented with real life and workplace case studies ensuring delegates develop knowledge and confidence to take their enhanced skills back into the business environment and apply them successfully. Every effort will be made to accommodate participants training needs within the general scope of the course.