



# TRAINING 2022/2023 CATALOGUE

**Intelligent Africa Marketing And Training**

Tel: +27 012 997 7676 • Fax: +27 012 997 7034

[info@intelligent africa.com](mailto:info@intelligent africa.com)

[www.intelligent africa.com](http://www.intelligent africa.com)

## ABOUT US

### THE INTELLIGENT AFRICA APPROACH

Intelligent Africa is a marketing and training company focusing on providing training to both the Public and Private Sectors. Using critical market research methods in the designing and production of our events, we are able to identify the unique challenges facing African businesses today. Our commitment to service excellence means that we deliver genuine training solutions at competitive rates. Our research driven, tailor-made events relate directly to market trends and environmental changes. Intelligent Africa draws on a diverse pool of industry professionals in the production of its events, to provide delegates with the ultimate learning experience. Not only do our experts possess a wealth of knowledge, relevant qualifications and solid industry experience, they also demonstrate exceptional presentation skills, keeping delegates interested and focused at all times.

---

### ACCREDITATION AND COMPANY STATUS

- **SETA ACCREDITATION:**

Intelligent Africa Marketing and Training was awarded Program Accreditation to deliver accredited learning programs by:

- Services SETA, Accreditation Number 2228.
- P SETA, approval number P21/0717/GP795
- LG SETA, approval number LGRS-1686-170828
- ETDP SETA

This means that our South African clients are able to claim back part of the Skills Development Levy, as per the Skills Development Act. Intelligent Africa is also providing short courses that are aligned with unit standards and full learning qualifications. Selected courses resort under the full qualification Bachelor of Business Administrations (BBA) degree (SAQA Qualification ID 59850). Our partner Southern Business School is registered with the CHE (Council of Higher Education). Therefore their full qualification includes subjects which are presented as short courses.

- Intelligent Africa is proud to be associated with SAACI. SAACI is the central professional forum and communication center for the conference industry in Southern Africa. Intelligent Africa's membership number is: S1186.
- Intelligent Africa is 100% owned by women. We are compliant to the Employment Equity Act and strive to create equal opportunities in the workplace. Intelligent Africa Marketing and Training can be considered a BEE Level 3 Contributor.

---

### FOCUSED "IN-HOUSE" TRAINING AND STUDY TOURS

Our portfolio of training courses can also be delivered in-house for a cost effective, tailor-made experience. Should one organisation have enough delegates, we offer a wide range of course "in-house" on your premises or venue of your choice with the following advantages:

- Greater client-specific focus and customisation
- Key personnel are not absent from the office for too long
- Convenient business dates can be selected
- Cost effective

Intelligent Africa's Study Tours provide a practical learning experience while exploring relevant content areas for delegates to implement at their workplace. The learning goals of each Study Tour are customised to the organisations requirements and specifications. Study Tours emphasise experiential learning and offer both group and self-directed activities.

---

### PROMOTIONAL ITEMS

Intelligent Africa supply the perfect brand building gifts and promotional items for all your exhibitions, conferences and events. We specialise in promotional services, ensuring your organisation delivers your corporate message to the right person at the right time. With efficient service, product branding and personalisation, Intelligent Africa is the answer to your corporate branding.

# SUMMARY OF COURSES

## FINANCE

---

### TENDER ADJUDICATION, PUBLIC SECTOR AND PPP CONTRACT MANAGEMENT

(5 DAYS)

NQF LEVEL 6, CREDITS 5

#### LEARNING OUTCOMES

- Addressing the Responsibilities of Bid Evaluation and Bid Adjudication Committees
- Determining the Bidding Processes
- Understanding the Contract Management Framework and Process
- Highlighting the Importance of Effective Relationship and Contract Performance Management
- Integrating Risk and Governance in Effective Contract Management
- Identifying Potential Loopholes in the Contract to Prevent Fraud Waste and Abuse
- Addressing Key Contract Issues for Public Private Partnerships (PPP)

---

### PUBLIC FINANCIAL MANAGEMENT FOR NON-FINANCIAL MANAGERS

(5 DAYS)

NQF LEVEL 5, CREDITS 20

#### LEARNING OUTCOMES

- Highlighting the PFMA and the Statutory Framework for Public Financial Management
- Addressing structures and role-players in public financial management
- Planning and budgeting in the public sector
- Managing of Revenue, Expenditure, Assets and Liabilities (REAL)
- Addressing loans and guarantees
- Determining government accounting requirements
- Applying preferential procurement and the supply chain management framework
- Implementing risk management and performance measurement and management
- Highlighting in-year and annual monitoring and report

---

### DESIGNING, DEVELOPING AND MANAGING DONOR FUNDED PROJECTS

(5 DAYS)

NQF LEVEL 5, CREDITS 20

#### LEARNING OUTCOMES

- Understanding the intricacies of donor funding specifically in the context of development interventions
- Determining funding trends of major development partners
- Addressing project cycle, decision points, key documents and use of the Quality Framework
- Applying principles of the Logical Framework Approach
- Designing a project according to the Logical Framework Approach
- Preparing and assessing the quality of a Logical Framework Matrix
- Organising activity schedules, preparing budgets and resources schedules
- Assessing project implementation arrangements and designing a monitoring and evaluation system
- Identifying indicators and sources of verification
- Applying the 5 evaluation criteria used by the major donors/development partners

## **ADVANCED PUBLIC SERVICE PROCUREMENT, FRAUD AND CONTRACT MANAGEMENT STRATEGIES**

(5 DAYS)

NQF LEVEL 5, CREDITS 5

### **LEARNING OUTCOMES**

- Addressing public procurement as a new management approach
  - Highlighting international procurement and tendering principles
  - Addressing the bidding process
  - Decreasing Fraud, Waste and Abuse (FWA) in public institutions
  - Implementing procurement processes that reduces risk of procurement fraud
  - Conducting procurement audits and investigations
  - Addressing governance risk and compliance for government
- 

## **TENDER, PROCUREMENT AND SUPPLY CHAIN PROCESSES IN THE PUBLIC SERVICE**

(5 DAYS)

NQF LEVEL 5, CREDITS 5

### **LEARNING OUTCOMES**

- Ensuring that procurement needs are justified in terms of a sound business principles
  - Compiling with competitive tendering rules to acquire goods services and works at the best price, taking account of life-cycle costs
  - Implementing processes to ensure adequate performance from suppliers
  - Putting controls in place to ensure regularity in procurement activities to avoid fraud and corruption
  - Processes for submission and timely resolution of procurement process complaints
- 

## **STRATEGIC AND OPERATIONAL PLANNING FOR SUCCESSFUL PUBLIC SECTOR BUDGETING**

(5 DAYS)

NQF LEVEL 6, CREDITS 5

### **LEARNING OUTCOMES**

- Describing the strategic and operational planning and management process in the public sector
  - Applying budgeting principles and techniques
  - Understanding Performance Budgeting
  - Addressing budgetary control at a departmental and institutional level
  - Applying of modern management techniques and applications in the government sector
  - Implementing strategic planning and budgeting in a government context
  - Creating a strategic framework for managing and measuring organisational performance
  - Drafting of operational /implementation plans
  - Understanding revenue and expenditure forecasting based on the requirements of the strategic plan
  - Relating revenue and expenditure forecasting based on the requirements of the strategic plan
-

## FINANCIAL PLANNING AND BUDGETING FOR THE PUBLIC SECTOR

(5 DAYS)

NQF LEVEL 5, CREDITS 20

### LEARNING OUTCOMES

- Addressing financial and budget planning in a public sector context
  - Highlighting contemporary planning systems and methodologies in government
  - Discussing the environmental dynamics of performance planning
  - Resourcing of strategic and performance plans
  - Procurement, asset and logistics planning within the context of performance-based budget planning
  - Integrating budget and financial planning
- 

## BEST PRACTICE INTEGRATION OF PROGRAMME AND RESPONSIBILITY MANAGEMENT WITH THE PFMA AND MFMA

(5 DAYS)

NQF LEVEL 5, CREDITS 5

### LEARNING OUTCOMES:

- Addressing the legislative and administrative roles and responsibilities
  - Understanding control over municipal and public entities
  - Assessing financial management practices derived from the MFMA and the PFMA
  - Highlighting the budget process and budget cycle
  - Managing expenditure
  - Financial reporting and auditing
  - Identifying risk areas
- 

## MANAGING AND GOVERNING PENSION AND RETIREMENT FUNDS

(5 DAYS)

NQF LEVEL 5, CREDITS 5

### LEARNING OUTCOMES

- Discussing the role and responsibilities of countries with regards to legislation in pension funds
  - Addressing the role and benefits of pension funds
  - Highlighting employer issues
  - Improving board governance through effective policy formulation
  - Addressing general fiduciary duties
  - Assessing the performance of the fund
  - Managing risk in a pension fund context
  - Using POPI to manage confidential information effectively in pension funds
- 

## ASSET MANAGEMENT, FINANCIAL CONTROL AND ACCOUNTABILITY IN THE PUBLIC SECTOR

(5 DAYS)

NQF LEVEL 5, CREDITS 20

### LEARNING OUTCOMES

- Discussing your Asset Strategy
- Highlighting key considerations in asset control
- Understanding the asset control chain of accountability
- Applying integrated planning and budgeting
- Determining and assessing key elements of financial control and accountability
- Implementing an integrated model of financial control

## **INTEGRATED SUPPLY CHAIN AND PROCUREMENT MANAGEMENT IN THE PUBLIC SERVICE**

(5 DAYS)

NQF LEVEL 5, CREDITS 20

### **LEARNING OUTCOMES**

- Addressing the 5 elements of Supply Chain Management (SCM)
  - Understanding public procurements bidding methods
  - Integrating the components of supply chain management
  - Reducing the risks in the acquisition and procurement management processes
  - Highlighting possible unethical conduct within the acquisition and procurement process
  - Implementing procurement processes that reduces risk of procurement fraud
- 

## **INVESTMENT READINESS OF A BUSINESS SEEKING FUNDING**

(2 DAYS)

### **LEARNING OUTCOMES**

- Conceptualising the business idea
  - Registering your business
  - Creating value through networking
  - Developing a business profile and business plan
  - Conducting a S.W.O.T analysis and PESTEL analysis
  - Own business and projects appraisal
  - Presenting your funding plan analysis, funding relationship cycle
  - Understanding tax implication and business funding
- 

## **ENTREPRENEURSHIP AND INNOVATION**

(4 DAYS)

### **LEARNING OUTCOMES**

- Defining entrepreneurship and innovation
  - Applying entrepreneurship as an employment opportunities
  - Discussing the advantages and challenges of entrepreneurship
  - Addressing reasons for business failure in entrepreneurship
  - Determining the role of entrepreneurship in social development and job creation
  - Highlighting the characteristics of entrepreneurs
  - Enabling programmes for entrepreneurs
  - Setting goals for entrepreneurs and developing a business plan
  - Improving the innovation of entrepreneurs
  - Initiating team work in the context of entrepreneurship
- 

## **APPROACHES AND TECHNIQUES TO HANDLE EVIDENCE WHEN CONDUCTING FORENSIC INVESTIGATIONS**

(5 DAYS)

### **LEARNING OUTCOMES**

- Understanding fraud and corruption
- Highlighting the relevance of forensic accounting
- Analysing the three points of the fraud triangle
- Understanding the legal issues that pertain to documents as evidence
- Protecting the chain of evidence
- Applying various techniques in the interview
- Determining the contents of the report
- Classifying the potential evidence
- Addressing documentary evidence
- Preparing to testify

## BEST PRACTICES IN CONDUCTING FORENSIC INVESTIGATIONS

(5 DAYS)

### LEARNING OUTCOMES

- Planning and compiling a fraud examination
- Analysing documents
- Understanding interview theory and application
- Understanding the purpose of interviewing suspects and signed statements
- Conducting covert examinations
- Highlighting sources of information
- Analysing data and reporting tools
- Applying digital forensics
- Tracing illicit transactions
- Report writing

---

## ENTERPRISE RISK MANAGEMENT AND INTERNAL CONTROLS IN THE PUBLIC SECTOR

(5 DAYS)

NQF LEVEL 5, CREDITS 5

### LEARNING OUTCOMES

- Understanding the benefits and importance of risk management
- Discussing the legislative requirements for risk management
- Determining the readiness of an organisation for risk management
- Detailing the integrated framework for risk management, namely the COSO framework
- Discussing the key risks associated with ineffective risk management
  - Conducting a risk assessment
- Highlighting how internal controls should be developed to mitigate risks
- Describing the relationship between risk management, internal control and performance management
- Assessing the effectiveness of risk management in the institution/organisation

---

## FUNDAMENTALS OF FORENSIC AUDITING

(5 DAYS)

### LEARNING OUTCOMES

- Implementing steps which can be taken to deter fraud and make it much less attractive to commit
- Understanding forensic auditing and develop an understanding of the criminal mind-set
- Discussing IT Enabled Fraud and CAAT's
- Adhering to reporting requirements in identifying and preparing fraud cases
- Compiling a checklist with action plans to address investigations in various functional areas within an organisation
- Identifying and utilising "red flags"

---

## LIFESTYLE AUDITING, ASSET FORFEITURE MANAGEMENT AND FORENSIC INVESTIGATIONS

(3-5 DAYS)

NQF LEVEL 6, CREDITS 5

### LEARNING OUTCOMES

- Description of fraud risk assessment
- Lifestyle audit techniques
- Electronic searches and investigations
- Profiling businesses and other legal entities
- Developing an investigation plan
- How to approach an asset investigation
- Identifying the types of concealed assets

## ADVANCED RISK MANAGEMENT STRATEGIES IN THE PUBLIC SERVICE

(5 DAYS)

NQF LEVEL 6, CREDITS 5

### LEARNING OUTCOMES

- Demonstrating an understanding of the concept 'risk'
  - Defining and distinguishing between risk and risk management
  - Understanding of the legislation and regulations that requires risk management
  - Planning of an integrated risk management strategy
  - Implementing an integrated risk management strategy;
  - Determining the link between risk management and internal control
  - Highlighting the link between risk management and performance management
  - Monitoring and evaluating your risk
  - Describing the risk reporting process
- 

## INTERNATIONAL PUBLIC SECTOR ACCOUNTING STANDARDS (IPSAS)

(3 DAYS)

### LEARNING OUTCOMES

- Highlighting recent amendment to IPSAS. Understanding accrual based IPSAS requirements, including accounting policies and disclosures
  - Implementing the IPSAS recognition and measurement rules for assets, liabilities, revenues and expenses
  - Learning the requirements for presentation of IPSAS financial statements and related disclosures
  - Planning ahead for issues that arise when transitioning from the cash basis to the accrual basis of accounting
  - Identifying transitional provisions in IPSAS standards
  - Increasing planning opportunities through awareness of likely future IPSAS changes
  - Learning about the sources of IPSAS guidance that are available
- 

## BEST PRACTICES AND AMENDMENTS FOR IFRS, IPSAS AND PREVENTING FINANCIAL STATEMENT FRAUD

(5 DAYS)

### LEARNING OUTCOMES

- Highlighting and addressing the fundamentals of IFRS
  - Discussing option pricing models
  - Applying the integrated reporting and addressing the impact of the new companies act
  - Preventing financial statement fraud
  - Understanding accrual based IPSAS requirements, including accounting policies and disclosures
  - Implementing the IPSAS recognition and measurement rules for Revenue, Expenses, Assets and Liabilities (REAL)
  - Learning the requirements for presentation of IPSAS financial statements and related disclosures
  - Planning ahead for issues that arise when transitioning from cash basis to the accrual basis of accounting
  - Identifying transitional provisions in IPSAS standards
  - Increasing planning opportunities through awareness of likely IPSAS changes
- 

## FISCAL REPORTING AND TRANSPARENCY

(5 DAYS)

NQF LEVEL 6, CREDITS 5

### LEARNING OUTCOMES

- Understanding the use and role of the fiscal transparency code
- Addressing the difference between budgeting, reporting and financial reporting
- Applying methods of for macro-economic forecasting
- Compiling financial reports by using the relevant reporting standard
- Understanding GFS, IPSAS and IFRS



- Generating capital in conjunction with operating budgets
- Performing a risk analysis

---

## **INFRASTRUCTURE DELIVERY MANAGEMENT: PLANNING, BUDGETING, RISK AND PROCUREMENT MANAGEMENT**

(5 DAYS)

NQF LEVEL 6, CREDITS 5

### **LEARNING OUTCOMES**

- Understanding infrastructure delivery management and their functions related to such actions
- Identifying appropriate delivery options
- Identifying and prioritising projects
- Addressing the role of PPP in infrastructure delivery
- Aligning the allocated budgets to their programs
- Managing the planning and design of projects
- Understanding the procurement and project delivery processes

---

## **PREVENTING AND DETECTION OF FRAUD IN PROCUREMENT AND CONTRACT**

(3 DAYS)

NQF LEVEL 5, CREDITS 5

### **LEARNING OUTCOMES**

- Highlighting the impact of procurement fraud
- Understanding of the key concepts of procurement fraud
- Identifying the role-players and stakeholders in the public procurement process
- Understanding how to identify the link between bid rigging and bid fraud
- Implementing processes that reduces the risk of procurement fraud
- Recognising on how and when to report unethical conduct
- Managing the clearance of bidders and bid committee members
- Understanding the notification and award contracts

---

## **ACCOUNTS PAYABLE, RECEIVABLES AND CREDIT MANAGEMENT**

(5 DAYS)

NQF LEVEL 5, CREDITS 5

### **LEARNING OUTCOMES**

- Discussing key areas of Performance Improvement in Accounts Payable (AP)
- Incorporating Technology and the AP Departments
- Integrating Purchasing and Accounts Payable to create an Efficient Procurement
- Implementing Fraud and Theft Prevention Methods
- Using Accounts Payables as a Cos-Cutting tool
- Accounts Receivable and Debt Recovery
- Reviewing Credit Policies to your Advantage

---

## **CREDIT CONTROL, DEBT COLLECTION AND INDIGENT POLICY FOR GOVERNMENT AND PARASTATALS**

(4 DAYS)

NQF LEVEL 5, CREDITS 5

### **LEARNING OUTCOMES**

- Understanding credit control and debt collection as part of the revenue management within the organisation
- Explaining the legislative requirements for credit control and debt collection
- Explaining the necessity and the process to develop a credit control and debt collection policy
- Identifying measures and mechanisms to maintain credit control and enhance debt collection
- Determining debt collection costs
- Developing a credit control and debt collection

# INFORMATION TECHNOLOGY

## RISK BASED IT AUDIT AND GOVERNANCE

(5 DAYS)

### LEARNING OUTCOMES

- Underlining the need for the IT audit function and the importance of IT controls
- Assessing the risk-based IT audit program
- Defining IT management controls
- Discussing IT audit standards and guidelines
- Understanding the risk-based IT audit program and audit processes
- Highlighting the need for the IT audit function and IT Controls
- Addressing business continuity and disaster recovery plans
- Implementing change management controls
- Plan your IT audit using risk-based approach, COBIT and COSO control framework
- Determine risk in critical areas of your IT environment, including operating systems, database management systems, business continuity and application controls
- Learn a pro-active audit approach to provide a value-added service to your organisation
- Understanding why IT governance is critical
- Auditing System Development Projects

---

## ICT POLICY FORMULATION AND IMPLEMENTATION

(5 DAYS)

### LEARNING OUTCOMES

- Developing, concluding and managing ICT Policies
- Understanding in-house ICT service agreements
- Addressing service agreements for shared service centers
- Discussing ICT outsourcing agreements
- Establishing 3rd party ICT service-based contracts
- Addressing the result of ICT on the social, economic and political environment
- Highlighting the different approaches to ICT policy formulation and development
- Formulating operational policies to direct and support the strategy formulation and implementation process
- Addressing ICT policy, law and institutions

---

## IT PROJECT AND SERVICES MANAGEMENT (ITPSM)

(5 DAYS)

### LEARNING OUTCOMES

- Understanding the internationally recognised and widely used Project Management Body of Knowledge (PMBOK®)
  - Initiating, planning, executing and closing your IT project
  - Monitoring and controlling your IT project effectively
  - Explaining the importance of the PMBOK® nine knowledge areas
  - Highlighting the 10<sup>th</sup> PMBOK knowledge area – Stakeholder Management
  - Discussing ITIL®
  - Determining the service management life cycle
  - Discussing the role of service strategy, design, transition, operations and continuous improvement
-

## INFORMATION SECURITY, DIGITAL FORENSICS AND ETHICAL HACKING

(4 DAYS)

EARN 35 CPE CREDITS

### LEARNING OUTCOMES

- Understanding the business need for information security
- Differentiating threats to the data and attacks against the system
- Distinguishing between laws and ethics and the regulations that relate to information security
- Defining risk management, risk identification, risk control and how to maintain and perpetuate risk controls
- Determining management's role in the development, maintenance, and enforcement of information security policy, standards, practices, procedures, and guidelines
- Unpacking the tricks of the trade for digital forensics
- Understanding the role of physical design in the implementation of a comprehensive security plan
- Addressing the basic principles of cryptography
- Understanding how an organisation's information security blueprint becomes a project plan
- Highlighting readiness and review procedures into information security maintenance

---

## INFORMATION SECURITY FRAMEWORKS AND RISK MANAGEMENT

(5 DAYS)

EARN 35 CPE CREDITS

### LEARNING OUTCOMES

- Developing a comprehensive and integrated alignment, planning, execution and governance approach to IT and business
- Implementing a well-designed risk governance process that allows your company to identify, prioritise, and track risks
- Understanding Quality Management, Quality Improvement, IS and IT Governance, Information Management and Project Management
- Applying frameworks to comply with a variety of regulations, including SOX, HIPAA, and GLBA
- Underlining the essential areas to construct an Information Security Framework
- Organising and overseeing a Risk-Based Enterprise Information Security Programme
- Highlighting the critical building blocks of information security
- Discussing the industry best practices legislation and professional standards based on ISO27000 series

---

## INFORMATION SECURITY FRAMEWORKS AND RISK MANAGEMENT

(5 DAYS)

### BACKGROUND TO THE COURSE

This workshop is about developing, concluding and managing agreements for services. This workshop will Provide vital information to all persons interested in (1) **ICT service level agreements**, (2) **in-house ICT service agreements** (for example between departments or divisions) (3) **service agreements for shared service centers**, (4) **ICT outsourcing agreements** (5) **3rd party ICT service-based contracts**. Owing to the diversity of service requirements in different organisations, no single "service agreement template" can work for everybody. This workshop focuses on providing you knowledge, examples and the tools to effectively develop and manage your own agreement.

### LEARNING OUTCOMES

- Discussing approved risk analysis methods
  - Establishing the risk analysis process
  - Highlighting asset characterisation and identification
  - Reviewing the vulnerability assessment model
  - Evaluating effectiveness of existing security measures
-

## IT GOVERNANCE FOR BOARDS AND SENIOR EXECUTIVES

(5 DAYS)

### LEARNING OUTCOMES

- IT Business Strategy (Strategic and Performance) alignment
- Developing of IT Strategy in alignment with Strategic and Performance objectives
- Showing Delegates practical ways of developing enterprise IT strategy and the role of the business in developing the IT strategy
- KING III, COBIT 5, ISO 38500 and IT Governance
- The role of the Board and Senior Business Leaders in IT and IT Strategy Alignment, IT Business Value Creation, IT Performance Management, IT Risk and Resource Management
- Emerging Technologies and the Role of the Board and Senior Business Leaders – Social Media, Consumerisation (Bring Your Own Device). Wear Your Own Device (WYOD), Cloud Computing, Big Data, Internet of Things and Cybersecurity
- IT Governance Structures – Board (King III Chapter 5), IT Strategy Committee, IT Investment Committee, IT Steering Committee and their adoption – A Practical approach
- Overview of COBIT 5
- An introduction to South Africa's Corporate Governance of ICT Policy Framework (CGICTPF)
- The role of the Board and Senior Business Executives in IT Policies
- Supporting, Extending and Creating Sustainable Competitive Advantage Using Information Technology beyond Keeping the Lights On (KTLO)

---

## ADVANCED IT RISK, SECURITY MANAGEMENT AND CYBER CRIME PREVENTION

(5 DAYS)

EARN 35 CPE CREDITS

### LEARNING OUTCOMES

- Discussing approved risk analysis methods
- Establishing the risk analysis process
- Highlighting asset characterisation and identification
- Reviewing the vulnerability assessment model
- Evaluating effectiveness of existing security measures
- Estimating terrorism asset target value
- Prioritising risk
- Determining security policy and countermeasure goals
- Developing and introducing security policies
- Countermeasure selection and budgeting tools
- Analysing the security program effectively

---

## IT GOVERNANCE: PRINCIPLES, TOOLS AND INTERNATIONAL STANDARDS

(5 DAYS)

EARN 35 CPE CREDITS

CISA/CISM/CGEIT/CRISC certification holders may report CPE hours for Non-ISACA professional educational activities and meetings. These activities include in-house corporate training, university courses, conferences, seminars workshops and professional meetings and related activities not sponsored by ISACA. By attending this workshop Certification holders will earn *35 CPE credits* according to the number of hours of active participation

### LEARNING OUTCOMES

- Setting the Scene for IT Governance
- ISO38500: Corporate Governance of Information Technology
- Mapping IT Governance Standards And Frameworks
- Understanding COBIT and Its Role in IT Governance
- IT Governance Projects: Making It Happen
- Governance, Risk and Compliance (GRC) Application Solution

# INFORMATION SYSTEMS AUDITING IN GOVERNMENT

(5 DAYS)

## LEARNING OUTCOMES

- Planning an IT Audit driven by an understanding of the business environment
  - Discussing IT Auditing standards and guidelines based on ISACA's IT Audit Standards
  - Learning a pro-active audit approach to provide value-add IT auditing service
  - Designing an IT audit program and documenting work papers
  - Reporting on IT Audit findings that will impress Senior Management and the Audit Committee
  - IT Governance - COBIT 5 Principles, Goals Cascade, Enablers, Processes and Assessment
  - IT General Controls Review based on the COBIT 5 37 Processes.
  - Auditing Business Continuity and IT Disaster Recovery
  - Auditing HR and Finance Systems Anchored on the Understanding of Business Processes
  - Auditing Outsourced IT Environments and IT Projects Assurance and Advisory
  - Emerging Technology Audits- Cloud Computing, Social Media, BYOD and Big Data
  - Understanding Enterprise Governance of IT
-

## HUMAN RESOURCES

### MENTORING AND COACHING

(3 DAYS)

NQF LEVEL 5, CREDITS 5

#### LEARNING OUTCOMES

- Describing the basic principles of training
- Explaining the importance of questioning techniques and give examples of questions
- Distinguishing the concepts of coaching and training from each other
- Determining alternative arrangements for coaching
- Identifying the need for coaching through discussions with the person to be coached
- Arranging a specific time and place for the coaching session, and prepare for it
- Communicating theory and knowledge associated with the coaching session
- Providing honest feedback and encourage the learner to ask questions
- Monitoring the ongoing progress and give ongoing feedback in the workplace
- Identifying possible problems that may occur in relation to coaching
- Developing a plan for individual coaching, taking the needs of the team into account

### STRATEGIC FUNDAMENTALS FOR MEASURING AND IMPROVING TRAINING ROI

(5 DAYS)

NQF LEVEL 6, CREDITS 4

#### LEARNING OUTCOMES

- Highlighting the functions and relationships between skills development Act (SDA) and SAQA
- Developing the strategic role of the training committee
- Establishing the learning process – Workplace Skills Plan (WSP) and Skills Audit
- Understanding and analysing current training skills development, evaluation systems and concepts
- Implementing strategies to ensure training return on investment (ROI)
- Understanding various methods to calculate ROI

### PEOPLE MANAGEMENT AND LEADERSHIP SKILLS FOR MIDDLE MANAGERS IN THE PUBLIC SECTOR

(5 DAYS)

NQF LEVEL 5, CREDITS 20

#### LEARNING OUTCOMES

- Appreciating the changing role of public managers in a dynamic environment
- Understanding the human responsibilities of modern managers
- Evaluating the influence of various statutory and regulatory guidelines on human resource management
- Analysing the importance of sound labour relations on morale and productivity
- Building and maintain an coherent and effective team
- Dealing with disciplinary and grievance procedures in the work place effectively
- Empowering staff through training and development initiatives
- Performing a job analysis by incorporating job descriptions and job designs
- Recruiting, selecting and placing people effectively
- Appraising the performance levels of people
- Dealing with health and safety issues in the work place

## ULTIMATE RECRUITMENT SOLUTIONS

(4 DAYS)

### LEARNING OUTCOMES

- Conducting a job analysis
  - Conducting a structured useful interview
  - Be able to connect strategic plans and KPI's with recruitment and retaining strategies
  - Developing a cost effective recruitment and selection strategy
  - Integrating budget constraints with recruiting new staff and retaining existing staff
  - Identifying barriers in existing attraction and retaining strategies
  - Recruiting and retaining different generations
- 

## DISASTER RISK REDUCTION AND VULNERABILITY

(5 DAYS)

NQF LEVEL 6, CREDITS 15

### LEARNING OUTCOMES

- Understanding the challenge of disasters
  - Determining the disaster pressure and release model
  - Establishing of famine and biological hazards
  - Controlling of floods and coastal floods
  - Regulating the way towards a safer environment
  - Understanding of Hydro and Sendai Framework
- 

## HUMAN RESOURCES SOLUTIONS FOR THE PUBLIC SECTOR

(5 DAYS)

NQF LEVEL 5, CREDITS 5

### LEARNING OUTCOMES

Demonstrate an understanding of the milieu of public human resource management (legislative framework and political context), the public management functions, skills, applications and techniques for public human resource management, theories underlining training and motivation and undertake training in the public sector.

- Managerial approaches to motivation
  - Analysing HR practices to determine if they are aligned with strategic objectives of the department
  - Recruiting processes and policies effectiveness towards strategic direction
  - Identifying retention factors impacting on HR practices and strategic objectives
  - Consequences of current performance management system on Leadership
  - Planning skills development and empowerment strategies such as mentorship and coaching
  - Participating as manager in skills development processes such as skills auditing
- 

## STRATEGIC HR SOLUTIONS AND TALENT MANAGEMENT

(5 DAYS)

### LEARNING OUTCOMES

- Assisting the organisation to align its performance management system so that it is linked to the key output areas of the organisation
  - Integrating job profiles to the performance management system
  - Establishing a formal culture of coaching and mentoring within the organisation
  - Identify which Retention Factors at the Workplace Impact on Strategic Goals
  - Applying HR risk management to ensure that the people risks in their organisations are managed to ensure sustainability
  - Positioning governance as the foundation for effective organisations
-

## MANAGEMENT LEADERSHIP AND SUPERVISORY SKILLS

(3 DAYS)

NQF LEVEL 5, CREDITS 20

### LEARNING OUTCOMES

- Appreciate the changing role of supervisors in a dynamic environment and
  - Understand the human responsibilities of modern managers
  - Evaluate the influence of various statutory and regulatory guidelines on human resource management
  - Analyse the importance of sound labour relations on morale and productivity
  - Build and maintain a coherent and effective team
  - Effectively deal with disciplinary and grievance procedures in the work place
  - Capacity and empower staff through training and development initiatives
  - Perform a job analysis by incorporating job descriptions and job designs
  - Effectively recruit, select and place people and appraise the performance levels of people
  - Deal with health and safety issues in the work place
  - Manage diversity issues and employment equity challenges
- 

## EFFECTIVE PRESENTATION SKILLS AND PUBLIC SPEAKING

(3 DAYS)

NQF LEVEL 5, CREDITS 5

### LEARNING OUTCOMES

- Define effective interpersonal communication
  - Understand the interpersonal communication process
  - Identifying barriers to effective public speaking and presentations and developing
  - Solutions/strategies for these barriers
  - Implementing the 2 essential skills required to optimize presentations:
  - Put it Together (PIT) – planning and preparation
  - Put it Across (PIA) delivery
- 

## MANAGING PEOPLE RISK FACTORS WITHIN A GOVERNANCE RISK AND COMPLIANCE FRAMEWORK

(5 DAYS)

### LEARNING OUTCOMES

- Understanding human resource elements in enterprise risk management
  - Determining the risk appetite of an organisation
  - Integrating HRRM in enterprise wide risk management
  - Achieving organisational objectives through effective HRRM
  - Understanding key concepts in establishing a risk aware culture
  - Effectively managing human resource's when under pressure
  - Discussing psychosocial risk factors in the work place
  - Standardising risk management methodology across a diverse organisation
  - Linking human risk with process risk – modelling the interdependency via ISO 31000
  - Understanding human error assessment and reduction technique (HEART)
  - Managing internal compliance performance auditing
  - Developing and implementing key risk indicators
  - Risk intelligence reporting linked to governance risk and compliance
-



## DEVELOPING AND FORMULATING YOUR HR POLICIES AND COMPILING AN HR AUDIT

(3 DAYS)

### LEARNING OUTCOMES

- Design and produce your HR policy from scratch
  - Critically evaluate, update and improve your existing policy
  - Leave the workshop with your draft policy so that you can consult with your stakeholders back in the work place with a view reaching agreement on the updated policy
  - Develop and Implement the HR audit and apply measures to track implementation, compliance and value add to the organisation
- 

## EMPLOYMENT EQUITY

(2 DAYS)

NQF LEVEL 5, CREDITS 5

### LEARNING OUTCOMES

- Understanding the key concepts of the EE and SD legislation
  - Ability to explain what EE, SD, BEE and transformation
  - Explain what is needed for effective EE transformation
  - Understanding of the powers, authority, roles and responsibilities of the EE Committee and key role players
  - Demonstrate understanding how to properly prepare your EE transformation intervention and get buy-in from your CEO, MG, GM for your EE transformation vision
  - Conducting meaningful audits and understand what audits to conduct
  - Setting numerical goals and draw up a meaningful EE plan capable of implementation
  - Managing and implementing the BEE and EE transformation effectively
-

## OPERATIONAL FLEET MANAGEMENT IN THE PUBLIC SERVICE

(5 DAYS)

NQF LEVEL 5, CREDITS 5

### LEARNING OUTCOMES

- Establishing and implementing transport and driver policies and regulations
  - Addressing fleet risk management
  - Understanding replacement and disposal issues of your fleet
  - Evaluating and improving your fleet utilisation
  - Identifying current or potential problems in the fleet performance management system
  - Understanding a fleet audit
- 

## STRATEGIC FLEET AND TRANSPORT MANAGEMENT IN THE PUBLIC SECTOR

(5 DAYS)

NQF LEVEL 6, CREDITS 5

### LEARNING OUTCOMES

- Applying methodologies to improve fleet operational cost and management
  - Optimise fleet utilisation for maximum efficiencies and to achieve a faster turnaround time
  - Increase productivity with periodical preventive and corrective measures on fleet maintenance programme
  - Explore and implement strategic business objectives to improve overall operational procedures
  - Mitigate transport and fleet risks within the business that is caused by human factors
- 

## RISK MANAGEMENT IN TRANSPORT AND STRATEGIC FLEET OPERATIONS: OPTIMISING PERFORMANCE

(5 DAYS)

NQF LEVEL 6, CREDITS 5

### LEARNING OUTCOMES

- Identifying the link between risk management and internal control in fleet and transport management
  - Describing the connection amongst risk management and performance management in fleet and transport management
  - Monitoring and evaluating of risk in fleet and transport management
  - Implementing the risk reporting process in fleet and transport management
  - Planning and implementing an integrated risk management strategy
  - Outline performance auditing in fleet and transport management
  - Applying IT correctly in terms of the performance audit methodology in fleet and transport management
- 

## SOLUTIONS FOR PUBLIC SECTOR TRANSPORTATION, FLEET PLANNING AND LOGISTIC MANAGEMENT

(5 DAYS)

NQF LEVEL 6, CREDITS 5

### LEARNING OUTCOMES

- Addressing Financial Performance Management in Transport and Logistics Management
  - Applying Risk Management and Internal Controls
  - Calculating of Operational Cost
  - Taking Financial Considerations into Account when Considering Outsourcing of Government Transport
  - Cost Effective Procedures for New Vehicle Procurement
  - Implementing Effective Maintenance Strategies to Prevent Unexpected Costs
-

## ADVANCED DRIVER TRAINING

(3 DAYS)

NQF LEVEL 2, CREDITS 10

### LEARNING OUTCOMES

- Preparing a rigid light vehicle for road transport trips according to specification
  - Driving a rigid light vehicle in accordance with specified requirements
  - Ensuring the maintenance of road transport service quality
  - Handling unexpected situations according to specified procedures
  - Reflecting on vehicle performance and own operation of vehicle against requirements
-

# MANAGEMENT

## STRATEGIC PLANNING MASTER CLASS

(2 DAYS)

### LEARNING OUTCOMES

- Understanding the key concepts associated with strategic planning
  - Creating a meaningful vision and mission statement
  - Performing a situation analysis and a competitive analysis
  - Drawing up a strategic plan
  - Preparing for the strategic planning process
- 

## MANAGING DIVERSITY EFFECTIVELY

(3 DAYS)

NQF LEVEL 5, CREDITS 5

### LEARNING OUTCOMES

- Understanding the management function and diversity
  - Addressing diversity and South Africa
  - Highlighting challenges when managing diversity
  - Handling diverse team members
  - Dealing with diversity disagreements and conflicts
  - Assessing the individual skills needed to manage diversity
  - Discussing the fundamentals of diversity
  - Expanding the diversity of the leadership team
- 

## POPI ACT

(3 DAYS)

NQF LEVEL 5, CREDITS 5

### LEARNING OUTCOMES:

- Addressing the POPI Act
  - Understanding the purpose of the Act
  - Determining the effect of the Act on your businesses
  - Managing technology
  - Implementing marketing and processing limitations
  - Financial management
  - Highlighting the accountability of institutions
  - Security safeguards
  - Guide to customer consent to access
  - Information management
  - Online trading/e-commerce guide
  - Guide to consequences of failure to adhere
- 

## MANAGEMENT AND LEADERSHIP

(5 DAYS)

NQF LEVEL 5, CREDITS 5

### LEARNING OUTCOMES

- Addressing People Management skills
  - Managing self-efficient teams
  - Recruitment, selection and interviewing
  - Retention
  - Capacity Building through Training and Development
  - Health and safety of people at work

- Disciplinary and grievance procedures
- People maintenance, careers and career management
- Managing performance of people
- Applying Leadership by using emotional intelligence
- Managing Change
  - Change management steps in organisational transformation
- Managing Cultural Diversity
  - Dealing with diversity issues fairly and without discriminations
- Understanding Project Management for non-project managers
  - The project manager and project team
  - Project management dimensions
  - Introduction to the 4 project management phases

---

## DISASTER RISK MANAGEMENT STRATEGIES

(5 DAYS)

NQF LEVEL 6, CREDITS 5

### LEARNING OUTCOMES

- Defining the development objectives of Africa
- Discussing the Historical disaster threat in Africa
- Understanding the interaction between hazards, vulnerability and disaster risk
- Explaining the role of the state and communities in disaster risk management
- Assessing the relationship between disaster risk management plans and integrated development planning
- Identifying relevant role players and following guidelines to implement a disaster risk management plan
- Explaining the importance of integrated development planning in disaster risk reduction
- Mainstreaming disaster risk reduction into development planning
- Establishing national disaster risk management platforms
- Implement the Hyogo Framework of Action

---

## IMPLEMENTING AND MANAGING PUBLIC POLICIES STRATEGICALLY

(5 DAYS)

### LEARNING OUTCOMES

- Performing an analysis of the internal and external environment to inform the policy formulation process
- Application of strategy formulation and implementation methodologies to implement public policies
- Application of strategy formulation methodologies and processes on an institutional level to implement government policies
- Exercise strategic control over the implementation of policies and ensure the early detection and handling of performance deviations
- Link the strategic policy context to institutional resources in the prioritisation of policy initiatives

---

## EFFECTIVE SERVICE DELIVERY IN THE PUBLIC SERVICE (BATHO PELE)

(4 DAYS)

NQF LEVEL 5, CREDITS 5

### LEARNING OUTCOMES

- Appreciating the principles of good governance, ethics, and professionalism in service delivery
- Understanding of the statutory and regulatory obligations for service delivery
- Developing a service delivery improvement model for the organization
- Compiling best practice guidelines for the establishment of Customer Service Centers
- Putting the “Batho Pele” principles into practice
- Establishing a Code of Conduct or a Code of Good Practice for Customer Service / Establishing a service charter
- Assessing internal and external customer satisfaction
- Assisting the implementation of a Service Delivery Improvement Programme
- Determining performance indicators and service standards

## AUDITING YOUR HIV/AIDS PROGRAMME EFFECTIVELY

(3 DAYS)

### LEARNING OUTCOMES

- Recognising the Impact of HIV and AIDS in the SADC region
  - Determining if Your Organization is Compliant with legislation and ILO guidelines
  - Assessing, Manage and Evaluate the HIV/AIDS prevalence within Your Organisation
  - Managing Employees with Compassion And Within Legal Parameters
  - Implementing an AIDS Management System (AMS16001)
- 

## PROJECT MANAGEMENT FOR SUCCESSFUL SERVICE DELIVERY IN THE PUBLIC SECTOR

(4 DAYS)

NQF LEVEL 5, CREDITS 20

### LEARNING OUTCOMES

- Understanding the project management context and life cycle
  - Explaining project management methodologies
  - Defining the project management stakeholders
  - Establishing a project management environment
  - Managing project management as an integrated approach
  - Highlighting project initiation, requirement formalisation and statement
  - Setting up the project organisation and team
  - Identifying roles and responsibilities of role-players
  - Determining skills requirements for programme and project managers
  - Developing a project business plan
  - Regulating the feasibility of a project
  - Planning for the project
  - Conducting a project budgeting and initiating procurement management
  - Forming economic project selection criteria
  - Establishing project quality and risk management mechanisms
  - Addressing implementation issues
  - Creating project evaluation and control methods
  - Discussing project communication management
- 

## MANAGING RESOURCES FOR LOCAL ECONOMIC DEVELOPMENT (LED)

(5 DAYS)

### LEARNING OUTCOMES

- Understanding of relevant concepts in local economic development
  - Proficiency in the organisation of local economic development (LED) initiatives in the local community sphere
  - Setting up and conducting an LED planning process
  - Applying methods of managing and institutionalising the implementation of LED in local communities
  - Defining Local Economic Development
  - Implementing Key Process Requirements for Successful LED
  - Highlighting the role of partnerships in LED
  - LED in a Globalising world and LED in Action – Some Key Interventions
- 

## GENDER RESPONSIVE BUDGETING (GRB)

(2 DAYS)

### LEARNING OUTCOMES

- Understanding gender responsive budgeting in relation to government's budgetary processes
- Recognising the different stakeholders that may be involved in GRB
- Position GRB in overall service delivery mechanisms
- Defining budgets

- Highlighting budget process phases in relation to government
- Discussing budget votes for service delivery
- Distinguishing between national and sub-national budget processes
- Applying Gender Responsive Budgeting (GRB) as a tool for gender mainstreaming
- Understanding the types of Gender Budgeting
- Assessing the criteria for ownership and scope

---

## **MONITORING AND EVALUATION MECHANISMS AND ACCOUNTABILITY FOR THE IMPLEMENTATION OF THE NATIONAL DEVELOPMENT PLAN**

(3 DAYS)

NQF LEVEL 5, CREDITS 5

### **LEARNING OUTCOMES**

- Understanding of the concept “National Development Plan”
- Explaining the purpose and place of public monitoring and evaluation in the overall public management process
- Demonstrate an understanding of the link between staff performance and institutional performance
- Apply information generated from performance measurement
- Demonstrate an understanding of the advantages and disadvantages of Monitoring and Evaluation
- Provide a holistic overview of a Monitoring and Evaluation system

---

## **MARKETING COMMUNICATION IN THE PUBLIC SECTOR**

(5 DAYS)

NQF LEVEL 5, CREDITS 5

### **LEARNING OUTCOMES**

- Be familiar with the fundamentals of modern marketing thought
- Recognize how marketing communication can be used in brand building
- Understand marketing communication strategies for building brands
- Appreciate how creating, sending and receiving brand messages build marketing communication strengths in the public sector
- Understand ‘media business’ – deciding on the appropriate media
- Be aware of what marketing communication functions are available in brand building
- Value marketing communication in managing the marketing function

---

## **DEVELOPMENT PROGRAMME: FUNDAMENTALS FOR LEADING AND MANAGING STATE OWNED ENTERPRISES AND GOVERNMENT AGENCIES**

(5 DAYS)

### **LEARNING OUTCOMES**

- Rating and Improving Corporate Governance of State Owned Enterprises
  - Defining the Leadership and Management Overlap Process for the 21st Century in the State Sector
  - Lean Principles to Improve Service Delivery and Reduce Cost
  - The Gears That Drive HR Activities Need To Mesh Effectively
  - The Triple Role of the Government as a Regulator, Regulation Enforcer and Owner of Assets: Advantage of SOE's and GA
  - Addressing Emerging Governance Issues
  - Conducting an Effective Social Media Risk Management
  - Understanding and Developing your SOE Value Chain
  - Determining Government Action on Governance, Transparency and Integrated Reporting
  - Benchmarking your SOE as a High Reliability Organisation
  - Highlighting the Importance of Effective Integrated Reporting
  - The Value of Brands for CEO's and their SOE's
-

# LEADERSHIP DEVELOPMENT

## EFFECTIVE LEADERSHIP MANAGEMENT PROGRAM FOR COUNCILORS: MUNICIPAL BUDGETING AND INTEGRATED PLANNING

(5 DAYS)

NQF LEVEL 5, CREDITS 60

### LEARNING OUTCOMES

- Legislative Overview
- Linking integrated development planning and municipal budgeting
- The municipal budgeting process
- Budgeting principles and techniques applied in municipal budgets
- Planning procedures for municipalities
- Performance budgeting
- Budgetary control
- Management of revenue, expenditure, assets and liabilities
- Role of intergovernmental fiscal relations in municipal budgeting
- Governance and ethics in a municipal context

---

## LEADERSHIP AND MANAGEMENT

(5 DAYS)

NQF LEVEL 5, CREDITS 60

### LEARNING OUTCOMES

- The concept of leadership and strategic management
- Research perspectives on leadership and strategic management
- Personal side of leadership and management
- The Leader as a relationship builder and social architect
- Processes of strategic and international management
- Different leadership and management theories
- Leadership attributes qualities and skills – a new area of leadership
- Management process of planning, organizing, implementation and evaluation
- Group dynamics and team building
- Improving service delivery through applying project management

---

## PROJECT MANAGEMENT

(5 DAYS)

(NQF LEVEL 5, CREDITS 60)

### LEARNING OUTCOMES

- History of project management
  - The project team
  - Project management dimensions
  - Conceptualisation and initiation/ definition (phase 1)
  - Planning, scheduling and development (phase 2)
  - Project implementation, monitoring and evaluation (phase 3)
  - Hand – over/ closure (phase 4)
-



## MANAGEMENT AND LEADERSHIP SHORT PROGRAMME PEOPLE MANAGEMENT SKILLS

(5 DAYS)

(NQF LEVEL 5, CREDITS 5)

### LEARNING OUTCOMES

- Introducing people management
  - Managing self-efficient teams
  - Recruiting, Selecting and interviewing
  - Capacity building through training and development
  - Implementing health and safety of people at work
  - Conducting disciplinary and grievance procedures
  - People maintenance, careers and career management
  - Managing performance of people
- 

## LEADERSHIP USING EMOTIONAL INTELLIGENCE

(5 DAYS)

(NQF LEVEL 5, CREDITS 5)

### LEARNING OUTCOMES

- Leadership challenge in organisations
  - Leadership versus management
  - Styles and models of leadership
  - Current leadership style? (Practical work)
  - Transactional and transformational leadership
  - Role of vision, strategy and followership
  - Using motivation and inspiration
  - The leader and emotional intelligence
  - Contingency approach to leadership
- 

## MANAGING CHANGE

(5 DAYS)

(NQF LEVEL 5, CREDITS 5)

### LEARNING OUTCOMES

- Basic building blocks to change management
  - Two general view points on change
  - Models of change
  - Applying the change model
  - Internal psychological process of change
  - Change management steps in organizational transformation
  - The role of managers in change
  - Critical variables in change
  - Six ways to overcome the resistance to change
-

## **CULTURAL DIVERSITY**

(5 DAYS)

NQF LEVEL 5, CREDITS 5

### **LEARNING OUTCOMES**

- Understanding diversity
  - Layers of diversity – personality, physical differences, socio-economic environment and history
  - Exploring diversity as a potential source of discrimination – religious discrimination, age discrimination, gender discrimination, HIV/ Aids discrimination, sexual orientation discrimination, language discrimination, xenophobia, obesity and size discrimination, disability discrimination, stereotype discrimination
  - Dealing with diversity issues fairly and without discriminations
  - Managing cultural biases, stereotypes and perceptions
  - Mechanisms to realise equality in SA
  - Explaining the benefits of diversity and explore ways of utilizing diversity
- 

## **PROJECT MANAGEMENT FOR NON-PROJECT MANAGERS**

(5 DAYS)

NQF LEVEL 5, CREDITS 5

### **LEARNING OUTCOMES**

- Defining project management
  - History of project management
  - The project team
  - Dimensions of project management
  - Introducing the 4 phases of project management
- 

## **SENIOR MANAGEMENT DEVELOPMENT PROGRAMME**

## **LEADERSHIP AND GOAL SETTING**

(5 DAYS)

NQF LEVEL 5, CREDITS 20

### **LEARNING OUTCOMES**

- Introduction to leadership
  - Study Unit 1: The personal side of leadership
    - Part 1 – the leader as individual
    - Part 2 – leadership mind and heart
    - Part 3 – courage and morale leadership
    - Part 4 – Followership
  - Study Unit 2: the leader as a relationship builder
    - Part 1 – motivational and empowerment
    - Part 2 - leadership communication
    - Part 3 – leading teams
    - Part 4 – developing leadership diversity
    - Part 5 – leadership, power and influence
  - Study Unit 3: the leader as social architect
    - Part 1 – creating vision and strategic direction
    - Part 2 – shaping culture and values
-

## COMMUNICATION

(2 DAYS)

NQF LEVEL 5, CREDITS 5

### LEARNING OUTCOMES

- Introduction to communication
- Effective communication
- Overview of the communication process
- Characteristics of good communication
- Barriers to effective communication
- Main categories of communication
- Written communication
- Verbal communication
- Non-verbal communication
- Meeting procedures
- Presentations
- Public appearance

---

## FINANCE AND BUDGETING

(2 DAYS)

NQF LEVEL 5, CREDITS 20

### LEARNING OUTCOMES

- What is financial management
- Legal framework
- Financial organisation
- Financial planning – working with budgets
- Financial control
- Introduction to financial accounting

---

## ASSET MANAGEMENT

(1 DAY)

NQF LEVEL 5, CREDITS 20

### LEARNING OUTCOMES

- Defining asset management
- Policy framework for asset management
- Role-players in asset management
- Accounting for assets
- Inventory losses and surpluses

---

## PROJECT MANAGEMENT

(3 DAYS)

NQF LEVEL 5, CREDITS 20

### LEARNING OUTCOMES

- Defining project management
- The project team
- Project management dimensions
- Conceptualisation and initiation/ definition (phase 1)
- Planning, scheduling and development (phase 2)
- Project implementation, monitoring and evaluation (phase 3)
- Hand-over/ closure (phase

## MIDDLE MANAGEMENT DEVELOPMENT PROGRAMME

### MANAGEMENT AND LEADERSHIP

(5 DAYS)

NQF LEVEL 6, CREDITS 25

#### LEARNING OUTCOMES

- Defining the concept leadership and strategic management
- Researching perspectives on leadership and strategic management
- Personal side of leadership and strategic management
- Leadership and management challenge for 2010/20
- The leader as relationship builder
- The leader as a social architect
- Process of strategic and international management
- Differentiating leadership and management theories
- Leadership attributes qualities and skills – a new area of leadership
- Managing the process of planning, organizing, implementation and evaluation
- Group dynamics and team building
- Improving service delivery through applying project management

---

### COMPLIANCE RISK AND GOVERNANCE MANAGEMENT

(5 DAYS)

NQF LEVEL 6, CREDITS 25

#### LEARNING OUTCOMES

- Explaining the need for governance and control in relation to business
- Describing how governance and control measures are forced
- Clarifying how liabilities are linked to corporate governance
- Labeling the risks associated with non-compliance or non-activity
- Explaining the relationship between fiduciary responsibility and personal liability
- Illustrating how liabilities could arise within the organisation
- Investigating evidence of compliance or non-compliance in an organisation
- Identifying the policies and procedures related to a business process
- Describing the legislation that impacts on the business within an industry
- Quantify and analyse consequences of fiduciary risk in a specific situation
- Proposing a solution to manage fiduciary risk in a specific situation
- Unfolding a specific sector in relation to provincial and national government with regard to the leader's role
- Analysing the legislative framework impacting on a specific sector
- Applying creative problem-solving techniques to resolve sector policy issues
- Distinguishing between the roles of the leader and the official in policy development and implementation

---

### FINANCE FOR NON-FINANCIAL MANAGERS

(5 DAYS)

NQF LEVEL 6, CREDITS 25

#### LEARNING OUTCOMES

- Defining the concept financial management
- Understanding the legal framework of managing finances
- Applying concepts related to funding
- Understanding various structures applicable to the management of finances
- Developing a budget with all of the requisite tools
- Identifying all various constituencies to be included in building a sound budget
- Building a 3-5 years strategic plan and monitoring it based on strategic thinking
- Implementing efficient financial controls
- Analysing the basic concept in financial accounting

## MENTORING AND COACHING FOR IMPROVED PERFORMANCE

(5 DAYS)

NQF LEVEL 6, CREDITS 25

### LEARNING OUTCOMES

- Defining project management
- The project team
- Project management dimensions
- Conceptualisation and initiation/ definition (phase 1)
- Planning, scheduling and development (phase 2)
- Project implementation, monitoring and evaluation (phase 3)
- Hand-over/ closure (phase 4)

## EXCELLENCE IN OFFICE SKILLS FOR FRONTLINE STAFF

(3 DAYS)

### LEARNING OUTCOMES

- Effectively Manage your Time and Stress
  - Understand and Apply Communication Skills
  - Provide Effective Customer Service
  - Develop Your Leadership Skills
  - Negotiate and be Assertive when Needed
  - Resolve a Problem when Required
  - Apply Business Writing where Necessary
- 

## PAPER AND ELECTRONIC RECORDS MANAGEMENT IN THE PUBLIC SECTOR

(4 DAYS)

NQF LEVEL 5, CREDITS 20

### LEARNING OUTCOMES

- Explain the Relevant Legislation pertaining to Records Management
  - Explain the Characteristics of Records Management
  - Implement a Records Management Policy
  - Explain the Advantages of Records Management
  - Understand the Duties and Responsibilities of a Records Manager
  - Explain Records Storage Space, and Equipment relating to Records Management
- 

## MANAGEMENT SKILLS FOR FRONTLINE STAFF PA'S AND EXECUTIVE SECRETARIES

(5 DAYS)

NQF LEVEL5, CREDITS 5

### LEARNING OUTCOMES

- Teach you how to value your position within your company and step up to the plate and deliver
  - Get you motivated about your responsibilities as Executive PA
  - Prepare the ground for good management and delegation skills
  - Teach you correct professional business writing and never faultier with e-mails, letters, faxes or proposals
  - Enable you to develop excellent Emotional Intelligence Skills
  - Teach you how to run and record executive board meetings
  - Advanced telephone etiquette as PR and marketing agent for the company
  - Creating positive yet assertive relationships with customers and co-workers
  - Essential project and time management; key factors for efficient, productive work
- 

## SURVIVAL STRATEGIES FOR NEW MANAGERS

(5 DAYS)

NQF LEVEL 5, CREDITS 6

### LEARNING OUTCOMES

- Addressing the Role of the Manager
- Conquering Personality Challenges That May Influence the Efficiency of a New Manager
- Dealing with Difficult People
- Situational Leadership and Application Thereof
- Assisting New Managers in Identifying Main Motivational Factors in their Department

## SUCCESSION PLANNING AND CAREER DEVELOPMENT: A LEADERSHIP NECESSITY

(5 DAYS)

NQF LEVEL 5, CREDITS 6

### LEARNING OUTCOMES

- Highlighting all personality danger areas relating to leadership position of new or potential managers
  - Individual development and performance evaluation based on leadership
  - Using leadership to ensure development for career development
  - Integrate individual career development, Career planning and career management
  - Understand Career choices and theories in practice
  - Management of retention factors influencing implementation of succession planning
- 

## PRESENTATION SKILLS

(2 DAYS)

### LEARNING OUTCOMES

- Design techniques to analyse current skills customise for the learners organization
  - Identifying and defining the skills requirements of the organisation
  - Design skills auditing plan to be implemented by own staff
  - Defining training and development needs
  - Identify challenges and strengths in presentation skills of each learner
  - Strategise and implement an improvement plan on presentation skills
- 

## OFFICE ADMINISTRATION MANAGEMENT

(3 DAYS)

NQF LEVEL 5, CREDITS 5

### LEARNING OUTCOMES

- Understand the role of office management in an organisation
- Demonstrate the ability to manage the day to day administration of an office
- Plan and prepare communication for meetings and prepare meeting reports
- Plan, implement and control an information system in an organisation
- Plan, monitor and control office supplies
- Analyse the ability to manage administration records in the most efficient manner
- Demonstrate, plan and schedule work for oneself and others
- Implement the ability to identify and assist in the control of fraud in the office environment
- Write meeting minutes
- Set agenda for a meeting
- Understand the principles of time management
- Draw up time efficient work plans to carry out department/division work functions
- Implement time efficient work plans
- Understand the generic format and specific for reports
- Demonstrate an understanding of detailing the different sections of the introduction, body and conclusion in the report
- Describe how to justify the conclusions of the report through the use of adequate information

## **BEST PRACTICES IN MANAGING LIBRARIES INFORMATION AND RESOURCE CENTRES**

(4 DAYS)

NQF LEVEL 5, CREDITS 5

### **LEARNING OUTCOMES**

- Manage projects in the library and information context
  - Use professional development as a retention tool for underrepresented librarian
  - Use the balanced scorecards in the performance management of libraries and information centers
  - Understand the role of the librarian as consultant
  - Know the legal ramification of information technology and cyberspace in libraries
  - Use internal marketing for the workplace library and information center
  - Manage outreach in public libraries
- 

## **MANAGEMENT SKILLS FOR FRONTLINE STAFF PA'S AND EXECUTIVE SECRETARIES**

(5 DAYS)

NQF LEVEL5, CREDITS 5

### **LEARNING OUTCOMES**

- Teach you how to value your position within your company and step up to the plate and deliver
- Get you motivated about your responsibilities as Executive PA
- Prepare the ground for good management and delegation skills
- Teach you correct professional business writing and never faultier with e-mails, letters, faxes or proposals
- Enable you to develop excellent Emotional Intelligence Skills
- Teach you how to run and record executive board meetings
- Advanced telephone etiquette as PR and marketing agent for the company
- Creating positive yet assertive relationships with customers and co-workers



## EFFECTIVE TECHNIQUES AND PHILOSOPHIES TO ACHIEVE WORLD CLASS MANUFACTURING

(4 DAYS)

### LEARNING OUTCOMES

- Be aware of the strategic importance of aiming at high levels of Performance in a “Global Market” situation
- Get acquainted with the principles required to understand, measure, self-assess and monitor Industrial Performance
- Get an in depth understanding of the “state-of-the-art” philosophy, disciplines and techniques available to enable every manufacturing enterprise to perform at world-class level
- Grasp principles and methods that can and should be applied in factories of all types and sizes to achieve continuous Performance improvements
- Understand the importance of an integrated, holistic approach to Performance, with emphasis on achieving short, medium and long term goals
- Learn how to develop a program to apply lean techniques to your manufacturing processes;
- Understand the necessity of a modern approach based first on people, and then on methods and technology

---

## LEAN THINKING PRINCIPLES: FOR INDUSTRIES OTHER THAN MANUFACTURING

(4 DAYS)

### LEARNING OUTCOMES

- Understand how the lean philosophy has evolved since its inception, and how it can beneficially apply to different industrial sectors and business processes
- Grasping the Lean Thinking philosophy, its targets, its constraints and its critical success factors;
- Practice with Lean tools and techniques to transmit the Lean approach to others within your Organisation
- Learn how to install and develop a Lean culture within your Organisation
- Understand how to set up medium-term strategies to embed Lean principles into your core and support processes
- Understand how to look with new eyes at Productivity, Quality and Performance parameters under the Lean angle of view
- Know about the Lean approach to modern Plant/Machinery management
- Review traditional HR management and development approaches and convert them into a simpler and leaner scheme capable of making job-satisfied Lean-Thinkers grow within your Organisation
- See how lean concepts have evolved and are continuing to evolve into a fascinating, future scenario

---

## TECHNICAL REPORT WRITING SKILLS

(4 DAYS)

### LEARNING OUTCOMES

- Gain knowledge in writing and delivering professional and technical documents with greater confidence, clarity and impact.
- Understand the steps involved in preparing a report from gathering the data to writing the rough draft.
- Gain insight into report styles and how to produce good reports
- Learn thoroughly the functions of a technical report introduction and its content, style, length and relation to other parts of the report.
- Learn how to organize the result and discussion section, the presentation of data and the discussion of significant results.

## MASTERING FIDIC AND JBCC CONTRACTS

(2 DAYS)

### LEARNING OUTCOMES

- Devising and adopting an appropriate procurement and contracting strategy for your project.
  - Preparing the contracts documents
  - Claims for an extension of time, additional Cost and Profit
  - Dispute resolution and DAB procedures
  - Choosing and selecting the main option
  - Use and revision of the program and Early Warnings
  - Compensation Events (CE's)
- 

## NEC CONTRACTS

(2 DAYS)

### LEARNING OUTCOMES

- Development of NEC contracts
  - Characteristics of NEC contracts
  - Structure of the NEC 4 Engineering and Construction Contract
  - Feedback from ECC 2
  - Changes from ECC 2
  - Points of interest in NEC 4
- 

## GENERAL CONDITIONS OF CONTRACT

(3 DAYS)

3 CPD Points

### LEARNING OUTCOMES:

- Protect Your Project. Learn the Fundamentals of the General Conditions of Contract 2015.
  - Understanding GCC 2010-2015
  - Highlighting the General Principles of Contract Law
  - Discussing Conditions of Contract
  - Executing Termination of Contract Claims
  - Handling Disputes and Resolutions Effectively
  - Addressing Contractor's General Obligations
- 

## PROJECT MANAGEMENT FOR ENGINEERS

(5 DAYS)

5 CPD Points

### LEARNING OUTCOMES:

- Addressing The Project Management Environment And Its Setting
- Determining the Complexity Of Projects Irrespective Of Size
- Analysing the Project Anatomy/Project Life Cycle And Project Parameters
- Highlighting Project Management Nomenclature And Basic Definitions
- Grasping the Value Creation Process
- Understanding The Process And The Importance Of A Feasibility Study
- Establishing the Project Scoping Process And Development Of A Work Breakdown Structure
- Preparing and Managing A Project Schedule
- Optimizing Your Project Resources
- Understanding How To Learn From A Project

## EMPLOY A SYSTEMATIC APPROACH TO ACHIEVING OBJECTIVES

(2 DAYS)

NQF LEVEL: 4

CREDITS: 10

UNIT STANDARD NR: 242822

### LEARNING OUTCOMES

- Plan, organise and allocate work
  - Identify and develop objectives
  - Formulate a plan to meet the objective
  - Implement the plan
  - Monitor activities
- 

## MUNICIPAL BUDGETING AND INTEGRATED PLANNING

(5 DAYS)

NQF LEVEL: 5

CREDITS: 20

### LEARNING OUTCOMES

- Explain the legislative framework governing Municipalities
  - Describe how integrated development planning and municipal budgeting should be linked
  - Describe the Municipal budgeting process
  - Apply budgeting principles and techniques in Municipal budgets
  - Demonstrate an understanding of the budgeting procedures for municipalities
  - Demonstrate an understanding of the concept “Performance Budgeting”
  - Apply budgetary control at a departmental and institutional level
  - Demonstrate an understanding of the importance of the management of revenue, expenditure, assets and liabilities during the budget cycle
  - Apply good governance and ethics in managing municipalities
- 

## LEADERSHIP AND MANAGEMENT

(5 DAYS)

NQF LEVEL: 5

CREDITS: 20

### LEARNING OUTCOMES

- Understand the full meaning of leadership and see the leadership potential in yourself and others
- Identify personal traits and characteristics that are associated with leadership
- Understand how leadership is often contingent on People and Situations
- Identify major personality dimensions and understand how personality influence leadership and relationships within the organization
- Recognise how mental models guide your behavior and relationship
- Combine a rational approach to leadership with a concern for people and ethics
- Analyse your fellowship style and take steps to become a more effective follower
- Recognise and apply the difference between intrinsic and extrinsic rewards in leadership
- Act as a communication champion rather than just as an information processor
- Turn a group of individuals into a collaborative team that achieves high performance through shared mission and collective responsibility

<b>SAQA ID NUMBER AND QUALIFICATION TITLE</b>			
<b>PSETA</b>	<b>P21/0717/GP795</b>	<b>NQF Level</b>	<b>Credits</b>
57804 National Certificate	Public Administration	3	157
57824 National Certificate	Public Administration	4	146
50060 National Certificate	Public Administration	5	156
67460 National Diploma:	Public Administration	6	240
57827 National Diploma:	Public Administration	7	260
<b>LGSETA</b>	<b>LGRS-1686-170828</b>	<b>NQF Level</b>	<b>Credits</b>
57823 National Certificate	Ward Committee Governance	2	120
50372 FETC:	Municipal Finance and Administration	4	157
50081 FETC:	Leadership Development	4	160
48965 National Certificate	Municipal Financial Management	6	166
67467 National Certificate	Municipal Governance	5	140
36436 National Certificate	Local Economic Development	4	163
<b>SERVICES SETA</b>	<b>Accreditation Number 2228</b>	<b>NQF Level</b>	<b>Credits</b>
49648 National Certificate:	New Venture Creation	2	138
66249 FETC:	New Venture Creation	4	149
57712 FETC:	Generic Management	4	150
59201 National Certificate:	Generic Management	5	162
<b>ETDP SETA</b>	<b>2018/03/0000024</b>	<b>NQF Level</b>	<b>Credits</b>
50334 National Certificate:	Occupationally Directed Education	5	120
<b>CATHSSETA</b>	<b>2011/109895/07</b>	<b>NQF Level</b>	<b>Credits</b>
64469 FETC	Hospitality Reception	4	126