

REEV STUDY CENTRE

COURSES AND COURSE OUTLINES

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COURSE 1: RESEARCH METHODS AND DATA ANALYSIS

Course Description

This course shall mainly focus on the fundamentals of Research, and research methods and Techniques; Correlation and Regression, and usage of SPSS Program in Research.

Course Objectives

- a) To provide a clear understanding of different theoretical approaches, and multi-disciplinary perspectives;
- b) To provide a clear understanding of the principles and practice of research design, especially as it affects their research projects;

Course Content

Module 1: Introduction to Research Methods:

- 1.1 Theory and Scientific Research; From Proposition to Theory; Qualitative and Quantitative Research; Exploratory and Descriptive Research
- 1.2 Philosophy of Scientific Research
- 12.1 Scientific Method; Induction and Deduction; Positivism
- 1.2.2 Research Designs: Description and Explanation; Cross-Sectional and Longitudinal Research
- 1.2.3 Propositions and Hypotheses
- 1.2.4 Independent and Dependent Variables; Validity and Reliability
- 1.2.5 Research Proposal Writing

Module 2: Qualitative Research

- 2.1 What is qualitative research? Ethnography; Interpretative and Constructivist Methodologies; Techniques of Validation in Qualitative Research
- 2.2 Discourse Analysis; Content Analysis; Reliability and Validity.
- 2.3 Case Study Research; Comparative Case Method; Selection Bias.
- 2.4 Interviewing, Focus Groups, and Surveys:
 - 2.4.1 Approaches to Interviewing;
 - 2.4.2 Selecting Focus Groups;
- 2.5 Sampling
 - 2.5.1 Advantages and Disadvantages of Sampling
 - 2.5.2 Random Sampling Techniques
 - 2.5.3 Non Random Sampling Techniques
- 2.6 Instrument Design;
- 2.7 Variables and Measurement; Scales and Indexing; Questionnaire Design.
- 2.8 The Research Process
 - 2.8.1 Research Objectives, Principles of Research

- 2.8.2 The interview Process, Presentation of interviewers, Obtaining an Interview, Creating Rapport, Asking Questions, Probing, Recording Answers, Editing Questionnaires, FGDs,
- 2.8.3 Processing and Analysis of Results

Module 3: Quantitative Methodologies

3.1 Descriptive Statistics:

- 3.1.1 Levels of Data; Measures of Central Tendency;
- 3.1.2 Measures of Variability; and Variance
- 3.1.3 Standard Deviation; Univariate Statistics.

3.2 Inferential Statistics:

- 3.2.1 Probability; Normal Distribution;
- 3.2.2 T-distribution; Central Limit Theorem;
- 3.2.3 Samples and Population;
- 3.2.4 Testing the Null Hypothesis;
- 3.2.5 Chi-square Test of Significance.

Module 4 Correlation

- 4.1 Strength and Direction of Correlation;
- 4.2 Pearsons' r ; Partial Correlation; Non-Parametric Measures of Correlation.
- 4.3 Introduction to Regression Analysis:
 - 4.3.1 Ordinary Least Squares Regression; Bivariate and Multivariate Regression
 - 4.3.2 Assumptions of Regression; Interaction and Dummy Variables
- 4.4 Introduction to Logistic Regression:
 - 3.5.1 Regression with Binary/Categorical Dependent Variables
 - 3.5.2 Assumptions of Logistic Regression; Probabilities and Odds.

Module 5 Data Processing and Management

- 5.1 Packages for Data Entry
- 5.2 Entering Data
- 5.3 Variables; Data Manipulation; Transforming Variables;

Module 6 Data Analysis and Report Writing

- 6.1 Data Interpretation
- 6.2 Data Presentation
- 6.3 Syntax
- 6.4 Graphic Presentation

COURSE2: PROJECT DESIGN AND IMPLEMENTATION

Course Objectives

- (i) To develop knowledge breadth in project design and implementation among practitioners so as to improve on the execution of programs and initiatives.
- (ii) To increase practitioners orientation to project activities and tasks and more to processes, inputs and outputs

Assessment

Students will be assessed by means of a course work, and class presentations accounting for 40% of the total mark at the end of every module and a written examination at the end of the course.

Course Content

Module 1: Project Conceptualization

- 1.1 Recognizing an opportunity
- 1.2 Filtering the Opportunity through a Multi-layer sieve
- 1.3 Conceptualization of the project in all dimensions. the 4ps of project conception.
 - Product(shape, size, and nature)
 - Process(technology to produce the product
 - Place (location of plant)
 - Partner (technology of financial collaborator)
- 1.3 Making a Product Choice

Module 2: Project Feasibility

- 2.1 Project Planning and Feasibility Analysis

Module 3: Project Implementation

- 3.1 Project Implementation Process and Plan
- 3.2 Management of the Implementation Process
- 3.3 Monitoring Planning and Implementation

Module 4: Project Monitoring

- 4.1 Setting out Monitoring Proposals and Objectives
- 4.2 Project Monitoring Checklist

Module 5: Project Evaluation

- 5.1 Understanding of Project Evaluation
- 5.2 Relevance of Project Evaluation
- 5.3 Who Evaluates the Project, When, and What?
- 5.4 Types of Project Evaluation

Target

Practitioners in the Civil Society Organisations and NGO sector, Development Consultants, and public sector program designers and implementers.

COURSE 3: MONITORING AND EVALUATION

Course Description

This course put much emphasis on developing the skills of the practitioners in evaluation of different programs and projects. The students shall be introduced to Rationale for Monitoring, different Monitoring Systems, Performance Measurement, Evaluation Models, Data Management, Qualitative and Quantitative Data Collection and Analysis and Monitoring and Evaluation report writing. This will equip the practitioners with practical robust skills in project monitoring and evaluation.

Course Objective

To enhance practical Monitoring and Evaluation skills required in a demanding and changing world among practitioners.

Assessment

Students will be assessed by means of a course work, and class presentations accounting for 40% of the total mark at the end of every module and a written examination at the end of the course.

Course Content

Module 1: Introduction to Monitoring and Program Evaluation

- 1.1 Background and Understanding of Monitoring and Evaluation
- 1.2 Definition of Terms and Concepts
- 1.3 Difference Between Monitoring and Evaluation

Module 2: Rationale for monitoring

- 2.1 Purpose for Monitoring
- 2.2 Monitoring Events (On- Site Monitoring, Participation in Meetings, Auditing by Parties, Day-to-day Communication)
- 2.3 Policies and Procedures (Frequency and Purpose of Monitoring and Composition of Monitoring Team, Monitoring Schedule, Exceptions to the approved Monitoring Schedule and Scheduling Projects with Multiple Institutes)

Module 3: Monitoring systems and their advantages and disadvantages

- 3.1 NIMES
- 3.2 LOGICS
- 3.3 JSR
- 3.4 HMIS
- 3.5

Module4: Performance Measurement Frameworks (PMFs)

- 4.1 Performance Contracts
- 4.2 Result Based Planning
- 4.3 Linking Strategic Plans with Budget Execution

Module 5: Evaluation Models

- 5.1 CIPP
- 5.2 LFA

Module 6: Measures and Data Management

- 6.1 Data Governance
- 6.2 Data Architecture, Analysis and Design
- 6.3 Data Base Management
- 6.4 Data Quality Management
- 6.5 Reference and Master Data Management
- 6.6 Document, Record and Content Management

Module 7: Qualitative and Quantitative Evaluation Methods of Data Collection and Analysis.

Module 8: Writing a Monitoring and Evaluation Report.

- 8.1 Gathering, Managing Information and Reporting
- 8.2 Deciding which Reporting Methods to Use
- 8.3 Collecting, Analyzing and Storing Information
- 8.4 Communicating M&E Findings for Action

Target

Project and Programme Officers, Middle Management, Consultants and Researchers among Others.

COURSE 4: INSTITUTIONAL DEVELOPMENT

Course Description

The course focuses on building sustainable institutions that look at human capital development as central in the organizations progress. It is also premised on developing skills in practitioners to develop sound sustainable systems for organization like in financial management, fleet management, and auditing among others.

Course Objectives

- (i) To Develop Capacity among practitioners for Development and Support for Management of Change with in a range of organizations.
- (ii) To develop understanding and support of Capacity Development as an Organizational function for sustainable change.
- (iii) To develop skills in building effective and sustainable institutions among practitioners.

Assessment

Students will be assessed by means of a course work, and class presentations accounting for 40% of the total mark at the end of every module and a written examination at the end of the course.

Course Content

Module 1: Human Capital Development

- 1.1 Role of human capital development in economic development
- 1.2 Transforming the face of human capital (Mentoring, In-service Training, Career path, Transforming the face of community development)

Module 2: Management Information Systems

- 2.1 Understanding Management Information System
- 2.2 A Conceptual Framework for Quality Information System
- 2.3 Network Management and Information Systems

Module 3: Fleet Management

- 3.1 Fleet Management Operations and Functions(Fleet Analysis, Vehicle Selection And Procurement, Cost Control, Accident Control, Maintenance And Replacement)
- 3.2 Strategic Fleet Management (Fleet Management and the Big Picture, Strategic Planning of Fleet Management, Performance Management, Fleet Management Information Systems).
- 3.3 Management and Supervision (Supervising and Managing in Uncertain Times, Supervisory and Managerial Essentials, Communication, Problem Solving, Motivation, Planning, Controlling And Leading
- 3.4 Integration of Advanced Fleet Management Aspects

Module 4: Financial Management and Control

- 4.1 Financial Control Procedures
- 4.2 Planning and Budgeting
- 4.3 Liabilities Management

Module 5: Value for Money Auditing

- 5.1 Definition of Value for Money Auditing
- 5.2 Framework of The Economy(Right Amount, At the right Place, At the right time, of the right kind and at the right Cost)
- 5.3 Efficiency and Effectiveness
- 5.4 Audit Objective and Scope
- 5.5 Audit Criteria(Types- General and Specific) and Audit Evidence
- 5.6 Developing Findings(5cs- Criteria, Condition, Causes, Consequences Effect, and Corrective Action)
- 5.7 Deriving Preliminary Audit Conclusions

Module 6: Performance Contracting

- 6.1 Business Principles and Core Values
- 6.2 Project Management

Target

The target includes but not limited to: Company Directors, Heads of Institutions and Sectors at all Levels, Middle Managers like financial managers, human resource managers, marketing managers.

COURSE 5: ECONOMIC FORECASTING AND MODELING

Course Description

This course is hinged on economic modeling and forecasting in policy formulation and implementation. Strategic Planning, Forecasting and Modeling become central in positioning the country in the world economic blocs. It therefore becomes necessary that practitioners acquire requisite skills for that challenging task. Attention shall further be paid to International Market penetration, International Economic Trends and Analysis, and International Economic Agreements.

Course Objectives

- To give practitioners quick access to modeling.
- To give practitioners hands on experience with formulation of a state of the art model for policy analysis.
- To develop skills among practitioners in design and model building.

Assessment

Students will be assessed by means of a course work, and class presentations accounting for 40% of the total mark at the end of every module and a written examination at the end of the course.

Course Content

Module 1: Micro economic analysis

- 1.1 Micro Economic Theory
- 1.2 Theory of the Firm

Module 2: Macro economic analysis

- 2.1 National outputs (GDP, Unemployment, and Inflation)

Module 3: Economic modeling

- 3.1 Public Goods Model
- 3.2 Welfare Model
- 3.3 Interventionist Model
- 3.4 Competitiveness Model – Adam Smith.
- 3.5 Cobs and Tiger model
- 3.6 Minor change model – Vietnam and Thailand

Module 4: International market penetration

- 4.1 WTO and how it operates
- 4.2 Subsidy Regimes
- 4.3 CETS – Common External Tariffs
- 4.4 Rules of Origin.

Module 5: International Economic Trends and Analysis

International Trade Forecasting

Module 6: Breton -woods System

- 6.1 World Bank operation framework, -Washington consensus
- 6.2 IMF Framework.

Module 7: International Economic Agreements

- 7.1 North Atlantic Trade Treaty
- 7.2 AGOA (USA)
- 7.3 EBA (Everything But Arms- EU)
- 7.4 OPEC.

Target

Individuals working with; Missions or Embassies, Economists and Economic planners, Policy Makers and Policy analysts, Finance Managers and Business Managers, among others.

COURSE 6: CAREER DEVELOPMENT AND COMPETITIVENESS

Course Description

This course mainly focuses on personal packaging and for eventual competitiveness. It runs through the interface among Self Understanding and Management, Developing Personal Capabilities, Innovative Thinking, and Social Capital Development. The programme concludes by looking at the blend of all these elements so as to produce an all round and competitive individual.

Course Objectives

- (i) To develop Skills among practitioners in the Understanding of Career and the Importance of Improving it in Cultural and Workplace differences as well as Transferable Skills.
- (ii) To ensure practitioners' Competitiveness in the Fierce Market.
- (iii) To Improve the Level of Employability and Capacity among Individuals.

Assessment

Students will be assessed by means of a course work, and class presentations accounting for 40% of the total mark at the end of every module and a written examination at the end of the course.

Course Content

Module 1: Self Understanding and Self Management

- 1.1 Development of Self Understanding
- 1.1 Awareness of Self (SWOT)
- 1.2 Goal Setting and Motivation
- 1.3 Time Management
- 1.4 Self Management

Module 2: Skills Mix Development

- 2.1 Assessment of the current and future needs skills needs
- 2.2 Assessment of the current education and training provision
- 2.3 A Gap analysis
- 2.4 Multi- skilling opportunities for individuals
- 2.5 Sector skills agreements

Module 3: Human Capabilities

- 3.1 Identifying Natural Human Skills and Capabilities
- 3.2 Enhancing Natural Human Skills and Capabilities

Module 4: Trans-Disciplinary Approaches of Competitiveness (Thinking Out of the Box)

Module 5: Life Skills Development

- 5.1 Empathy
- 5.2 Assertiveness
- 5.3 Communication
- 5.4 Group Dynamics and Team Playing
- 5.5 Interpersonal Skills.

- Module 6: Etiquette Development.**
6.1 Personal Etiquette Development
6.2 Social Etiquette
6.3 Business Etiquette Development
6.4 Professional Development - Work Place Etiquette

- Module 7: Environmental Analysis and Social Capital development**
7.1 The Role of Social Capital in Development
7.2 Social Capital and Public Affairs
7.3 Social Capital Development

Target

Managers at all levels, Individuals in operations, Company Directors and Business Operators.

COURSE 7: ENTREPRENEURSHIP DEVELOPMENT AND BUSINESS COMPETITIVENESS

Course Description

The most important element that runs through the whole course is the establishment of a viable and sustainable business enterprise. This includes building a business with strong pillars that can be able to hold amidst stiff competition. These pillars include; Business Feasibility analysis; Resource mobilization; Market analysis and forecasting; Sound Financial management Systems and Business Diversification. The programme concludes with business sustainability in a rather skewed competitive business Environment.

Course Objectives

- (i) To develop entrepreneurship skills and competence among individuals
- (ii) To develop business management and competitive skills among individuals in all sectors.

Assessment

Students will be assessed by means of a course work, and class presentations accounting for 40% of the total mark at the end of every module and a written examination at the end of the course.

Course Content

Module 1: Business Feasibility analysis

- 1.1 Importance of a Business Feasibility Study
- 1.2 Dimensions of Business Viability(Market Viability, Technical Viability, Business Model Viability, Management Model Viability, Economic And Financial Model Viability, Exit Strategy Viability)
- 1.3 Elements of a Business Feasibility Study

Module 2: Resource mobilization

Module 3: Market Analysis and Forecasting

- 3.1 Survival in the market
- 3.2 Customer Base Expansion
- 3.3 Game Theory
- 3.4 Nash Equilibrium

Module 4: Financial Management

- 4.1 Accounting,
- 4.2 Financial Control
- 4.3 Auditing

Module 5: Creating partnerships

- 5.1 Mergers
- 5.2 Takeovers
- 5.3 Acquisitions

Module 6: Investments and capitalization

- 6.1 Investment and Capitalization of firms
- 6.2 Venture Capital Investment Opportunities Vs Stock Market Share
- 6.3 Investment Financing of Capital Formation

Module 7 Business diversification

- 7.1 Market Analysis
- 7.1 Creating Opportunities
- 7.2 Analysis of Resources and Time Scales
- 7.3 Business Plans, Finance, Planning Marketing, Etc

Module 8: Business sustainability

- 8.1 Business Challenges (Knowing Your Costs, ROI, Calculating Savings)
- 8.2 Business Solutions (Pooling Resources, Actions, Networks)
- 8.3 Business Sustainability Management

Target

Business company directors, Business operators, policy analysts and policy makers and any other individual at a post graduate level

COURSE 8: TECHNICAL ASSISTANCE AND DEVELOPMENT PARTNERSHIPS

Course Description

Course Objective

- (i) To develop understanding among individuals of how technical assistance and partnerships work.
- (ii) To develop practitioners' skills in promoting Macroeconomic stability.
- (iii) To develop skills in developing sustainable development partnerships

Assessment

Students will be assessed by means of a course work, and class presentations accounting for 40% of the total mark at the end of every module and a written examination at the end of the course.

Course Content

Module 1: Foreign aid

- 1.1 Bi-lateral aid
- 1.2 Multi-lateral aid

Module 2: Development Finance

- 2.1 Long term loans
- 2.2 Short term loans

Module 3: Foreign Debt

- 3.3 Debt servicing and amortization
- 3.3 Debt cancellation
- 3.4 HIPC initiative

Module 4: Impact of Development Partnerships

- 4.1 Technical assistance
- 4.2 Financial resources.

Target

Economic planners, policy makers and analysts, government sectoral heads, Government financial controllers, policy implementers, Senior Management, Senior Financial Management, In House Legal Advisors, Professional Equity, Investors/ Venture Capitalists and Professional Advisors

COURSE 9: STRATEGIC FLAGSHIP PLANNING

Course Description

The programme is mainly runs through the fundamentals of strategic flagship and planning. It looks at a variety of perspectives, models, and approaches in strategic flagship planning. This usually for the organizations leaders to ensure that every body in the organization is on the same page.

Course Objectives

- (i) To develop skills among practitioners in sustainable management of institutions and companies in order to reverse stagnation and (or) plummeting due to adverse impacts from new development.
- (ii) To promote skills among individuals in development of methods, tools and indicators for performance assessment

Assessment

Students will be assessed by means of a course work, and class presentations accounting for 40% of the total mark at the end of every module and a written examination at the end of the course.

Course Content

Module 1: Understanding of strategic Flagship Planning

- 1.1 Strategic planning models (goals –based model, issues- based model, organic, etc).
- 1.2 Benefits of strategic flagship planning
- 1.3 timing for strategic flagship planning

Module 2: Bench marking development indicators (area, country)

- 2.1 Strategic analysis and setting a strategic direction
- 2.2 Action planning

Module 3: Stakeholder analysis

- 3.1 Introduction to Stakeholder Analysis
- 3.2 Stakeholder Identification, Analysis and Management
- 3.3 Stakeholder Analysis and Engagement

Module 4: Leveraging

- 4.1 Leveraging Influence
- 4.2 Leveraging in Investment
- 4.3 Leveraging Ideas in Creativity
- 4.4 Leveraging Leadership

Module 5: Strategic Marketing Infrastructure

- 5.1 Strategic Marketing and Research
- 5.2 Infrastructure Partnerships
- 5.3 Strategic Marketing Plans
- 5.4 Strategic Marketing and Client Development

- Module 6: Market Sustainability.**
6.1 Producers and Market Analysis
6.2 Identification of Appropriate Markets
6.3 Increasing Customer Demand for Sustainability of the Product

- Module 7: Performance Revenue**
7.1 Revenue and Performance Management
7.2 Improving Cash Flows

Target

Development planners, economists, researchers and developmental consultants, Company Directors, senior Management, heads of institutions, Bankers, Managing Directors and administrators.

COURSE 10: BUSINESS CONTINUITY PLANNING

Course Description

This programme is premised on the need to ensure the continuity of the business beyond interruption, destruction on any major disaster or mishap to the business. It therefore focuses on the impact of the business, and business processes, risk assessment and management, risk monitoring, to ensure that in an event of any major disruption, the business is able to continue as usual.

Course Objectives

- (i) To offer an insight to all business leaders who are often directors, managers and drivers of business continuity planning and related business management initiatives
- (ii) To develop skills in business continuity with competence in business impact analysis, risk assessment, risk management, and risk monitoring.

Assessment

Students will be assessed by means of a course work, and class presentations accounting for 40% of the total mark at the end of every module and a written examination at the end of the course.

Course Content

Module 1: Business Impact Analysis (BIA).

- 1.1 Introduction to Business Continuity Planning
- 1.2 Identification of the Potential Impact of uncontrolled and non-specific Events on the Business processes
- 1.3 Consideration of all Departments
- 1.4 Estimation of maximum allowable down time and financial losses

Module 2 Risk Assessment

- 2.1 Prioritization of potential business disruptions based on severity and Likelihood of severity
- 2.2 Gap analysis between existing BCP and what is necessary to achieve recovery time and point objectives
- 2.3 Analysis of threats to the institution

Module 3 Risk Management

- 3.1 Writing and Dissemination of BCP
- 3.2 Conditions for Implementation of a BCP
- 3.3 Immediate steps to take during disruption
- 3.4 Response to unanticipated threats
- 3.5 Getting the business continue running in the event of disruption
- 3.6 Minimising service disruption and financial loss- Insurance and Assurance

Module 4 Risk Monitoring

4.1 Annual testing of the BCP

4.2 Independent BCP audit and review

4.3 Up dating the BCP

Target

Development planners, economists, researchers and developmental consultants, Company Directors, senior Management, heads of institutions, Bankers, Managing Directors and administrators.

7.11 COURSE: PROCUREMENT MANAGEMENT SYSTEMS

Course Description

This programme runs through the public procurement systems. It focuses on the understanding of these systems and processes by the practitioners. Issues of public procurement legislation, guidelines, the supply chain, eligibility, competitive bidding, monitoring performance of service providers, and contracts management for the core of the program.

Course Objectives

- (i) To develop skills among practitioners in understanding public procurement policies and procedures.
- (ii) To increase understanding of the health of the existing public procurement system in the country.

Assessment

Students will be assessed by means of a course work, and class presentations accounting for 40% of the total mark at the end of every module and a written examination at the end of the course.

Course Content

Module1: Understanding public Procurement

1.1 The changing Public Procurement Environment

1.2 Procurement in a wider Public Sector context (more payers, demand for transparency, trade and investment)

1.3 How procurement works

Module 2: Procurement Legislation

2.1 Governance, Law and Audit

2.2 Implication of the law and Regulations

Module 3: Supply Chain

3.1 Economic Growth

3.2 Poverty Reduction

3.3 Enterprise Development

Module4: Competitive Bidding

- 4.1 Bid Selection
- 4.2 Bid Evaluation
- 4.3 Qualification

Module 5: Monitoring Performance

- 5.1 Planning for Performance Monitoring
- 5.2 Specification of Technical Requirements
- 5.3 Documenting Result

Module 6: Contracts Management (contracting, review, termination)

- 6.1 Invoice Review
- 6.2 Post Awards Action
- 6.3 Claims
- 6.4 Disputes and Appeals
- 6.5 Resolutions
- 6.6 Termination
- 6.7 Recording Past Performance

Target

Practitioners in the public sector, private practitioners providing services on behalf of the government, Company directors and Middle managers and other individuals both in private and public sectors.

COURSE 12: CAPITAL MARKETS DEVELOPMENT

Course Description

Course Objectives

- (i) To give a concise overview of financial performance measures like liquidity, asset management, profitability, leverage, market value ratios and comparative analysis to practicing individuals.
- (ii) To provide skills useful for measuring and monitoring financial performance to individuals.

Assessment

Students will be assessed by means of a course work, and class presentations accounting for 40% of the total mark at the end of every module and a written examination at the end of the course.

Course Content

Module 1: Introduction to capital markets and portfolio theory

Module 2: Overview of the bond and equity market of portfolio management

- 2.1 Debt and equity market fundamentals
- 2.2 Roles of financial institutions
- 2.3 Macro factors influencing markets

Module 3 Role of investment bankers in general and their role in capital markets

- 3.1 The Bond Market: Treasuries
- 3.2 Corporate Including High Yield
- 3.3 International Bonds
- 3.4 Securitization
- 3.5 Mortgage Backed Securities market
- 3.6 The equity market
- 3.7 Equity based instruments, including convertibles and warrants
- 3.7 Introduction to equity valuation

Module 4 Key Functions of Investment Banking

- 4.1 Investment Banking
- 4.2 Overview of Investment Banking
- 4.2 Securities Underwriting and Distribution
- 4.3 Mergers, Acquisitions and Divestitures

Module 5 Investment in Capital Markets

- 5.1 Identifying Players in Capital Markets
- 5.2 Capital Investment Analysis
- 5.3 Investment Management
- 5.4 Corporate Investment in Capital Markets

Target

Business entrepreneurs, company directors, senior management, financial legal advisors, bankers, investors, and all other individuals at a post graduate level.

COURSE 13: DUE DILIGENCE

Course Description

The programme is central in enterprises especially those that are interested in mergers, acquisitions and takeovers. It is premised on the due process of the mentioned processes which include pre- due diligence, due diligence and post due diligence issues. Post due diligence issues includes successful purchase transaction or post completion of the process.

Objective of the Course

To develop an understanding of due diligence by discussing the best ways to organize a due diligence among business oriented individuals.

Assessment

Students will be assessed by means of a course work, and class presentations accounting for 40% of the total mark at the end of every module and a written examination at the end of the course.

Course Content

Module 1: Pre- Due Diligence Issues like getting the structure right and importance of good legal advice.

- 1.1 Pre- Sale Due Diligence
- 1.2 Pre-Acquisition Due Diligence
- 1.3 Exit Planning for Business Owners
- 1.4 Preparing the Company for Mergers, Takeovers, and Acquisitions
- 1.5 Pre- Due Diligence Information

Module 2: Due Diligence

- 2.1 Scoping the investigation and managing the costs
- 2.2 Understanding the key risks like intellectual property, employee issues and contingent liabilities
- 2.3 Understanding the commercial and operational issues in the transaction like knowledge of industry or business, business environment and key relationships.
- 2.4 Reviewing the numbers that is to understand key issues and underlying key assumptions necessary to interpret relevant financial information.

Module 3: Post Due Diligence

- 3.1 Implementation/ post completion
- 3.2 Successful Purchase transaction
- 3.3 Critical unlocking value from a transaction

Target

Company Directors, Senior Management, Senior Financial Management, In House Legal Advisors, Professional Equity, Investors/ Venture Capitalists and Professional Advisors

COURSE 14: REAL ESTATE DEVELOPMENT AND MANAGEMENT

Course description

The gist of the course revolves around developing and managing property in a prudent manner. It involves meticulous planning for consistent success. The programme shall develop potential to access the necessary resources, to develop raw materials into something of exceptional value. Fulfilling potential in real estate development and management is what this programme looks forward to- develop potential in property, design, purpose and people

Course Objective

To develop best practices for development, Operation and Maintenance of both Private and State owned facilities among practitioners.

Assessment

Students will be assessed by means of a course work, and class presentations accounting for 40% of the total mark at the end of every module and a written examination at the end of the course.

Course Content

Module 1: Land Tenure and Administration

- 1.1 Land Regimes
- 1.2 Land Tenure and its Impact on Development Initiatives
- 1.3 Land Tenure Policies
- 1.4 Land Information Systems in Developing Countries
- 1.5 Tenure Security and Administration

Module 2: Urban Design and Zoning

- 2.1 Urban Planning and Design
- 2.2 Urban Design Zoning
- 2.3 Zoning and Affordable Urban Housing

Module 3: Project Planning and Scheduling

- 3.1 Project Management Cycle
- 3.2 Development of The Project Management Plan
- 3.3 Creating a Work Breakdown Structure(WBS)
- 3.4 Time Management

Module 4: Management of Construction Projects

- 4.1 Business Structure and Risk Management
- 4.2 Plans and Contracts Administration Methods
- 4.3 Book Keeping and Record Logistics Administration
- 4.4 Project Scheduling and Safety Protocols

Module 5: Managing Maintenance Operations

- 5.5 Real Estate Management Systems
- 5.6 Asset Management and Disposition
- 5.7 Impact of Real Estate Development

Module 6: Construction Cost Analysis and Estimates

- 6.1 Construction Cost Estimates and Controls
- 6.2 Construction Cost Planning and Management

Target

Real Estate Managers, Housing Estate Agents, Estate Developing Companies, and Estate Departments in all Public Institutions among others.

COURSE 15: MODERN POLITICAL ECONOMY

Course Description

This programme explores the frontiers of the interaction between politics and markets and particular attention is put on the fields of active current development.

Course Objective

To develop skills and knowledge of the understanding of the interface of politics and markets

Assessment

Students will be assessed by means of a course work, and class presentations accounting for 40% of the total mark at the end of every module and a written examination at the end of the course.

Course Content

Module 1: Fundamental Economic Theories

- 1.1 Liberalism - Classical Liberalism (Right Wing, Libertarianism)
 - Social Liberalism (Welfare State, Left Wing)
 - Modernisation Theory
 - The Communist Utopia
 - Dey Toy
- 1.2 Neo Classical Economic Theory
- 1.3 Neo- Mercantilism/ Economic National
 - Classical Mercantilism
 - Ethnic Nationalism
 - Civic Nationalism
 - Neo-Mercantilism
 - Realism
 - Nastic Theory (Gay, Jan, Kea)

Module 2: Economic Nationalism

- 2.1 Building National Pride
- 2.2 Supporting the Domestic Market Initiatives
- 2.3 Transformative Economic Strategies
- 2.4 Export Competitiveness

Module 3: Fundamentals of International Business Transactions

- 3.1 Export/ Import Procedures and Documentation
- 3.2 General Prohibitions
- 3.3 International Sale of Goods
- 3.4 Basic International Taxation

Module 4: Political Economy of the Asian Tigers and Cobs (China, Singapore, South Korea, Thailand, Malaysia)

- 4.1 Economic goals, Economic Criteria and Economic methods

4.2 The interface of politics and the economy in East Asian Tigers and Cobs

Module 5: International Instruments of Global Economic Governance

5.1 General Agreements on tariffs

5.2 Global economy activism

5.3 Global trade governance

5.4 International Legal Instruments

5.5 International Financial Systems and Institutions

Module 6 Globalization and Development.

6.1 New challenges and New Opportunities for the D.Cs

6.2 Developing practical policies on international Development

Target

Planners, Policy Makers, Policy Initiators, Practicing Policy Implementers, Civil Society Organization, Business Community.

COURSE 16: PUBLIC SECTOR MANAGEMENT

Course Description

The program focuses on the prudent management of the public sector including public sector entitlements, ethics and career management, public enterprise management, and change management in the public sector.

Objectives of the course

- (i) To develop skills in financial management, human resource management, team management, knowledge management, project management and their interactions.
- (ii) To develop skills in strategic direction for public sector, integrated view of business planning, public accountability and the ability to lead.
- (iii) To develop skills in public sector policy, service delivery, productivity, and people and stakeholders.

Assessment

Students will be assessed by means of a course work, and class presentations accounting for 40% of the total mark at the end of every module and a written examination at the end of the course.

Course Content

Module 1: Public Sector Management Framework

- 1.1 Public sector knowledge Management
- 1.2 public sector portfolio Management
- 1.3 Public sector management reforms
- 1.4 National performance Management Framework

Module 2: Public Sector and Entitlement Rights

- 2.1 Public sector Labour Relations and Labour Laws
- 2.2 Public sector Workers rights
- 2.3 Public sector recruitment and Employment Rights

Module 3: Ethics and Career Management

- 3.1 Ethics and self assessment
- 3.2 Career Ethics and Integrity
- 3.3 Career opportunities and Career Management.

Module 4: Public Enterprise Management.

- 4.1 Public relations management
- 4.2 Personnel and Performance Management
- 4.3 Financial Management, and Managing Exogenous factors
- 4.4 Public enterprise project Management

Module 5: Change Management in the Public Sector

- 5.1 Change Management Concepts
- 5.2 Strategic management tools in Change Management
- 5.3 Change management process
- 5.4 Change process Implementation

Module 6: Strategic Management

- 6.1 Strategic Planning Process

6.2 Hierarchical Level Strategy (PEST and SWOT analysis)

6.3 Competitive Advantage

6.4 Generic Strategies for Management

Module 7: Capacity Building and Civic Competence

7.1 Introduction to Organizational Capacity Building

7.2 Organizational Capacity assessment

7.3 Capacity development process

Target

Public Servants, Sectoral Heads and Supervisors, Chief Administrative Officers, Sector and Sub- Sector heads in Local Governments among others.

COURSE 17: SOCIAL SECTOR FINANCE AND BUDGETING

Course Description

Course Objectives

- To understand the art of finance and lobbying for the sector funding
- To understand how to effectively build and manage a budget
- To gain familiarity with financial information to measure the performance of public sector organizations
- To learn tools that aid investment decisions

Assessment

Students will be assessed by means of a course work, and class presentations accounting for 40% of the total mark at the end of every module and a written examination at the end of the course.

Course Content

Module 1: Introduction to Social Sector Financing

- 1.1 Understanding Social Sector Financing
- 1.2 Social sector Public Private Partnerships
- 1.3 Financing of Social Sector

Module 2: Financial Planning and Fore Casting

- 2.1 Introduction to Financial Planning
- 2.2 Financial Planning Process
- 2.3 Monitoring and Updating a Financial plan

Module 3: Capital Budgeting Analysis and Managing Cash Flow

- 3.1 Capital Budgeting Analysis and techniques
- 3.2 Capital Budgeting Cash Flows
- 3.3 Managing Cash flow
- 3.4 Forecast Business Planning

Module 4: Strategic Planning

- 3.6 Strategic Planning Process
- 3.7 Team Building
- 3.8 Strategic Planning and Enterprise Development

Module 5: Internal and External Budget Processes

- 3.4 Analysis of Internal and External Environment
- 3.5 Budget processes (Budget preparation, modification and information)
- 3.6 Internal Audit Process

Module 6: Financial Reporting and Decision Making Techniques

- 5.3 Reporting Main Financial Events in an Organization
- 5.4 Financial Decision Making
- 5.5 Decision Making Techniques

Module 7: Intervention Logic

- 7.1 Early intervention Assessment
- 7.2 Intervention Logic and Positive Behaviour Support

Target

Civil servants in both local and central government, other policy makers, implementers and analysts, drivers of civil society organizations and other providers of social services.

COURSE 18: CORPORATE GOVERNANCE

Course Description

This programme relates to decisions that define expectations, grant power, and verify performance of corporate bodies. It relates to consistent management, cohesive policies, processes and decision rights in a line of responsibility. It will also look at relationships among stakeholders and the goals for the corporations.

Course Objectives

To develop skills among practitioners for understanding of the operation and functioning of the corporate world.

Assessment

Students will be assessed by means of a course work, and class presentations accounting for 40% of the total mark at the end of every module and a written examination at the end of the course.

Course Content

Module 1: Understanding the corporate world

- 1.1 Understanding the Values that drive successful corporate cultures
- 1.2 Understanding Corporate Complicity
- 1.3 Corporate Finance and Investment: Decisions and Strategies

Module 2: Building the Corporate image / public relations/ social responsibility

- 2.1 Understanding the Corporate in the Corporate Social Responsibility

Module 3: Corporate financial reporting

- 3.1 producing relevant financial and business information
- 3.2 Corporate Financial accounting
- 3.3 Preparing Financial Statements
- 3.4 Corporate Internal and External Auditing
- 3.5 Communications in financial reporting

Module 4: Corporate Strategy

- 4.1 Understanding and interpreting growth
- 4.2 Reading the indicators of Stagnation
- 4.3 Plummeting - reading early warning signs.

Module 5: Corporate Branding

- 5.1 Understanding the power of corporate branding
- 5.2 Building a better Brand
- 5.3 Protecting the Brand
- 5.4 Public Relations

Module 6: Corporate Synergies

- 6.1 Establishing Corporate Synergies

- 6.2 Operation of Corporate Synergies
- 6.3 Cost Benefit Analysis (Cost Control, Employee Advocacy, Compliance, Mergers and Acquisitions, Competitive Edge)

Target

Managing Directors, Chief Administrative Officers, Finance and Administrative Managers

COURSE 19: HUMAN RESOURCE MANAGEMENT

Course Description

HRM is a strategic and coherent approach to management of organisations' most valued assets- the human resource. HR is an essential partner in developing and executing organizational strategy. HRM is a management approach that enhances the organisations' performance by optimizing employees' opportunities to be effective and productive.

Course objective

To equip practitioners with skills to effectively manage the HR and maximise opportunities for organizational success

Assessment

Students will be assessed by means of a course work, and class presentations accounting for 40% of the total mark at the end of every module and a written examination at the end of the course.

Course Content

Module 1 Understanding Human Resource Management

- 1.1 Understanding Human Resource Management Concepts
- 1.2 Basic Overview of HRM
- 1.3 Understanding HR Needs

Module 2 Getting the Best Employees

- 2.1 Workforce Planning
- 2.2 Specifying Jobs and Roles
- 2.3 Recruitment
- 2.4 Outsourcing/ Hiring
- 2.5 Screening Applicants

Module 3 Paying Employees (and benefits)

- 3.1 Benefits and Compensation

Module 4 Training Employees

- 4.1 Career Development
- 4.2 Employee Orientation
- 4.3 Leadership Development and Management Development
- 4.4 Supervisional Development
- 4.5 Training Development

Module 5 Ensuring Compliance with Regulations

- 5.1 Personnel Policies and Records
- 5.2 Employee Ethics

Module 6	Sustaining High Performing Employees
6.1	Employee Performance Management
6.2	Group Performance Management
6.3	Interpersonal Skills
6.4	Personal Productivity
6.5	Retaining Employees
6.6	Exit Management
6.7	Challenges and Opportunities in HRM

Target

Company Directors, CEOs, Top Managers, Middle Managers, Supervisors and all other individuals in and interested in the HRM function.

COURSE 20: ETHICS, INTEGRITY AND DEVELOPMENT

Module 1: Human Growth, Development and behavior

- 1.1 Stages of Human Development and their Implication on Human Behavior
- 1.2 The Environment and Human Behavior
- 1.3 Child Socialization and Behavior
- 1.4 Parent-Child Communication
- 1.5 Modernity and Human Behavior

Module 2: Healthy Living

- 2.1 Drug Abuse and the Young people
- 2.2 Sexual Reproductive Health
- 2.3 Relationships Management
- 2.4 The Youth and the Media

Module 3: Responsible Citizenship

- 3.1 Rights and Responsibilities
- 3.2 Youth and Political Participation
- 3.3 Leadership and Building Democratic and Accountable Governance Institutions
- 3.4 Political Rights and Nation Building
- 3.5 Role Modeling
- 3.6 Achieving Success

Module 4: Career Development

- 4.1 Career Choice
- 4.2 Human Capital Development
- 4.3 Personal Branding
- 4.4 Facilitating and Inhibiting Factors to Individual Competitiveness

Module 6: Young people and Development

- 6.1 The role of Young People in Poverty Reduction
- 6.2 Responsibility towards the Vulnerable Groups
- 6.3 The Young People and the Middle Age Crisis
- 6.4 Role of the Young People in Fighting Corruption
- 6.5 Development Initiated from Within.

COURSE 21: YOUTH INOVATIONS AND ENTRPRISE DEVELOPMENT

Module 1: Entrepreneurship

7.1 Positive Attitude towards Work

7.2 Knowledge and Entrepreneurial Skills Development

7.3 Capturing the Public Space

7.4 Capital Creation

7.5 Responsible Spending, Saving and Investment

Module 2: Business Incubators

Partnerships for Success

Positives of Young People in Enterprise Development

Market Analysis

Financial Literacy

Self Employment

Money and Saving

COURSE 22: LOCAL ECONOMIC ASSESSMENT (LED)

Course Description

Course Objective

Course Assessment

Course Content

Module1 Introduction

1.1 Definition of Concepts

1.1 Operationalisation of LED Framework

1.1.1 Description of the Local Economy

1.1.2 Production Systems, Constraints and Potentials

1.1.3 Recommendations to address major challenges

1.2 Institutional Mapping

1.2.1 Economic Stakeholders in a locality

1.2.2 Major differences among the stakeholders in terms of working capital, number of Workers, etc.

1.2.3 Domains, essential skills, Production Capacities

1.2.4 Role played by LGs in creating supportive Physical and Legal Environment for Business

Module 2 Assessment of steps for Implementation of LED

2.1 Forum of stakeholders (FOS) based on sound Representation

2.2 Government Representative

2.3 Private Sector Operations

2.4 NGOs

2.5 In-depth District Socio-economic Assessment

2.6 Developing of business profile of “Business Winners” comprising farmers, bankers, traders, and other entrepreneurs.

2.7 Developing a Local Economic Development Strategy

2.7.1 SWOT analysis

2.7.2 Scheduling and institutional Arrangements.

2.7.3 Cost estimates of Activities captured in Business Profile

Module 3: Adoption of LED

3.1 Linking Local Business Winners with National Development framework on Economic development.

3.2 Role of local Governments in sustaining the Linkage with government, Private Sector and NGOs

Module 4: Pillars of Local Economic Development (LED)

4.1. Locality Development

- 4.2 Planning for Economic Growth
- 4.3 Physical and Regulatory Environment
- 4.4 Information and Communication Systems

Module 5 Strengthening Local Enterprise Competition

- 5.1 Production and Markets Problem Analysis
- 5.2 Strategic Choices
- 5.3 Value Addition to existing Initiatives
- 5.4 Supports to other Business Development Services
- 5.5 Local Economic Governance
 - 5.5.1 Private/ Public Dialogue, Diagnosis and action over Local Economy
 - 5.5.2 Making partnerships between Public and Private sector Actors
 - 5.5.3 Strengthening Private Sector Organizations

Module 6: Community Development

- 6.1 Involvement of Households and communities as Producers, Traders, and service providers.
- 6.2 Health, Housing and Education services/status of households
- 6.3 Social cohesion in the community
- 6.4 Quality of life of households.

COURSE 22: ADOLESCENT REPRODUCTIVE HEALTH

Course Description

The course considers the complex realities of adolescent reproductive and sexual health, which are structured and affected by culture, society and globalization in the wider development context. The current policy agendas, notably those based on the ICPD Cairo Plan of Action, as well as the type, quality and impact of actual service provisioning is reviewed in the context of adolescent health needs and rights and the Millennium Development Goals.

Course Objectives

- To provide a broad understanding of the core areas of ARH and related aspects
- To Develop the individual ability to assess the RH needs of the adolescents and to evaluate RH programs and projects
- To impart knowledge and skills to conceptualize ARH

Module 1: Developmental Stages of Adolescents

- 1.1 Cognitive and Developmental changes
- 1.2 Adolescent psychological functioning
- 1.3 Health and development of the girl Child
- 1.4 Emerging Challenges/needs of the boy-child
- 1.4 Adolescent RH needs

Module 2: ARH Problems

- 2.1 Unintended pregnancy
- 2.2 Abortion
- 2.3 Forced/Early Marriages
- 2.4 Sexual violence/abuse
- 2.5 HIV, Other STIs and cancers

Module 3: Role of Communication in ARH

- 3.1 Parenting styles and their impact on ARH
- 3.2 Social Influences on Individual Health Actions
- 3.3 Interpersonal relationships and the risky sexual behaviour
- 3.4 IEC and BCC for ARH
- 3.5 Role of Mass media in influencing behaviours

Module 4: Strengthening ARH Services

- 4.1 Adolescent Friendly Services (HIV Counseling and Testing, Family Planning, Recreation)
- 4.2 Involving the community in ARH programs
- 4.3 Role of Religion in ARH
- 4.4 Integrating the Rights Based Approach into Reproductive Health

- 4.5 ARH Policies
- 4.6 Linking ARH to Millennium Development Goals
- 4.7 Advocacy in ARH
- 4.8 Barriers in ARH service provision

Module 5: Best Practices In Adolescent Reproductive Health Services

- 5.1 ARH Providers
- 5.2 Field Visits (Naguru teenage centre, Reproductive Health Uganda, Straight Talk Foundation, Kawempe Health centre etc)

Module 6: Monitoring and Evaluation of ARH Programs

Target

The course is ideally suited to young and mid-career policy makers, health professionals and researchers from government and NGOs

COURSE 23: GENDER BASED PLANNING

Course Description

This programme relates to decision making and planning while hinging on the gender aspect. It focuses on the inclusion of gender issues in the whole planning and decision making specifically considering the inclusion of women.

Course Objectives

To develop skills among planners and practitioners for understanding and inclusion of gender issues in planning and decision making processes.

Assessment

Students will be assessed by means of a course work, class presentations accounting to 40% of the total mark at the end of every module, a project that will take 10% and a written exam at the end of the programme.

Course Content

Module 1: Understanding the gender Concept

- 1.1 Definitions of Gender
- 1.2 Gender and Policy Formulation
- 1.3 Gender and Communication
- 1.4 Affirmative Action
- 1.5 Gender Empowerment

Module 2: Gender and the Law

- 2.1 Domestic Relations
- 2.2 Gender and Labour Relations
- 2.3 Human Rights and Gender Equality

Module 3: Gender Budgeting

- 3.1 Gender sensitive Budgeting
- 3.2 Gender Sensitive Budget Analysis
- 3.3 Women involvement in decision making
- 3.4 Welfare and Gender
- 3.5 Gender and other Vulnerable Groups (PWDs, OVCs, Women)

Module 4 Gender Based Analysis in Planning

- 4.1 Gender Disaggregated data
- 4.2 Gender impact Assessment
- 4.3 Gender and Social Impact Assessment
- 4.4 Gender Equitable Men (GEM)

Module 5 Gender Mainstreaming in Development Planning

- 5.1 From WID to GAD
- 5.2 Engendering Programmes
- 5.3 Gender and Politics
- 5.4 Gender sensitive Indicators

Module 6 Gender Sensitive Planning Methods

- 6.1 Gender for Efficiency
- 6.2 Gender for Equity
- 6.3 Research and gender sensitive methods

Target

Policy Makers, Gender Activists, Ministry of Gender, Gender Focused NGOs, Graduates in gender studies, Gender Officers in Central and Local Governments,

COURSE 24: LIFE SKILLS DEVELOPMENT

Course Description

This course covers areas from communication, group dynamics, building personal image and developing the individuals' abilities to achieve their fullest potential. Life skills are abilities individuals can learn that will help them to be successful in living a productive and satisfying life

Course Objectives

To develop proficiency among individuals so that they can be able to exploit their potentials maximally and exploit opportunities within their environment.

Course Content

Module 1: Intrapersonal Relationship Skills

- 1.1 Understanding Self
- 1.2 Understanding Others
- 1.3 Making Decisions
- 1.4 Listening and Responding
- 1.5 Seeking Advice and Making Decisions

Module 2: Interpersonal Relationships

- 2.1 Working with Groups
- 2.2 Leadership
- 2.3 Team Playing

Module 3: Communication and Collaboration

- 3.1 Information, Media and Technology Skills (Information Literacy, Media Literacy, ICT Literacy).
- 3.2 Sieving Information

Module 4: Money Management

- 4.1 Personal Finance Management
- 4.2 Budgeting and Saving
- 4.3 Using and Managing Credit
- 4.4 Spending Leaks
- 4.5 Net worth and Financial Records
- 4.6 Building a Financial Safety Net

Module 5: Employability Skills

- 5.1 Learning and Innovation Skills
- 5.2 Critical Thinking and Problem Solving
- 5.3 Hands on Activity
- 5.4 Advanced Activities

Module 6: Self Management

- 6.1 Planning and Organizing
- 6.2 Keeping Records
- 6.3 Time Keeping
- 6.4 Packaging Self

COURSE 25: PEACE BUILDING AND CONFLICT MANAGEMENT

Course Content

Module 1 Understanding of Conflict

- 1.1 Types of Conflict
- 1.2 Causes of Conflict (Exclusion and marginalization, Disenfranchisement)
- 1.3 Consequences of conflict
- 1.4 Civic Consciousness and civic competence

Module 2: Conflict Management

- 2.1 Peace Building
- 2.2 Political Dialogue
- 2.3 Peace Agreements
- 2.4 Amnesty
- 2.5 Reconciliation
- 2.6 Demobilizing and Restitution
- 2.7 Managing Diversity
- 2.7 Inclusiveness
- 2.8 Creating Equal Opportunities' Commissions
- 2.9 Boarder demarcation

Module 3: Refugees and International Displacement

- 3.1 Who are Refugees
- 3.2 The rights of Refugees
- 3.3 Who are IDPs
- 3.4 The Rights of IDPs
- 3.5 Pre-Emptive Policies for refugees and IDPS
- 3.6 Designing of Peace, Recovery and Development Programmes

Module 4. Humanitarian Interventions

- 4.1 Emergency Relief
- 4.2 Post Arrival/Resettlement

Module 5: Livelihood Support and Social Protection

- 5.1 Vulnerability Mapping
- 5.2 Vulnerability Weighting
- 5.3 Threshold Analysis
- 5.4 Revitalization of Capacity for Productive Capacity

Module 6: Governance and Peace Building

- 6.1 Entrenching Constitutionalism
- 6.2 Enhancing Meritocracy
- 6.3 Building an Effective State
- 6.4 Active Citizens
- 6.5 Equal Opportunities Commissions

- 6.6 National Code of Ethics
- 6.7 Management of Electoral Process
- 6.8 Developing Standards of Integrity

COURSE 26: COMMUNICATION AND ETIQUETTE DEVELOPMENT

Course Description

This Programme relates to best Practices that that must be adopted by modern employees especially junior officers and Middle Level managers. It will also lay emphasis on Etiquette Advantage in Modern Business.

Course Objectives

To develop critical skills among employees and entrepreneurs that will help them to communicate effectively in their businesses dealings.

Module 1: Introduction to Communication Skills

- Effective Communication
- Team Communication
- Giving Feedback
- Telecommunicating and Home Office
- The Good Writer
- Listening Skills

Module 2: Etiquette Development

- 2.1 Introduction
- 2.2 Why Etiquette matters
- 2.3 Principles of Etiquette
- 2.4 The Importance of Sincerity
- 2.5 The Importance of Flexibility
- 2.6 Job Skills versus People Skills

Module 3. The Ethical You

- 3.1 The Question of Values
- 3.2 Six Ethical Values to live by
- 3.3 The Ethical Employee
- 3.4 Reporting Ethical Misbehaviour
- 3.5 The Ethical Manager
- 3.6 The Ethical Job Seeker

Module 4. The Smart Manager

- 4.1 Creating a Positive Climate
- 4.2 Dressing
- 4.3 Inspiration and Motivation
- 4.4 Table Manners
- 4.5 Scheduling Meetings
- 4.6 Handling Employees and Subordinates

Module 5. Business Events

- 5.1 Business Event Management

- 5.2 Round Table Meetings
- 5.3 Workshops Management
- 5.4 Managing Business Retreats
- 5.5 Attitude and Adaptation
- 5.6 Business Gifts

Module 6. Adjusting Your Cultural Lens

- 6.1 Africa
- 6.2 Asia
- 6.3 Latin America
- 6.4 Europe and North America
- 6.5 Middle East
- 6.6 Keeping an Ear to the Ground

Target: Graduates, University Students, CEOs, Managers, and Entrepreneurs.

COURSE 27: RESOURCE MOBILISATION

Course Description

All effective organizations have a cause: they want to make a difference to the world around them. To do that, they need funds. Developing staff members' capacity to fundraise can make an organisation's mission statement a reality. Fundraising is not just about writing proposals or collecting money. It is about winning hearts and minds. It is about building a constituency of supporters for a cause. It is about learning to communicate effectively with the public and developing a network of enthusiastic and committed supporters.

The course is divided into two parts: public fundraising and institutional fundraising. The public fundraising module describes how to build a constituency in an organisation's local community and raise funds from individuals. The institutional fundraising module looks at managing relationships with donor organisations and how to manage fundraising activities efficiently.

Course Objective

To provide participants with all the skills they need to become effective fundraisers. Each course includes practical exercises and assignments that help participants learn new skills and develop material they can use in their fundraising work. There will be opportunities to practice preparing budgets and doing logical framework analysis.

Course content

Module 1: Introduction

- 1.1 Definition of Concepts
- 1.2 Mechanisms of Resource Mobilization
- 1.3 Resources and Resource providers

Module 2 Public fundraising

- 2.1 Mobilising support as well as funds for a cause
- 2.2 Getting local people involved
- 2.3 Organising local fundraising events
- 2.4 Getting support from local companies
- 2.5 Getting support 'in kind'
- 2.6 Raising money from Diaspora communities
- 2.7 Generating income
- 2.8 Developing a fundraising strategy
- 2.9 Communicating effectively
- 2.10 Managing donors.

Module 3 Institutional fundraising

- 3.1 Effectively describing an organization to funders
- 3.2 Managing successful approaches to a limited range of funders
- 3.3 Producing project proposals that follow a logical structure
- 3.4 Producing a well-structured description of a project which links inputs of resources to outputs and outcomes
- 3.5 Devising and implementing a 'core funding strategy'
- 3.6 Making the best use of colleagues to help with fundraising
- 3.7 Making the best use of the beneficiaries, volunteers and supporters
- 3.8 Knowing when to adapt projects for funders without compromising an organisation's core objectives
- 3.9 Building and maintaining relationships with funders
- 3.10 Establishing and maintaining an effective paper-based record-keeping system
- 3.11 Identifying potential funders
- 3.12 Developing a fundraising plan.

Target

This course is suitable for anyone who would like to become an effective fundraiser. It is particularly appropriate for people who work in organisations that do not have professional fundraisers on their staff.

COURSE 28: TAX REGIMES ADMINISTRATION

Module 1: Principles of Taxation

- 1.1 Definition and Objectives of Tax
- 1.2 Principles and Canons of Taxation
- 1.3 Types of Taxes
- 1.4 Administration of Taxes
- 1.5 Taxable persons
- 1.6 Meaning of chargeable Income
- 1.7 Tax Rates
- 1.8 Methods of Accounting

Module 2: International Taxation

- 2.1 Importance of Residence Status
- 2.2 Taxation of Branches
- 2.3 Tax on International Payments
- 2.4 International Agreements
- 2.5 Statutory Provisions on International Agreements
- 2.6 Thin Capitalization

Module 3: Income Tax Returns and Assessments

- 3.1 Furnishing of Returns of Income
- 3.2 Due dates for filling of Returns of Income
- 3.3 Computation of Estimated Chargeable Income
- 3.4 Extension of Time to File a Return of Income
- 3.5 Small Business Tax Payers
- 3.6 Assessments
- 3.7 Payment of Taxes
- 3.8 Offenses and penalties
- 3.9 Tax Clearance Certificate

Module 4: Corporate Tax Planning

- 4.1 What is Tax Planning
- 4.2 Importance of Tax Planning
- 4.3 Import Duty
- 4.4 Tax Planning on Capital Gains
- 4.5 Other areas

Module 5: East African Community and Customs Union

- 5.1 Introduction
- 5.2 Custom Union
- 5.3 Rules of Origin
- 5.4 The Law (EAC-CMA)
- 5.5 Advantages of Customs Union
- 5.6 Challenges of Customs Union

- 5.7 Opportunity under Customs Union
- 5.8 Common External Tarriffs

Module 6: Import and Export Procedures

- 6.1 Importation/Exportation Procedures
- 6.2 Unloading and Removal of Cargo
- 6.3 Customs Warehouse
- 6.4 Bonded Warehouse
- 6.5 Importation by Post
- 6.6 Manufacturing Under Bond (MUB)
- 6.7 The Export Processing Zone
- 6.8 Duty Drawback
- 6.9 Smuggling and its Effects
- 6.10 Export Concessions

COURSE 29: MODERN BANKING APPLICATIONS

Course Description

Modern banking systems are addressing the need to support multiple types of customer interaction, over multiple channels and across multiple applications. The services which should cover with these new state-of-the art channels are including account management, information reporting, cash transfer management.

Course Objective

To equip bankers and other practitioners with skills that help in decreasing costs and improving customer retention for the bank and other financial institutions. The program shall also be instrumental in: Making a single interface into your core banking kernel; Open, flexible architecture; enhance advanced monitoring & logging mechanism among other things.

Course Content

Module 1 Money and Modern Banking

Module 2 Management Information Systems

- 2.1 Information System Planning
- 2.2 Information System Analysis and Design
- 2.3 Information System Selection and Procurement
- 2.4 Information System Implementation and Management
- 2.5 Communication Networks Implementation and Management

Module 3 Data Communications

- 3.1 Office Automation
- 6.5 Spread And Impact Of Technology
- 6.6 Data Communication
- 6.7 Computer Networks
- 6.8 Network Components
- 6.9 Communication Products
- 6.10 WAN Communication Environment
- 6.11 Local/Global Networks

Module 4 Banking Software

- 4.1 Software Technology

Module 5 Modern Banking Systems and E-Commerce

- 5.1 Internet Banking
- 5.2 Phone Banking
- 5.3 SMS Banking
- 5.4 E-Mail Banking
- 5.5 Web Kiosk

Module 6 Emerging Trends in Banking/ Modern Banking Technology

- 6.1 Plastic/Laser Wallet Technology
- 6.2 Wireless Networked Communication
- 6.3 Internet and Electronic Commerce
- 6.4 Integrated Service Digital Network (ISDN)
- 6.5 Touch Screen Technology
- 6.6 Information Super Highway

COURSE 30: LOCAL GOVERNMENT ADMINISTRATION AND MANAGEMENT

Course Description

This programme relates to issues of effective management of local governments both Lower Local Governments and Higher Local Governments. It provides a deeper understanding of local government, how they function, principles, and key management issues therein involved.

Course Objectives

To further skills of Local Government practitioners by providing a more pragmatic approach to the administration and management of Local Governments.

Module 1: Local Government Policies and guidelines:

- 1.1 Constitution of Uganda 1995
- 1.2 Local Government Act 1997
- 1.3 The Local Government Financial and Accounting Regulations, 2007
- 1.4 The Local Government Financial and Accounting Manual, 2007
- 1.5 The Harmonized Participatory Planning Guidelines
- 1.6 The National Assessment Manual, 2007
- 1.7 The Public Service Standing Orders
- 1.8 The Local Government Councils Standard rules of Procedure.
- 1.9 The Public Procurement and Disposal of Public Assets Act ,2003
- 1.10 The LGDP II Operational Manual, 2005
- 1.11 The Local Government Procurement Guidelines, 2007

Module 2: Local Council Administration

- 2.1 Legislative Framework
- 2.2 Institutional Set up
- 2.3 Mandated activities

Module 3: Local Government Resource Mobilization

- 3.1 Central Government Grants
 - Conditional
 - Non conditional
- 3.2 Donor Grants and Loans
- 3.3 Localized Projects
- 3.4 Others

Module 4: Accountability in Local governments

- 4.1 Financial Sectoral Reporting
- 4.2 Financial Audits
- 4.3 Central Government Disbursements
- 4.4 Sectoral Reallocations and procedures

Module 5: Local Government Planning and Budgeting

- 5.1 Key guidelines
- 5.2 Local Finance and Planning Committees
- 5.3 Community Participation

5.4 Feedback mechanisms

Module 6: Quality Assurance and Service Delivery in Local Governments

6.1 Performance measures

6.2 Minimum Conditions

6.3 Linkage of outcomes and Resource Allocation

6.4 Ranking of Local Government Performance: Reward, Static and Penalty

Target

Local Government Employees (Chief Administrative Officers, Departmental Heads, Technical staff) and Political leaders

COURSE 32: VALUE FOR MONEY AUDIT

Course Description

This course provides an insight into the field of Value for Money Audit that looks at the concepts, principles, and processes to follow when conducting the audit.

Course Objectives

To enhance audit skills in the new field of Value for money Audit.

Module 1: Introduction to Key Concepts

- Value for Money
- Audit
- Economy
- Efficiency
- Effectiveness

Module 2: Audit Objective and scope

- 2.1 Audit planning
- 2.2 Audit objective
 - 2.2.1 Results Achieved
 - 2.2.2 Report on Exceptions
 - 2.2.3 Focus on Systems and Procedures
 - 2.2.4 Focus on Results

Module 3: Audit criteria

- 3.1 General Criteria
- 3.2 Specific Criteria

Module 4: Audit Evidence

- 4.1 Competency
- 4.2 Relationship to Audit Objectives
- 4.3 Sufficiency
- 4.4 Evidence Gathering Techniques

Module 5: Audit findings and conclusions

- 5.1 Audit Findings Based on 5Cs
 - 4.1.1 Criteria
 - 4.1.2 Condition
 - 4.1.3 Causes
 - 4.1.4 Consequence Effect
 - 4.1.5 Corrective Action
- 5.2 Evidence Based Conclusion Making

Module 6: Audit Report writing

- 6.1 Principles
- 6.2 Content and Design
- 6.3 Outlay

6.4 Checklist

Target

Project managers, accountants and financial managers

COURSE 33: POVERTY MEASUREMENT AND ANALYSIS

Course Description

The programme presents issues of concerning poverty analysis and measurement. It provides a deeper understanding of poverty both rural and urban, means of measuring poverty and its reduction strategies.

Course Objectives

To impart practical skills of poverty reduction practitioners through provision of up to date information on poverty reduction approaches.

Course Content

Module 1: Definition of Poverty

- 1.1 Measurement of Poverty and Inequality
- 1.2 Incidence of Poverty
- 1.3 Vulnerability Analysis
- 1.4 Poverty Forecasting and Safety Nets

Module 2: Rural Poverty

- 2.1 Understanding Rural Poverty
- 2.2 Rural Poverty Reduction Programmes
- 2.3 Vulnerable Groups
- 2.4 Addressing Inequality in Rural Economy

Module 3: Urban Poverty

- 3.1 Understanding Urban Poverty
- 3.2 Urbanization of Poverty
- 3.3 Informal Sector Development
- 3.4 Informal Settlements
- 3.5 Minimum Service Delivery
- 3.6 Urban Volatility, Crime and Terrorism

Module 4: Poverty Reduction Strategies

- 4.1 Identification of Key Strategies as Mitigating Measures
- 4.2 Analysis of Efficacy of Strategies
- 4.3 Urban Politics Vs Urban Management
- 4.4 Slum Upgrading and Programme Targeting

Module 5: Poverty Monitoring and Bench Marking

- 5.1 Poverty Profiles and Indicators
- 5.2 Distribution of Wealth
- 5.3 Poverty Mapping
- 5.4 Density, Distance and Division

Module 6: Adoption of “Best Practices” for Poverty Reduction

- 6.1 Comparative Analysis of Development Approaches
- 6.2 Lessons for Poor Countries

Target

NGO and project staff, economists, MoFPED staff, Local Government staff, Planners, and development practitioners

COURSE 34: NEGOTIATIONS AND INTERNATIONAL AGREEMENTS

Course Description

In this course, students study basic approaches and their applications in the issues of international negotiations and bargaining. The important characteristics of strategic interactions among international actors are figured out and analyzed to understand their strategic moves and negotiation techniques. A basic application of theories in social science, especially from economics and political science, is introduced to study the topics such as strategic choice, conflict resolution, bargaining power, negotiation strategies, and how to get to successful agreements.

Course Objectives

To survive and prosper in today's highly competitive international environment, firms have to compete and co-operate with each other. In both cases, effective negotiating skills are required. This course helps students understand the strategy and process of international negotiations. Practical applications, as well as theoretical frameworks, will be intensively discussed.

Course Content

Module 1: Introduction to Bargaining Strategies I

- 1.1 Role of Information in Negotiations
- 1.2 Basic Negotiation Exercises I
- 1.3 Negotiating Opportunities
- 1.4 Negotiation Goals
- 1.5 Using Information
- 1.6 Costs-Benefit Calculation

Module 2 Basic Negotiation Exercises II

- 2.1 Choosing Strategies
- 2.2 Bargaining Tactics
- 2.3 Organizing Constituents for Negotiation
- 2.4 Analyzing Opponents
- 2.5 Using Third-Party
- 2.6 Bargaining from Point of Strength

Module 3 Strategic Thinking

- 3.1 Strategic Interaction
- 3.2 Cases of Strategic Moves
- 3.3 Conflict Resolution
- 3.4 How to Get to Successful Agreements

Module 4 Different Perspectives of International Negotiations

- 4.1 Western Model of Negotiations
- 4.2 Eastern Model of Negotiations

Module 5 Strategies and Processes

- 5.1 Competitive Strategy and Process (Porter, 1985, Competitive Strategy)
- 5.2 Dynamics of Competitive Strategy
- 5.3 Cooperative Strategy and Process
- 5.4 The Global Logic of Strategic Alliance
- 5.5 Who Is Us?

Module 6 Negotiations and Foreign Direct Investment

- 6.1 The Role of Multinationals in Economic Development
- 6.2 An Imbalance Approach
- 6.3 Globalization Strategy and Process
- 6.4 The Diamond Model
- 6.5 The Double Diamond Model (Moon, Rugman & Verbeke, 1998,)

COURSE 35: RETIREMENT AND EXIT PLANNING

Course Description

The course involves the examination and feasibility study of solutions to resolve retirement and exit planning, goals and needs of individuals, companies and organization. The idea of retirement is changing and there is more to retirement planning than saving money. This course will help you understand the various ways of preparing for retirement and exit and other issues you need to consider as you enter the retirement and exit phase of life or of the company/organization.

Objectives

The course is designed to individuals, owners and key executives gain clarity to make better informed decisions on how best to allocate resources to existing benefits and compensation programs; It helps individuals to examine their benefits programs in the context of an ever changing environment of taxes, control issues, creditor risk and fiduciary responsibility. It is also designed to help Non Governmental Organizations or programs and companies to incorporate exit planning into their existing interventions for sustainability. It will therefore help owners and organizations to build and successfully exit their businesses without making risks.

Module 1: Retirement Planning

- 1.1 What will it take?
- 1.2 Setting Retirement Goals
- 1.3 Pensions Schemes Benefits
- 1.4 Calculating Benefits
- 1.5 Factors that Affect Retirement Benefits
- 1.6 Financial Security in Later Life
- 1.7 Social Security Eligibility
- 1.8 Exploring Viable Investment

Module 2: Preparing for Retirement

- 2.1 Understanding Basic Approach to Life
- 2.2 Reawakening Dreams, Passions and Vision
- 2.3 Identifying Personal Values
- 2.4 Formula for a Meaningful and Purposive Retirement
- 2.5 Health and Wellbeing in Retirement
- 2.6 Financial Planning and Security
- 2.7 Developing a Retirement Plan
- 2.8 The Role of Investment Fund Managers

Module 3: Setting Exit Objectives

- 3.1 Determining Value/Business Worth
- 3.2 Preserving, Protecting, Promoting Value
- 3.3 Converting Business Value to Cash
- 3.4 Transferring Business for a Promissory Note
- 3.5 Contingency Planning
- 3.6 Wealth Preservation
- 3.7 Asset Management
- 3.8 Business Succession Planning
- 3.9 Organizational Sustainability

Module 4: Ways of Transferring Ownership

- 4.1 Transfers to Beneficiaries
- 4.2 Sale to Other Owners and Employers
- 4.3 Sale to Third Party
- 4.4 Orderly Liquidation

Module 5: Factors contributing to a good exit strategy

- 5.1 Generating Savings
- 5.2 Capacity Building
- 5.3 Self Sufficiency and Self Reliance
- 5.4 Working toward Success
- 5.5 Challenges in Managing Exit

Module 6: Successful Exit Strategies

- 6.1 Accessing New Funders
- 6.2 Building Earning Capacity
- 6.3 Strengthening Social Purpose Enterprise Activity
- 6.4 Access Debt Financing
- 6.5 Merging with Another Organization
- 6.6 Transferring Programs to Another Organization
- 6.7 Close Program or Organization
- 6.8 Building a Team
- 6.9 Addressing Tax and Estate Planning Issues