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Advanced Donor Funding Management and Financial Control

30th July 2012 – 3rd August 2012

Protea Hotel O. R. Tambo, close to O. R. Tambo Airport
Kempton Park, South Africa

Sound intervention identification, design, appraisal and implementation hold the key to funding any initiative. The character of donor funding has changed fundamentally from peripheral social responsibility to mainstream value creation. The delivery of value-for-money amid increasing competition for available resources is crucial to the sustained viability of any intervention

Learning Outcomes:

- Developing advanced insights and competencies in key techniques for managing interventions, specifically interventions funded through donor funding
- To provide a platform for the interchange of experiences and perspectives between the facilitator and delegates and between delegates themselves who are active in the field of donor funding of development initiatives.

Who Should Attend?

- Strategic Managers e.g. Directors General and Deputy Directors General
- Senior Development Managers
- Chief Financial Officers
- Financial Managers
- Academic Leaders
- Board Members
- Development and Communication Managers
- Heads of Civil Society Organisations
- Head of NGOs and Institutions
- Directors and Board Members responsible for Resources
- Programme Managers
- Project Coordinators
- Directors of Fundraising
- Marketing and Grant Managers
- Representatives from Government Institutions and Ministries with the responsibility of Mobilising, Managing and Accounting For Finances

About Your Course Presenter:

Johan Ackron

BSc (Hons), BA (Hons)(Econ), MA(P&DM) Cum Laude, MIMCSA

Johan is currently an Academic Extraordinary in the School of Public Management and Planning of the University of Stellenbosch, South Africa and consults extensively to the public and private sectors on development issues. He has in the past also served as a Special Adviser to the Premier of the Western Cape Province in South Africa. He has extensive experience of both rural and urban policy formulation and development both as a consultant and in top management within the parastatal development sector in South Africa. He also has an abiding interest and is intensively engaged in promoting the introduction of management practice into bureaucratic environments to improve the quality of decision making and levels of service delivery particularly in communities on the African continent. He has over 30 years been actively engaged in economic development planning and development management at all levels, including most recently an intervention funded by the European Union.



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DAY ONE

Monday, 30th July 2012

Introduction

Discussion of Course Objectives

Intervention Identification and Packaging

- **Perspectives on Sustainable Development**
 - i) The systems approach and its implications for the design of interventions
 - ii) Definitions
 - iii) Dimensions of the systems approach
 - iv) Spatial considerations in identifying intervention options
- **Significance of Localised Effort In Sustainable Development**
 - i) Welfare- and economic imperatives
 - ii) Local economic development (LED)
 - iii) Building social capital
- **Identifying Interventions And Programme And Project Options**
 - i) Imperatives
 - ii) Methods and means
 - SWOT analysis
 - Balanced score-carding
- **The Project/Programme Planning Cycle**
- **Key Contents Of A Project/Programme Plan**
- **Management Modes And Approaches For Projects And Programmes**
- **Business Planning Of Interventions**
- **Funding Mechanisms And Approaches**
 - i) Non-capital operational interventions
 - ii) Capital projects, capital rationing, capital budgeting and capital funding
 - iii) Asset capitalisation
 - iv) Sale and leaseback arrangements
 - v) Borrowing strategies
 - vi) Expenditure controls
- **Joint initiatives**
 - i) Organisational and institutional vehicles for conducting joint efforts and interventions
 - ii) Memoranda of Understanding (MOU's)

Group Discussions

DAY TWO

Tuesday, 31st July 2012

Intervention Appraisal

- **Financial Appraisal**
 - i) Life-cycle costing
 - ii) Cost drivers and "sunk costs"
 - iii) Unit cost and –costing (including standard costing)
 - iv) Marginal costing
 - v) Unit cost statements
 - vi) Direct Costs (including variable costing)
 - vii) Indirect Costs (incl. fixed costs, mixed costs)
 - viii) "Sunk" and avoidable costs
 - ix) Efficiency and cost-effectiveness
 - x) Cost apportionment methods (including overheads and fixed costs, activity-based costing)
 - xi) Imperatives of cost-benefit analysis (CBA)
 - xii) Financial screening and selecting capital projects
 - Cost-volume-profit analysis (CVP)
 - Net present value (NPV)
 - Internal rate of return (IRR)
 - Payback periods and project risk
 - Capital budgeting

Group Discussions

The Group Discussions will comprise the facilitated discussion of specific issues raised by delegates, augmented where necessary by material provided by the facilitator. The intention will be to add further dimensional content to the group work conducted in the course but in the specific context experienced by delegates. Though not obligatory, it would therefore be of particular use if delegates were able to provide issues for discussion to the facilitator prior to the course to enable work-shopping of these issues to be effectively planned, programmed into the course and structured. However, delegates will at any stage be free to tender issues for investigation and discussion as part of the workshop component of the course. These issues should generally fit into one or more of the following categories:

- a) Issues affecting the identification and appraisal of suitable interventions as candidates for funding;
- b) Issues affecting the planning of interventions and sustainability;
- c) Issues affecting the acquisition of funding for interventions;
- d) Issues affecting the management of interventions;
- e) Issues involving the performance management and reporting of interventions.



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DAY THREE

Wednesday, 1st August 2012

- **Non-Financial Appraisal**
 - i) Non-financial objectives and purposes
 - ii) Accounting for non-financial factors
 - Methods and means
 - Scoring and weighting approaches
- **Combined Appraisal**
 - i) Combining financial and non-financial appraisals
 - ii) Determining preferred intervention options and methods of funding

Implementation

- **Performance Management**
 - i) Dimensions of performance management
 - ii) Management by standards
 - Ideal standards
 - Practicable standards

Group Discussions

DAY FOUR

Thursday, 2nd August 2012

- iii) Performance reporting
 - Progressive reporting
 - Accommodating formal project and programme variations
- iv) Monitoring and Evaluating performance
 - Labour efficiency
 - Materials efficiency
 - Management efficiency
- v) Techniques of financial variance analysis
 - Analysing variances and identification of drivers of variance
 - Addressing variance drivers

Group Discussions

This course over 5 days is aimed at those practitioners who have donor funding experience. It aims to develop to next level key themes. The course is challenging and will involve group work addressing specific applications of the theory dealt with in the presentation sessions. An opportunity will also be created in the course of the week for case studies provided by the delegates to be work-shopped as an instrument of learning and the sharing of experience in the operational management of donor-funded and other interventions. Although not obligatory, each delegate is encouraged to present such a case study for work-shopping and consideration in plenary.

DAY FIVE

Friday, 3rd August 2012

Programme Conclusion

- a) Review of key thrusts
- b) Assessment of achievement of course objectives

We received Institutional Accreditation from Services SETA, Accreditation Number 2228 and have been awarded Recorded Status by Services SETA Reference REC 021. This means that you can claim back your skills development levy for events hosted by Intelligent Africa.

Registration is at 07:30 am on Day One, tea and coffee will be served on arrival. The course commences at 08:30 on all five days. Lunch is usually served at 12:30 and end of the day conclusion is at 16:30. Morning tea and afternoon tea will be approximately at 10:15 and 15:15. All times are estimated due to the practical nature of the programme

Upcoming Workshops:

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| ICT in Higher Education | 14 – 17 Aug |
| Project Management for Engineers | 27 – 31 Aug |
| International Public Sector Accounting Standards (IPSAS), Financial Statement Fraud and Governance | 3 – 7 Sep |
| Strategic Fleet and Transport Management | 10 – 14 Sep |



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