



Chartered Governance  
and Accountancy  
Institute in Zimbabwe



# Centre of Excellence Brochure

2023

## Centre of Excellence

For short-term staff development, the Institute provides a variety of tailor-made training options for all levels of staff in any organization. These courses will provide your employees with relevant modern skills and knowledge that will allow them to innovate in a variety of capacities.

The Chartered Governance and Accountancy Institute in Zimbabwe (CGI Zimbabwe) offers bespoke training as follows:

- o Risk Management
- o Program and Project Management
- o Finance for Non Finance Managers
- o Code of Ethics
- o Governance, Risk and Compliance
- o Retirement Planning
- o Professional Certificate in Leadership
- o Change Management
- o Team Building
- o Environmental, Social, and Governance (ESG)
- o Customer Service Excellence
- o Business Etiquette and Grooming
- o Anti-Money Laundering and Financial Crimes
- o Women Leadership
- o Entrepreneurship



## Risk Management

### Introduction

*The purpose of the Risk Management Training is to ensure that on successful completion of the course:*

- Participants have a clear understanding of how to evaluate and critically assess the management of risk and compliance and provide professionally appropriate advice to those responsible for governance. (Weighting: 10%)
- Participants can critically assess and advise on the use of risk and compliance frameworks as a basis for appraising, evaluating, and supporting risk and compliance management. (Weighting: 20%)
- Participants can critically examine and advise on the impact of the business environment on risk and compliance with regard to legislation, policy and industry changes. (Weighting: 20%)

### Course Outline

- ✓ Risk identification, assessment, analysis and evaluation and risk reporting
- ✓ Risk culture, appetite and tolerance
- ✓ Compliance Management methodologies, tools and techniques
- ✓ An overview of the global risk and compliance environment
- ✓ Regulatory frameworks
- ✓ Risk management frameworks and introduction to risk management standards
- ✓ The concepts and definitions of risk and risk management
- ✓ Risk architecture, strategy and protocols
- ✓ Compliance frameworks, governance structures and international leading practice regarding compliance governance
- ✓ Risk responses and risk treatment
- ✓ -Reports on Compliance-related issues
- ✓ Risk and organisations, including an introduction to corporate governance, project and operational risk management and supply chain management.
- ✓ Risk and compliance management in the public sector
- ✓ Emerging trends and future developments in risk and compliance management





## Program and Project Management

### Course Overview

The training in Program and Project management involves initiating, planning, executing, controlling, monitoring and evaluating the work of a team or organization to achieve specific goals and meet specific success objectives within a specified time. At the end of the course managers should have grasped insights on how to meet project goals and objectives within the given constraints. Participants should also be able to develop and maintain good relationships with all stakeholders involved in the project.

### Course Objectives

By the end of this 'Program and Project Management Training', you will be able to:

- ✓ Ensure effective management of projects
- ✓ Lead the development and implementation of a results-based project management methodology and framework
- ✓ Oversee projects and present progress toward achievement of overall program objectives and outputs effectively and efficiently
- ✓ Monitor projects including baselines established to monitor implementation
- ✓ Build effective management information systems to support the monitoring of projects and intended results
- ✓ Lead on the compilation materials to support quarterly and annual reports on project's progress
- ✓ Support the Communications and Knowledge Management Expert by consolidating results and programme updates.
- ✓ Support the development of communications and media campaigns
- ✓ Design and conduct surveys, and lead upon research efforts to obtain project implementation data
- ✓ Input into the independent mid-term and end of term Young Africa projects evaluations

# Course Content

## Model 1 : Programming Standards

- o Quality Standards for Programming
- o Social and Environmental Standards
- o Knowledge Product Production and Quality Assurance

## Module 2 : Design

- o Formulate Programmes and Projects
- o Engagement Facility
- o Development Services
- o Select Implementing Partners
- o Performance Based Payments
- o Appraise and Approve

## Module 3 : Implement

- o Annual Planning
- o Deliver Results
- o Monitor
- o Provide Oversight
- o Manage Change
- o Report

## Module 4 : Close

- o Close and Transition



## Finance for Non Finance Managers

### Course Overview

The training course materials will assist participants in understanding financial concepts and terminology. From understanding financial statements to analyzing them, cost impacts to variance analysis, decision making to budgeting, this training course provides non-financial managers with hands-on practical experience to understand the concepts and techniques to help them in key decision-making areas, which in turn boosts the bottom line of the business.

### Course Objectives

By the end of this 'Finance for Non-Finance Managers Course', you will be able to:

- ✓ Use financial information to manage and assess your company or department operations
- ✓ Manage and Reduce Cost (Fixed versus variable costs)
- ✓ Control the working capital and manage the impact of inventory build-up
- ✓ Practise and use a range of accounting methods, tools and techniques available to manage financial risks in your organization
- ✓ Interpret the language of accounts and break down barriers of understanding
- ✓ Get Confidence to prepare budgets and read Management Information.

### Intended for

This training course is designed for the modern manager who wants to grasp the financial consequences of their day-to-day decisions and the impact these may have on their firm. Managers must also understand basic financial concepts in order to properly agree on and manage budgets, as well as respect core finance principles. The training course materials are intended for any manager who wants to become more financially conscious.

## Model 1 : Basic Accounting Concepts

- The Accounting Process
- Cash Vs. Mercantile Accounting
- Accrual Concept
- Stock Valuation – FIFO Vs. LIFO
- Types of Accounting
- Revenue Recognition
- Cap-ex. vs. Op-ex.
- Understanding of Depreciation/Amortization
- Tangible vs. Intangible vs. Capital W-I-P
- Current vs. Non-current

## Module 2 : Introduction to Financial Statements

- Profit & Loss Account including OCI
- Balance Sheet and SOCIE
- Cash Flow Statement
- Notes to Accounts

## Module 3 : Financial Statement Analysis

- P&L Statement Analysis
- Balance Sheet Analysis
- Funds Flow Analysis
- Ratio Analysis
- Trend Analysis
- Common Size Analysis

## Module 4 : Working Capital Management

- Concept of Working Capital
- Managing Inventory and Trade Receivables
- Managing Trade Payables
- Budgeting and Working Capital Management

## Module 5 : Capital Budgeting

- Capital Expenditure Evaluation
- NPV Technique
- IRR Technique
- Pay Back Method



- Risk Analysis

## **Module 6 : Cost Management and Costing Techniques**

- Cost Concepts
- Various Costing Methods
- Breakeven Analysis
- Costing Vs. Budgeting
- Strategic cost management

## **Module 7 : Revenue Management**

- Revenue Recognition and possible revenue leakages
- Revenue Vs. Trade Receivables
- Revenue Vs. Trade Payables
- Revenue Vs. Foreign Exchange Management

## **Module 8 : Introduction to IFRS**

- Introduction to the concept of Accounting Standards
- Generally applicable IFRS
- Discussion on Specific IFRS

## **Training Methodology**

The training will be a face to face mode of instruction which includes giving practical examples such as case studies. The training will be instructor/ facilitator led but interactive as the trainees will be required to respond to issues and display understanding of concepts.





## Code of Ethics

### Course Overview

This one-day intensive and practical course enables participants to master the necessary skills and expertise to support an organization in implementing code of ethics. Participants should be able to make the right decisions and apply the right conduct in their behavior. This training will improve the professionalism of the employees and the effectiveness of the work at the same time.

### Course Objectives

The main objective of the Code of Ethics training is to establish professional business standards that will protect and enhance the image of an organisation.

The other objectives include:

- ✓ To understand the moral values that ought to guide all employees.
- ✓ To create an awareness on Ethics and Human Values.
- ✓ To inspire Moral and Social Values and Loyalty.
- ✓ To appreciate the rights of others.
- ✓ To resolve the moral issues in the organization.
- ✓ To justify the moral judgment concerning the organization.
- ✓ To develop a set of beliefs, attitudes, and habits that employees should display concerning morality.

### Intended for

The Code of ethics training is intended for all employees in an organisation. This results in the members of staff appreciating what is expected of them in terms of behaviour in the workplace. The code applies to everyone within the organisation and the training results in creation of a compliant and efficient workforce.

## Model 1 : Ethics Defined

- What is ethics
- Ethics Definitions

## Module 2 : Ethics Culture

- Ethics Grid
- Integrity Grid
- Code of Ethics vs Code of Conduct

## Module 3 : Corporate Governance

- Corporate Governance Grid

## Module 4 : Workplace Ethics

- Unethical Behaviours
- Common examples of Unethical Behaviours
- Advantages and implications of work ethics

## Module 5 : Management/ Employers unethical Behaviours

- Unethical workplace behaviours explained

## Module 6 : Ethical Risks

- The slippery slope Hypothesis
- A growing concern

## Module 7 : Step to a Sound Decision

- Four Steps

## Module 8 : Getting it Right

- Solving unethical issues at the workplace



# GOVERNANCE

## Governance, Risk & Compliance

### Course Overview

This Advanced Governance, Risk and Compliance training course will explain Corporate Governance and its main tools of Compliance, Internal Audit and Risk Management together with its benefits, barriers, and proper implementation.

Good governance does not only build trust but also improve organizations performance and contributes to social and environmental integrity by providing organizations the tools they need to govern well, enabling them to perform effectively while behaving ethically and responsibly.

### Course Objectives

At the end of this Advanced Governance, Risk and Compliance training course, you will learn to:

- Align your GRC structures perfectly well
- Improve risk management function and expanding compliance function
- Assist in formulating governance committees
- Learn GRC fundamentals, rules and principles
- Integrate and align corporate governance through adopting effective methods
- Assimilate how to provide assurance on GRC activities.

## Model 1 : The Agency Theory

- o Reducing Agency Loss

## Module 2 : Sources of Corporate Governance, Codes, ZimCode & PEGG

- o Internal and external source of Corporate Governance
- o Principles & Codes of Best Practice ZimCODE
- o Core Pillars (concepts) of Corporate Governance
- o Benefits/Business case of Zimcode

## Module 3 : Executives & Non-Executive Directors

- o Role and Functions of Directors
- o Role and Functions of Non-Executive Directors
- o Roles & Responsibilities of Directors
- o Board & Strategy Formulation
- o Role of Chairperson
- o Role of the CEO
- o Role of the Company Secretary

## Module 4 : Legal Duties & Liabilities of Directors

- o Fiduciary Duties of Directors
- o Duty of Good Faith
- o Duty of Diligence

## Module 5 : Board Composition & Board Size

- o Board Size Criteria
- o Board Committees & Board Effectiveness
- o The Board & Human Resources

## Module 6 : Induction & Succession Planning

- o Board Induction & development
- o Succession Planning

## Module 7 : Board Dynamics, Effective Meetings & Stakeholder Relations

- o Essential Information for the board
- o Responsibilities in the Conduct of Meetings



## Course Content

- o Stakeholder Engagement
- o Shareholder Relations
- o Shareholder meetings

### **Module 8 : Board Committees, Board Evaluation & Business Ethics**

- o Board Evaluation What and who is Evaluated
- o Example of issues arising from Evaluation
- o Business Ethics & Integrity

### **Module 8 : • Financial Oversight, Analysis & ESG reporting**

- o Role of the Board
- o Importance of Annual Financial Statements



## Retirement Planning

### Course Overview

Planning to retire from full time work? Are you ready? The course guides employees on how to plan for retirement. The training does not only give emphasis to employee benefits and financial factors related to retirement planning but also focusses on personal planning as a determining factor of getting satisfaction with one's retirement lifestyle. Financial planning is crucial as it reveals sources of income and expenses which will assist in preparing the retirement budget. Retirement Planning also focuses on personal issues such as work-life transitions, emotional preparedness and new or part-time employment.

### Course Objectives

- Assume accountability and responsibility for your retirement plan
- Profile your next theme of life that suits your character, interests, needs and current circumstances
- Develop your holistic retirement plans encompassing Spiritual-Physical-Intellectual-Career-Emotional-Social & Financial (SPICES/F) of life
- Make sound decisions to create (invest), protect (insure, etc.) and distribute (wills, etc.) your wealth to achieve your financial well-being targets
- Live a renewed life and create fulfilling retirement lifestyles
- Optimize your senior years in terms of personal freedom and self-realization

## **Model 1 : Gearing Up To Your Retirement**

- o Major Life Issues Confronting 50-plussers
- o Traits of Highly Successful Retirees
- o The SPICES/F of Life in Retirement

## **Module 2 : Emotional & Mindset Management**

- o Reinventing Your Life with Imagination
- o Benefits of a Strong Support Group
- o Create a Better You & Family Support
- o Guidelines for Managing the Stresses Associated with Life Change and Transition
- o Growth Potentials vs. Losses in Senior Years

## **Module 3 : Financial Planning and Management**

- o Financial Planning for YOUR Retirement
- o Setting Your Retirement Goals
- o Understanding Your Financial Net Worth
- o Steps in Setting Your Retirement Goals
- o Creating Wealth – Investing (Fixed vs. Equity)
- o Protecting Your Wealth & Health – Insurance
- o Distributing Your Wealth – Estate Planning

## **Module 4 : Healthy Ageing**

- o Common Causes of Death in People
- o 5-Step to Healthy Ageing
- o Supporting a Healthy Lifestyle
- o Enjoying Your Leisure Time
- o Tips for Optimizing Leisure Time
- o Stress Management

## **Module 5 : Employment Continuity and Professional Enhancement**

- o Choices and Activities in Retirement
- o Main Factors to Work during Retirement
- o Employment Opportunities in the 50's
- o Ingredients for Self-exploration
- o Knowledge You Bring into Retirement
- o Techniques to Choose Your Post-retirement Career
- o Habits of Self-made Millionaires



## Professional Certificate in Leadership

### Course Overview

Leadership begins with understanding who we are as people before we can gain acceptance as a leader of others. Knowledge of self through feedback, reflection and behaviour modelling is as important as knowledge of those that we lead or the organisation that we represent. As we master our own thinking and emotions, we can enhance our ability to lead others, acting as a role model and someone who is emulated by many.

### Course Objectives

- Enhance your personal leadership skills
- More effectively manage your thoughts, beliefs, focus and actions
- Understand the impact of your values on your actions
- Build confidence, enthusiasm, persistence, resilience, and courage
- Create vision and goals that drive enthusiasm and commitment
- Communicate with greater clarity and persuasion
- Maximise long-term organisational outcomes



## **Model 1 : You, the Leader: Reality and Responsibility**

- o Making the leadership transition
- o Understanding your role and leadership purpose
- o Unlocking the prime factors of leadership
- o The importance of accountability, ownership and responsibility
- o Learn from the best: reflective leadership analysis
- o Define and create your leadership brand

## **Module 2 : Inspire, Influence and Develop Self Mastery**

- o How to inspire others as a leader
- o Building trust and integrity
- o Applying the model of influence
- o Developing a positive mindset
- o Increase your emotional intelligence and leadership
- o Build confidence in yourself and others

## **Module 3 : Provide Powerful Vision and Direction for Success**

- o Leadership and vision – Myth or reality
- o Culture, change and strategy: The power triangle
- o Building the future success: Strategy models and techniques
- o Empowerment over limitation: Freeing potential
- o Creating the powerful vision
- o Communicating for individual and organisational commitment

## **Module 4 : Building Influencing Networks and Relationships**

- o The importance of building your power and influence network
- o Engage others with ease: Powerful interpersonal skills
- o Work the room: Techniques to network socially
- o Become a key influencer in work and social
- o Develop your team through active coaching and mentoring
- o Gain commitment from others

## **Module 5 : Developing Resilience and Tenacity**

- o Resilience: The leadership differentiator
- o How to become assertiveness without stress?
- o Controlling your emotions in times of crisis
- o Understanding the psychology of self-motivation
- o Developing tenacity: Deliver on your promise
- o The leadership role model: Exercise and profile



# Anti-Money Laundering and Financial Crimes

## Audience

The training is developed for professionals new to AML compliance and those whose responsibilities require a firm understanding of what goes into detecting, preventing, and reporting money laundering and financial crimes.

## Defining Money Laundering, Terrorist Financing and Sanctions

- What is money laundering?
  - Why is money laundered?
  - How is money laundered?
  - What crimes generate property that can be laundered?
- What forms of property can be laundered?
- Terrorist financing
  - What is terrorist financing?
  - How does terrorist financing differ from money laundering?
- Sanctions
  - An insight into why these are important
  - Which sanctions lists should you use?

## Anti Money Laundering and Combating Terrorist Financing in Practice

- Identifying money laundering and terrorist financing activity
- Customer Due Diligence (CDD)
  - Simplified Due Diligence
  - Enhanced Due Diligence
  - Unwrapping beneficial ownership
- Politically Exposed Persons (PEPs)
- Monitoring client activity
  - Reporting suspicious activity
  - Client confidentiality
  - Handling the risk of tipping off
- Fraud
  - Fraud Case Example
  - Anti-bribery and corruption

## Review

- Review questions

## Vulnerabilities of Financial Institutions to Money Laundering and Terrorist Financing

- Money laundering and terrorist financing vulnerabilities of financial services
- Emerging technologies and new payment methods

## Legal and Regulatory Structures - Anti Money Laundering and Combating Terrorist Financing

- The Financial Action Task Force (FATF)
- Role of the Financial Intelligence Unit (FIU)
- Role of the Insurance and Pensions Commission (IPEC)
- Legislative and regulatory regimes
- Anti money laundering and terrorist financing legislation
  - Offences of money laundering
  - Legal obligation to report suspicious activity?

## Review

- Review questions

## Management Obligations and the Risk-based Approach to Money Laundering and Terrorist Financing

- Types of risk: Regulatory, legal, financial, reputational
- Categories of risk: Customer, jurisdiction, product, channel
- Risk-based approach
- Formulating anti money laundering and terrorist financing policies and procedures
- Monitoring compliance with the policy
- Resources
- Culture

## Review

- Review questions



## Environmental, Social, and Governance (ESG)

### Course Overview

The introduction of sustainability in accounting and financial reporting has seen the International Federation of Accountants (IFAC) supporting the IFRS Foundation to create a new International Sustainability Standards Board (ISSB) for the development of international sustainability reporting standards. This move is expected to achieve convergence in the reporting of environmental, social and governance (ESG) information and disclosures. ESG Training will equip learners with knowledge on how to integrate sustainability, mitigate risks, and align business strategies with ESG principles to achieve a more sustainable and responsible approach to business.

### Course Objectives

By the end of this programme Learners should be able to:

- Describe important environmental, socioeconomic, and governance issues.
- Explain how stakeholders significantly influence organizational ESG performance.
- Examine ESG risks and potential opportunities.
- Integrate organizational policy and processes with ESG objectives.
- Identify metrics to report and develop ways to measure the metrics.
- Develop processes and controls to produce and verify information.
- Prepare ESG reports.



## Module 1 : Introduction

- Understanding ESG Principles
- Importance of ESG in Business
- Evolution of ESG Standards
- ESG Frameworks and Reporting
- ESG Integration in Investment

## Module 2 : Environmental Sustainability

- Climate change and its impacts
- Depletion and conservation of resources
- Pollution and Waste Management
- Biodiversity and ecosystem preservation

## Module 3 : Social Impact

- An overview of Social Impact
- Human Rights and Labour Practices
- Diversity, Equality, and Inclusion
- Community Engagement and Development
- Stakeholder Management and Partnerships

## Module 4 : Governance Factors

- Ethical Leadership and ESG
- Stakeholder Engagement
- Transparency and Accountability
- Risk Management and Compliance
- Corporate Governance Structures

## Module 5 : ESG Reporting and Metrics

- Introduction of ESG Metrics
- Frameworks and Standards for ESG Reporting (GRI, SASB, TCFD)



## Course Content

- Importance of Transparency in ESG Reporting
- Stakeholder Engagement in Reporting
- Strategies for Effective ESG Communication

### Module 6 : ESG in Investment Decisions

- ESG and Responsible Investment
- Understanding ESG Ratings and Indices
- ESG Integration in Portfolio Management
- Role of ESG in Financial Performance

### Module 7 : ESG Strategy Development and Implementation

- Designing an effective ESG Strategy
- Stakeholder engagement in ESG Strategy
- Implementing ESG initiatives in operations
- Monitoring and evaluating ESG performance

### Module 8 : ESG and Risk Management

- Role of ESG in Enterprise Risk Management (ERM)
- Identifying and Assessing ESG Risks
- Integrating ESG into Risk Management Processes
- ESG Risk Mitigation Strategies



Zimbabwe Revenue Authority

## **Tax Clearance Certificate (ITF263)**

**Validity Period : 18-Aug-2023 to 31-Dec-2023**

Institute Of Chartered Secretaries Institute Of Chartered Secretaries

Business Partner Number: 0200009529

Your Tax position is Satisfactory. No tax should be withheld

Clearance issued on 08/21/2023 at 10:11:53

**Authentication code: P82Q.VFAK.EH8A.LIOO**

The authentication and validity of this certificate must be validated on ZIMRA page at: <http://efiling.zimra.co.zw>





## 2023 ANNUAL REGISTRATION OF A BIDDER

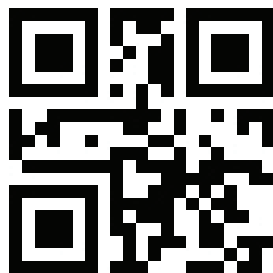
### *Management & General Consultancy Services(SM001)*

The Procurement Regulatory Authority of Zimbabwe has approved **Chartered Governance and Accountancy Institute in Zimbabwe(PR300244348)**'s application for inclusion on the Registered List of Bidders for the above category , in terms of Section 4 of the Public Procurement and Disposal of Public Assets (General) Regulations, 2018 for a period expiring 2023-12-31 00:00:00

<b>Issued On</b>	2023-3-2 8:56:38
<b>Expiration Date</b>	2023-12-31 00:00:00
<b>Verification Code:</b>	<b>PRAZ-2023-8B08X-6692</b>

***This certificate will expire on 2023-12-31 00:00:00 and cannot be used for any business after the expiry date.***

***Please note that the authenticity and validity of this certificate must be verified on our PRAZ portal using <https://portal.praz.org.zw>***





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