

**HARLEY
REED** ●

HARLEY REED

2015 Training brochure

United Kingdom | Ghana | Malawi | Nigeria | South Africa | Zimbabwe



www.harleyreed.com



Welcome to Harley Reed



Thomas Tagoe
Group Chairman
Harley Reed

At Harley Reed, we recognise the importance of continuous professional development and this is why we always strive to offer rich, interactive courses on leading edge topics. We are also very proud to provide our participants with an ideal place for personal growth and networking opportunities. With our international team of facilitators and our strong local presence, participants will learn from the best. We look forward to working with you in 2015 and helping you drive change and innovation in your organisations.

What's new in 2015?

To ensure that our training is relevant and meets the needs of a rapidly changing environment, we regularly update our course offerings. This brochure reflects recent changes in the economic environment which affect organisations around the world. This year's training programme focuses on the supply chain. In addition to new courses, some existing courses have been revised to reflect key market developments. It is rewarding to see so many individuals and organisations return to us for further training, and we would like to sincerely thank you for entrusting us with your training needs.

WHAT WE OFFER

Harley Reed is a multi-disciplinary organisation founded in 1991 with headquarters in the United Kingdom and offices across Africa.

Our company provides a range of advisory, training and assurance services to individuals, partnerships, companies, third sector organisations and government agencies, with a particular emphasis on the European and African markets.

As part of our training and knowledge development portfolio, we offer internationally recognised programmes in the field of finance, supply chain management, marketing and human resources. The courses in this brochure are offered on a public basis, but we can also run these courses (and bespoke tailored programmes) in-house when requested. Please contact your local office for further information or to discuss your specific needs.

Professional courses

Preparing individuals toward achieving globally recognised qualifications.

Short courses

Building core competencies in commercial disciplines to support personal and organisational goals.

Bespoke training

Understanding training needs and developing tailored programmes to provide competitive advantage.

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Our professional courses

We deliver a range of training courses leading to international qualifications in accounting, law, procurement, marketing, logistics and transport. With hundreds of students enrolling with us each year, we are a leading international provider.



WHY TRAIN WITH US

Harley Reed's management courses offer participants a refreshingly different approach to integrating key management concepts with real life challenges and practice. Four key pillars underpin our training approach.

Expert facilitators:

Our team is made up of professional consultants with a high level of experience and expertise. All our facilitators hold recognised academic qualifications, backed by experience from operating at senior level in national and international organisations.

Simulations & Case Studies:

To ensure that participants are able to apply and experiment with the theoretical concepts taught, we incorporate a number of business simulations as well as real life case studies into all our programmes.

Action Planning:

We assist participants to develop a dossier on their key learning points from the training program and their personal action plan on how to implement these learning points in their jobs.

Networking Opportunities:

Bringing together so many professionals from so many backgrounds opens up the opportunities for lifelong friendships and networks. We invite all participants to join our online community to continue learning, sharing and developing.

OUR COURSE LOCATIONS



UK Office

E: training@harleyreed.com
T: +44 207 173 6080
F: +44 207 173 6083



Ghana Office

E: ghana@harleyreed.com
T: +233 302 233398
T: +233 302 223943



Nigeria Office

E: nigeria@harleyreed.com
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M: +234 1 342 8544



South Africa Office

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Malawi Office

E: malawi@harleyreed.com
T: +265 1 827050
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Zimbabwe Office

E: zimbabwe@harleyreed.com
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T: +263 773 052480



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2015 COURSE DIRECTORY

TRAINING PROGRAMME	DURATION (in days)	DATE/LOCATION
Contract Management	3	See page 9
Commercial Awareness	2	See page 10
Effective Commercial Negotiation	3	See page 11
Writing Specifications	2	See page 12
Supplier Management	2	See page 13
Category Management	3	See page 14
Logistics and Distribution	2	See page 15
Port Operations	2	See page 16
Inventory Management and Warehousing	3	See page 17
Fleet Management	3	See page 18
Sustainability in Supply Chains	2	See page 19
Effective Procurement Management	3	See page 20
Managing Risk in Supply Chains	3	See page 21
Combatting Procurement Fraud	3	See page 22

You can register for a course by visiting the training section of our website at www.harleyreed.com and completing an online course application form.

You can also request a registration form by contacting your nearest office, by phone, email or in person.

1. Registration for a course ends one week prior to the commencement of the course. Participants will be invoiced in local currency.
2. Fees indicated are inclusive of course material, stationery, course certificate, lunch and coffee breaks. Fees are exclusive of accommodation. All fees are VAT exclusive and must be paid no later than one week prior to the commencement of the course. No participant will be admitted to a course without having paid fees in full.
3. Where a course is under-subscribed, we reserve the right to re-schedule or cancel the course.
4. Any registered participant who withdraws four or more weeks in advance of a course will receive a full refund. Withdrawals two weeks before will receive a 50% refund. Thereafter, fees are non refundable.
5. Early Bird Discount: Full payments made four weeks or earlier to the commencement attract a 10% discount.
6. Any organisation registering five or more persons on a particular course will attract a 10% discount on the fifth and subsequent persons. This does not apply where a course is being specifically contracted by an organisation to be run in-house.
7. Joining instructions including venue location are sent at least ten days before the course.
8. All delegates are provided with comprehensive materials and handouts. Please note that all materials are copyrighted and may not be reproduced without consent.
9. Harley Reed reserves the right to make unavoidable changes to the training calendar.

We are able to organise bespoke and in-house courses on request.

A selection of courses we have run are shown below. Contact us for your tailored training needs.

Customer Service and Human Resource Management

Customer Service Essentials

Good customer service is the lifeblood of any business. Getting the basics right enables organisations to form good relationships with customers resulting in long term loyalty and business growth.

Effective Human Resource Management

Effective human resource management breeds professional satisfaction and encourages employee development—a crucial component to help ensure organisations have a sustainable competitive advantage.

Front Desk Etiquette

As the first contact that clients have with any organisation, it is important that front desk personnel present themselves in a manner that enhances the corporate image.

Performance Management & Appraisal

It is vital that managers to deliver appraisals consistently across the organisation, or their time is wasted and the benefits are lost.

General Management

The New Manager

Making the transition into management is often a stressful experience. This course provides knowledge required to handle leadership challenges faced by new managers.

Sales and Marketing Essentials

This course provides participants with the opportunity to learn skills that will increase their chances of getting their messages accepted, understood and acted upon.

Business Writing and Presentation Skills

Effective business writing and presentation involve using the right choice of words and tailoring the style to meet the expectations of the audience.

Change Management

Managing change, whether on a transformational or incremental basis, is a major challenge. Participants will learn how to manage conflicts as effective change agents.

Finance

Asset and Liability Management

This programme provides participants with a practical insight into industry standard techniques and topical regulatory issues.

Excel and Basic Financial Modelling

Excel is a program that most individuals have a basic level of competence in, but do not necessarily efficiently exploit the tools to build responsive financial models.

Finance and Budgeting for Non-Accountants

This course provides the practical knowledge needed to take the fear out of accounting and ensure confident participation in financial discussions.

Strategic Public Sector Programme Management

This course provides a strategic overview of how to manage public sector programmes effectively, taking into account the complexities of managing significant resources and stakeholders.

COURSE OUTLINES AND OVERVIEWS

The following pages present outlines and an overview of our course contents.

We also have included real quotes from real people who have attended our training sessions.

Contract Management



Port Operations



Commercial Awareness



Inventory Management and Warehousing



Effective Commercial Negotiation



Fleet Management



Writing Specifications



Sustainability in Supply Chains



Supplier Management



Effective Procurement Management



Category Management



Managing Risk in Supply Chains



Logistics and Distribution



Combatting Procurement Fraud



International Masterclass

Contract Management

Processes to protect and add value

The Course

Effective contract management is critical in ensuring both parties fulfill the terms of the commercial contract between them. This training course combines the theory and practice of contract administration and contract management. It provides participants with an in-depth understanding of key activities in the contract management cycle - contract development, contract communication, contract administration, managing contract performance and relationships, contract renewal and termination. The course highlights challenges that typically arise, and demonstrating effective management and resolution processes.

This training will help participants ensure improved project delivery performance by developing knowledge in procurement, contract law and contract management.

Course Content

- What is a contract and when is it formed?
- The purpose of commercial contracts
- Who should be responsible for contract management
- Managing business to business relationships
- Attributes and skills of contract managers
- Managing the service delivery phase
- Monitoring and reporting performance
- Contract communications structures
- Contract variations and contractor claims
- Post project assessment
- Terminating and renewing contracts

Who should attend

Procurement and Supply Chain Staff, Project Managers, Operational Managers, Auditors, Financial Managers, Warehouse and Store Staff, Logistics and Distribution Managers



“I have been to a number of providers that came highly recommended, but I have never seen a place like Harley Reed. I will definitely recommend their training courses to my colleagues.”

When/Where/Cost

15th-17th April	Accra	GhS 750
29th-31st July	Harare	\$ 370
8th-10th July	Lagos	N 65,000
28th-30th January	Lilongwe	K 105,000
23rd-25th March/28th-30th Oct	Johannesburg	R 6,900
27th-29th May/23rd-25th Sept	London	£550

Commercial Awareness

Competitive advantage through business acumen

The Course

Commercial awareness is a broad concept that is often used interchangeably with terms such as 'business acumen', 'commerciality' and 'business/client focus'. It is an individual's accumulated knowledge of the business world and understanding of how to 'read' business situations. There is the implicit assumption, however, that with higher levels of commercial awareness organisations are able to achieve greater value from their staff.

Commercial awareness requires understanding the market and important stakeholder groups, identifying opportunities, and working with limited resources to create a profit, or in the case of a public sector organisation, squeezing the maximum from the budget available.

Who should attend

Management, Procurement and Supply Chain staff, Finance Staff, Marketing and Business Development staff.



Course Content

- An appreciation of business stories and their impact on a wider scale
- A look at an organisation's Macro Environment
- An understanding of the issues facing industry sectors
- Where power sits within the value chain
- The ability to analyse financial trends and forecast accordingly
- An awareness of commercial activity, competitive products and services, and market trends
- Decision-based risk management techniques
- Appropriate strategies for maximising value within a limited budget
- Understand how to develop a "future proofing" strategy

“The communication between the trainer and the trainees was excellent.”

When/Where/Cost

12th-13th Feb	Accra	GhS 650
4th-5th June	Lagos	N 50,000
12th-13th Feb	Blantyre	K 75,000
9th-10th April	Johannesburg	R 5,300
7th-8th April/15th-16th Sept	London	£400

Effective Commercial Negotiation

Leveraging positions and securing supply

The Course

Organisations engage on a daily basis with customers and suppliers to negotiate various aspects of contracts, procurement and supply. Successful negotiation is only achievable if there is proper planning. This requires analysis of the external market, competitive forces and internal priorities. In addition to planning, the whole process must be properly managed and executed by negotiators who understand commercial drivers as well as influencing techniques.

This interactive course involves role plays and negotiation exercises. It provides participants with an insight into the stages of a negotiation process, the prerequisites of a successful negotiation, and tools to utilise in various negotiation scenarios.

Course Content

- Definition of negotiation
- Fundamentals and variables that determine competitiveness
- Market segmentation for negotiations
- Understanding cost structures and pricing strategies
- Managing the planning process
- A choice model of negotiation strategy
- Characteristics of different negotiation strategies
- Stages of a negotiation process
- Classifications and consequences of unethical behaviour
- Post-negotiation activities

Who should attend

Procurement Staff and Managers, Sales and Marketing Managers, Business Development Staff.



“ Following this course I am confident that I will be a better negotiator and be able to tackle the tender process with ease”

When/Where/Cost

15th-17th July	Accra	GhS 750
27th-29th May	Harare	\$ 370
26th-28th Feb	Lagos	N 65,000
6th-8th August	Blantyre	K 105,000
4th-6th May	Johannesburg	R 6,900
8th-10th April/16th-18th	London	£550

Writing Specifications

Defining needs and reducing supply risks

The Course

High quality specifications are of utmost importance in achieving the right performance.

Specifications are widely used in day to day activities ranging from public sector tenders through to smaller requests for quotations. They form the basis of what is procured and determine how well value for money is achieved.

A well written and unambiguous specification will help suppliers understand the requirements and enable organisations to build in fewer contingencies.

Using the appropriate type of specification can transfer risk from the buyer to the supplier and have an enormous impact on commercial success.

Who should attend

Procurement Staff, Supply Chain Staff, Commissioners, Engineers, Architects, Quantity Surveyors



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Course Content

- Why do we need to scope and specify our requirements?
- What is a specification?
- Types of specification
- Choosing the right specification type
- Legal aspects, the law and tendering situations
- Authorities and responsibilities
- The benefits of using specifications
- Writing the specification
- Structuring a specification
- Writing specifications: a more advanced view
- Conclusions: putting it all together

“The course was perfect and I would be glad to attend another Harley Reed course in the future”

When/Where/Cost

19h-20th March	Accra	GhS 650
9th-10th April	Harare	\$ 260
2nd-3rd July	Lagos	N 50,000
14th-15th May	Lilongwe	K 75,000
25th-26th June	Johannesburg	R 5,300

Supplier Management

Building relationships, securing supply, obtaining competitive advantage

The Course

Supplier Management has supplier relationship management at its core, but also incorporates a wide range of disciplines such as strategic sourcing and vendor rating. Strategic suppliers present the opportunity to generate competitive advantage, but failure to manage the relationship properly can reverse the tables and present significant risks. Effective supplier relationship management provides a focused framework for engaging and managing key suppliers.

Understanding how to categorise procurement spend, and manage performance elements of the relationship is a powerful, value-adding skill for organisations in a market where supplier failure or relationship breakdowns can have catastrophic consequences.

Course Content

- Tools for segmenting the supply base
- Understanding relationships from the supplier's perspective
- Contract transition and implementation
- Building and managing relationships
- Strategic sourcing
- Vendor rating
- Contract management and performance
- Benchmarking
- Creating competitive advantage and realising benefits
- Supplier development
- Problem solving and dispute resolution

Who should attend

Procurement Staff / Buyers, Commissioning Officers, Supply Chain Managers, Project Managers.



“ It was a very valuable and well-run course (...). The debate across the group was expertly brought up and it was clear that the delegates were interested and enthused”

When/Where/Cost

10th-11th Sept	Accra	GhS 650
29th-30th April	Harare	\$ 260
28th-29th Sept	Lagos	N 50,000
5th-6th November	Lilongwe	K 75,000
17th-18th Sept	Johannesburg	R 5,300

Category Management

Unlocking value through procurement excellence

The Course

Category Management is a strategic and structured approach to the procurement of goods and services. A properly implemented category strategy is a powerful tool for delivering added value through reducing risk and cost, whilst promoting cross-functional collaboration and supply chain innovation.

This course focuses extensively on the activities, tools and techniques needed to develop a category strategy for an area of spend. Using a range of different case studies and real life examples, it will provide a practical understanding of how to apply key category management tools, as well as overcome internal resistance to change and develop a cross-functional approach to category management.

Who should attend

Senior Managers in a Supply Chain Role, Category Managers, Procurement Officers, Operations Managers.



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Course Content

- Category management origin, definition and core principles
- The case for category management and models
- Approaches to develop strategic sourcing and category management
- Challenges of implementing category management
- Establishing effective category project governance
- Stakeholder engagement and communication planning
- Analysing and mitigating risks
- Category change implementation and alignment with procurement strategy
- Contract management and supplier relationship management
- Performance review and continuous improvement

“What I liked the most about this training was the knowledge of the trainer and the examples he gave us, which made the subject accessible”

When/Where/Cost

19th-21st August	Accra	GhS 750
1st-3rd July	Harare	\$ 370
5th-7th August	Lagos	N 65,000
23rd-25th Sep	Lilongwe	K 105,000
27th-29th May/2nd-4th Sept	Johannesburg	R 6,900
30th June-2nd July/7th-9th Sept	London	£550

Logistics and Distribution

Ensuring efficiency in the value chain

The Course

Logistics and Distribution is a critical supply chain function. Employees in this function play a role in ensuring customer needs are fulfilled in the most efficient, cost-controlled manner. The course looks at inbound and outbound logistics, as well as key disciplines of warehousing, material handling and inventory management.

By the end of this course participants will discover how inefficiencies in logistics and distribution operations impact on overall supply chain effectiveness. Participants will examine the relationship between Logistics and Supply Chain Management and appreciate technology tools which are becoming increasingly prevalent in managing supply chains, as well as learning how to develop and implement good logistics strategies.

Course Content

- Physical distribution
- Warehousing
- Material handling
- Packaging
- Customer service
- Inventory Management
- Order fulfilment
- Logistics and distribution planning
- Impact of internet on logistics and distribution
- Technology tools such as ERD, EDI and DRP
- Strategy formulation and implementation
- Third-Party Logistics and reverse logistics

Who Should Attend?

Logistic Officers, Transport Managers and Operators, Distribution Managers and Operators, Warehouse Staff.



“ The class was very educational and I am really pleased that it was also beneficial to warehouse executives and managers ”

When/Where/Cost

17th-18th Sept	Accra	GhS 650
19th-20th Feb	Harare	\$ 260
9th-10th April	Lagos	N 50,000
16th-17th April	Blantyre	K 75,000
8th-9th Oct	Johannesburg	R 5,300

Port operations

Supporting cross-border people and freight movement

The Course

Ports continue to provide a vital role in the movement of goods. With ever increasing vessel sizes and changing ownership models, ports need to be responsive in order to attract business in a competitive world, whilst still meeting the needs of accountability.

This course covers the types and functions of ports and terminals, their management, operation and maintenance. It includes global, international and national freight movements, passenger considerations, port and area controls, physical and human resource requirements, consignments, utilisation and consignment monitoring. The course also examines port development and planning requirements, associated infrastructure requirements and environmental considerations.

Who Should Attend?

Port Operators, Port Managers, Freight Forwarders, Clearing Officers, Logistics Managers, Engineers, Supply Chain Managers.



Course Content

- Use of ports
- Port management structures
- Port structures and equipment maintenance
- Port movements, vessels, consignment, resources and monitoring
- Port and customs authorities, roles and procedures
- Port planning and development
- Port infrastructure and the environment
- Measures of port productivity
- Dangerous goods regulations
- Modern concepts in maritime safety

“Generally the workshop was productive, informative, highly interactive and educational”

When/Where/Cost

8th-9th Oct	Accra	GhS 650
15th-16th October	Lagos	N 50,000

Inventory Management and Warehousing

Secure movement and storage of goods

The Course

This course deals with all aspects of the inventory and warehouse operation. Participants will be introduced to issues of tracking, handling and managing goods and material that are held in stock. The course will also cover advanced stock control methods, demand planning as a tool for reduction of obsolescence and redundancy, methods for dealing with variety and proliferation, health and safety and others.

By the end of this course, participants will be able to use advanced techniques in order to reduce inventory and associated storage and handling costs. Participants will also have covered material from the Chartered Institute of Logistics and Transport unit on warehousing and inventory, and may be able to join a fast-track programme for this professional qualification if desired.

Course Content

- Managing inventory flows in the supply chain
- Inventory monitoring and control
- Security in transport and warehousing activities
- Tracking and controlling stock
- Inventory auditing
- New trends and the impact of technology on warehousing
- Inventory Key Performance Indicators
- Inventory reporting
- Reverse logistics
- Health & Safety and inventory management

Who should attend

Stock Accountants, Warehouse and Stores Staff, Consultants, Logistics Managers, Distribution Managers.



“ I have learnt so much during this course. It has met my need to be able to do proper inventory management”

When/Where/Cost

25th-27th Feb	Accra	GhS 750
17th-19th June	Harare	\$ 370
11th-13th February	Lagos	N 65,000
21st-23rd October	Blantyre	K 105,000
2nd-4th Feb/5th-7th Aug	Johannesburg	R 6,900

Fleet Management

Effective management and operations of fleet

The Course

Managing a fleet requires understanding of many factors, including running costs maintenance strategies, health and safety legislation and taxation. Experts suggest that trained fleet management professionals can reduce costs by as much as 15%. This course covers fleet management in the context of both freight and passenger transport.

It also provides the opportunity to gain knowledge on the regulations and processes of fleet management. Participants will also be introduced to the concept of transport economics, policies and controls in their work environment.

Who should attend

Fleet Managers, Transport Operators, Maintenance Staff, Supply Chain Managers, Distribution Staff, Freight Forwarders.



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Course Content

- Legal requirements for operators, vehicles and drivers
- Vehicle utilisation, routing and scheduling systems
- Loading and load security
- Vehicle maintenance and administrative systems
- Insurance for legal liabilities
- Accident prevention
- Vehicle specification and selection
- Vehicle acquisition and financing requirements
- Maintenance cost and budgeting
- Site safety and security
- Stores and fuel purchase, monitoring and control
- Environmental aspects of operations
- Staff training

“ The training was very appropriate in keeping abreast with the changing technology in the motor industry. It will definitely help in the efficient and effective utilisation of fleet in my organisation”

When/Where/Cost

29th-31st July	Accra	GhS 750
9th-11th Sept	Harare	\$ 370
13th-15th July	Lagos	N 65,000
25th-27th November	Blantyre	K 105,000
19th-21st August	Johannesburg	R 6,900

Sustainability in Supply Chains

Economic gains without compromising societies and environments

The Course

There is increasing pressure being put on organisations by stakeholders to satisfy not only the cost concerns of customers and investors, but to do so by operating in a socially and environmentally responsible manner. Responsible organisations must consider the impact of their operations on the ability of future generations to meet their own needs. This course explores all dimensions of sustainability; the “triple bottom line” of economic, social and environment issues.

Participants will learn how to embed sustainability in their organisational culture such that it can be used to generate long term value, and security of supply. It will highlight how the alignment of sustainable goals within supply chains can positively impact on all areas of an organisation.

Course Content

- Concepts, terms and definitions related to sustainability
- Sustainability initiatives and standards
- Social and labour standards
- Developing responsible procurement
- Incorporating sustainability into the sourcing process
- Sustainable specification and contract development
- Sustainable performance measurement
- Managing supply chain and supply network compliance
- Implementing and promoting sustainability

Who should attend

Managers and Senior Managers in any sector, Practitioners responsible for CSR/ Sustainability programs, Procurement Staff



“ I just wanted to reiterate again how pleased our group has been with the sessions that were held, and to thank you all for providing such high quality courses”

When/Where/Cost

7th-8th May	Accra	GhS 650
12th-13th Nov	Harare	\$ 260
3rd-4th Sept	Lagos	N 50,000
3rd-4th Sept	Blantyre	K 75,000
23rd-24th July	Johannesburg	R 5,300

Effective Procurement Management

Understanding the full procurement cycle

The Course

Good procurement practice is the driving force for business in the 21st century. The procurement function is based on efficient service delivery and good customer service thereby creating a competitive edge. Businesses need to place emphasis on procurement management activities to be able to remain competitive.

This training aims to enhance performance and efficiency by increasing the knowledge and skills of project and support staff in managing the procurement function. Participants will understand the features of purchasing, procurement and the wider discipline of procurement and supply chain management.

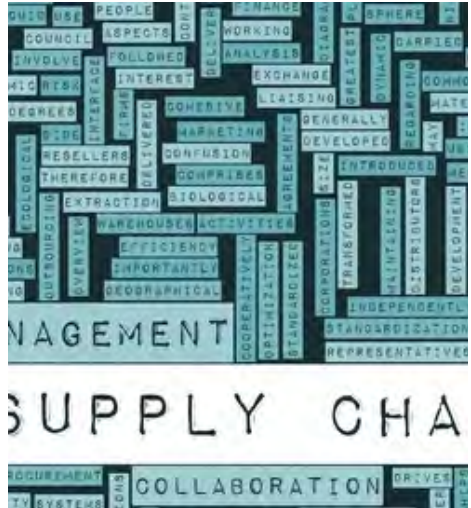
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Course Content

- The Procurement Cycle
- Product Lifecycles
- Purchasing Plans and Sourcing Activities
- Developing and Managing Suppliers
- Types of Contracts
- Contract Negotiation
- Understanding the Tender cycle
- Specifications and Request For Proposals
- The Adjudication Committee
- The Tender committee
- Ethics and Conflicts in the tendering process
- Performance management in procurement

Who should attend

Procurement Staff, Contract Managers, Project Managers, Architects, Quantity Surveyors Engineers, Warehouse Staff.



“ Generally the workshop was productive, informative, highly interactive and educational”

When/Where/Cost

10th-12th June	Accra	GhS 750
6th-8th May	Harare	\$ 370
18th-20th March	Lagos	N 65,000
22nd-24th July	Lilongwe	K 105,000
8th-10th July	Johannesburg	R 6,900

Managing Risk in Supply Chains

Identifying risks and strengthening supply chains

The Course

Risks come in different forms, ranging from temporary shocks through to major disasters. As supply chains become increasingly complex networks with global outlooks, the risks associated with the supply chain also grow. Complex supply networks are vulnerable to weaknesses which may not be immediately apparent by looking at first tier suppliers alone.

This course trains participants in the methods of identifying a wide range of risks. It looks at how to assess the likelihood and impact of the risk and appropriate risk management strategies. It also provides participants with project planning tools in order to design supply chains to enhance resilience and reduce vulnerabilities.

Course Content

- Definitions of risk
- Categories of risk – internal and external perspectives
- Risk and vulnerability assessments
- Risk registers, tools and techniques
- Fraud and corruption risks
- CSR and sustainability risks
- Operational and Project risks
- Risk management through contracts
- Third party risk consultants
- Risk assessment tools and techniques
- Contingency planning and business continuity

Who should attend

Senior Managers within the Supply Chain, Internal Auditors, Risk Managers and Risk Consultants



“ Thank you very much for the well organised and educational programme. Please keep up the good standard”

When/Where/Cost

21st-23rd Oct	Accra	GhS 750
21st-23rd Oct	Harare	\$ 370
13th-15th May	Lagos	N 65,000
2nd-4th December	Blantyre	K 105,000
3rd-5th June	Johannesburg	R 6,900

Combating Procurement Fraud

Fraud prevention and identification spanning the entire procurement cycle

The Course

Procurement fraud can wipe out much of a company's profits and damage a nation's ability to invest. The quality of procurement can make the difference between success and failure – whether of private sector companies or of national economies.

This course looks at ways to combat fraud in procurement and minimise those organisational systems, processes, procedures, documentation and contracting processes that can be a barrier to value for money and competitiveness. The course further looks at how to reform procurement within the public and private sector and how to create a world class and a high performance procurement organisation.

Who should attend

Procurement Professionals, Finance Professionals, Internal and External Auditors, Engineers, Legal Practitioners, Security Services and Bankers



Course Content

- What is meant by procurement fraud?
- Scale of procurement fraud
- Conflict of interest and corruption
- System controls
- Anti-fraud controls: which are the most effective?
- Creating an anti-fraud culture
- Fraud identification, detection and investigation
- Characteristics of fraud perpetrators
- Fraud analytics and 'red flags'
- Reducing risk of contracts fraud
- Conducting an internal investigation
- Creating a high performance and entrepreneurial procurement organisation

“ Well presented training materials which I hope will assist me to spearhead the organisation's goals in as far as procurement processes are concerned”

When/Where/Cost

13th-15th May	Accra	\$ 800
19th-21st August	Harare	\$ 800
24th-26th June	Lagos	\$ 800
13th-15th April	Lilongwe	\$ 800
4th-6th March	Johannesburg	R 8,500

ORGANISATIONS WE HAVE TRAINED

We have over 10 years' capacity development experience, designing tailored training specific to organisation's needs.

Tailored training is often a more cost effective way to develop the capacity of your department at a time and place that suit you. Our training services are tailored to ensure a high performing function is established. We conduct skills audits designed to translate organisational strategies into required individual competencies. Over the years, many companies have placed their trust in us.



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www.harleyreed.com