



INSTITUTE OF CHARTERED ACCOUNTANTS, GHANA

MANDATORY CONTINUOUS PROFESSIONAL DEVELOPMENT PROGRAMME (CPD) FOR 2022

1 WHAT IS CPD?

Continuous Professional Development (CPD) is a continuation of Initial Professional Development (IPD), the learning and development through which aspiring professional accountants first develop professional competence leading to performing a role as a professional accountant.

CPD is learning and development that takes place after IPD, and that develops and maintains professional competence to enable professional accountants to continue to perform their roles competently. CPD provides continuing development of the learning outcomes for (a) technical competence, (b) professional skills, and (c) professional values, ethics, and attitudes which were achieved during IPD.

CPD includes learning and development activities that contribute to the development and maintenance of professional competence, such as (a) education (b) training (c) practical experience, (d) mentoring and coaching, (e) networking and sharing of knowledge and experiences, (f) observation, feedback, and reflection, (g) planned self-development and improvement activities, and (h) unstructured gaining of knowledge.

2 CPD SCOPE

The following are some examples of learning and development activities that may be undertaken as part of a planned program of CPD activity:

- (a) In-person or virtual courses, conferences, and seminars;
- (b) e-learning courses;
- (c) On-the-job training;
- (d) Professional boards, technical committees, sector activities, information networks, or communities;
- (e) Design, development, review or delivery of learning and

- development activities;
- (f) Sharing of knowledge within a work team;
- (g) Briefing sessions or discussion groups;
- (h) Writing articles, papers, or books of a technical, professional, or academic nature;
- (i) Research, including reading professional literature, journals, or the internet, for application in the professional accountant's role;
- (j) Professional re-examination or formal testing;
- (k) Providing professional development support as a mentor or coach; and
- (l) Receiving professional development support from a mentor or coach.

3 MANDATORY CPD FOR ALL PROFESSIONAL ACCOUNTANTS

All ICAG members active in the workplace, should complete CPD on an annual basis. If you have just become a member you need to ensure that you are participating in the CPD programme from 1 January after you became a member.

You do not have to complete the CPD programme if you are on the retired register.

CPD applies to all professional accountants, regardless of sector or size of the organization in which they operate, because:

- a) The Code of Ethics for professional accountants includes a fundamental principle of professional competence and due care which requires all professional accountants to maintain professional knowledge and skill at the level required to ensure that a client or employer receives competent professional service based on current developments in practice, legislation and techniques and act diligently and in accordance with applicable technical and professional standards;

(b) Professional accountants in all sectors are subject to public accountability and the maintenance of public trust;

(c) The public is likely to rely on the designation and professional standing of the professional accountant. Professional accountants carry a professional designation. Lack of competence of a professional accountant has the potential to damage the reputation and standing of that professional accountant, the employer, and the profession as a whole;

(d) Rapidly changing environments drive the need to continuously enhance or develop new areas of professional competence; and

e) Acquisition of new ideas build the technical competence of professional accountants to enable them deliver the best of service to their clients and employers.

4 MEASUREMENT OF CPD

IES 7 prescribes two measurement approaches:

- (a) output-based or
- (b) input-based.

ICAG has adopted the input-based approach.

ICAG has established specific requirements for the nature, timing and extent of CPD activity that must be undertaken by professional accountants. ICAG requires each professional accountant to complete a minimum of 35 hours of learning or relevant professional development activity in a year of which a minimum of 21 hours should be verifiable.

Any learning activity can count as **verifiable CPD** when you can answer YES to these three questions:

1. Was the learning activity relevant to your career?
2. Can you explain how you applied the learning in the workplace?
3. Can you provide evidence that you undertook the learning activity?

Non-verifiable CPD is general learning not related to a specific outcome, or which is difficult to provide evidence for.

Practising members must obtain an appropriate proportion of CPD in their chosen specialism.

Members holding an ICAG practising certificate and audit qualification must ensure they maintain their competence in audit, even if no audit work is currently being undertaken.

The following provides guidance for the weighting:

S/N	PROGRAMME	WEIGHTING
1	CPD organised by ICAG	Contact hours but not exceeding 12 hours a year
2	CPD organised by District Societies for accountants	Contact hours but not exceeding 6 hours a year
3	ICAG Accountants' Conference	Not exceeding 6 hours a year
4	ICAG Annual General Meeting	2 hours
5	ICAG Presidential Luncheon	1 hour

S/N	PROGRAMME	WEIGHTING
6	ICAG Faculty Meetings	Not exceeding 6 hours a year
7	District Society Meetings	Contact hours but not exceeding 6 hours a year
8	Membership of Governing Board(s) of corporate entities, technical committees and similar bodies	6 hours
9	In-person or virtual courses, relevant conferences, workshops and seminars	Not exceeding 6 hours
10	e-Learning Courses	Not exceeding 6 hours
11	Design, development, review or delivery of learning and development activities	Contact hours but not exceeding 6 hours per year
12	Sharing of knowledge within a work team or briefing sessions or discussion group	Contact hours but not exceeding 6 hours per year
13	Writing articles, papers or books of professional, technical or academic in nature	6 hours per published work
14	Being an examiner of a professional organisation	6 hours per year
15	Providing professional development support as a mentor or coach	Contact hours but not exceeding 3 hours
16	Pursuing post-graduate education from a recognised institution	12 hours
17	In-house training programme/on-the-job training	Contact hours but not exceeding 12 hours per year

The 35 credit hours required must be achieved by participating in at least 3 programmes of the Institute and a blend of more than one category of professional development as listed above. A minimum of 6 hours must be mandatory from ICAG-organised CPDs.

5 ARE YOU AN ENGAGEMENT PARTNER RESPONSIBLE FOR AUDITS OF FINANCIAL STATEMENTS?

IFAC has issued International Education Standard (IES) 8, Professional Competence for Engagement Partners Responsible for Audits of Financial Statements (Revised). Under the revised IES 8 professional accountants performing the role of an Engagement Partner are required to develop and maintain professional competence that is demonstrated by the achievement of learning outcomes. Engagement partners

should therefore, undertake CPD programmes that develops and maintains the professional competence required for the role.

6 CARRYING FORWARD UNITS

If you complete more than 21 verifiable units in any year, you can carry forward up to 21 of these additional units to your next CPD year. Unfortunately, non-verifiable units cannot be carried forward. Please note that you cannot carry forward CPD units in the year you are admitted to membership, as you only need to start participating in CPD the following year.

7 WHEN SHOULD I DO CPD?

Do not leave it until the last minute! You should plan your CPD activity at the start of the year to ensure it is relevant to your development needs. This could be done with your manager as part of your annual development and appraisal process. Your CPD should be part of your annual development plan and does not need to be a separate activity. All members need to submit a CPD declaration by 1 January confirming that they have met the requirements.

8 HOW DO WE REVIEW YOUR CPD?

Members are required to complete a CPD declaration each year by 30th April. Your annual CPD declaration should be made online at any point in the year by logging onto ICAG Members' Portal. You are required to keep a record of your CPD for three years in case you are selected for a review (only send us your CPD record if you are selected for CPD review).

Only members on the retired register are exempted from undertaking CPD and making a declaration.

9 DECLARATION PROCESS

Making your CPD declaration is easy:

- 1 Indicate your CPD route
- 2 Indicate if you are involved in the audit or historical financial information
- 3 Confirm that you have kept your professional ethics up-to-date.

10 HAVE NOT MET CPD REQUIREMENTS?

If you have not been able to meet your CPD requirement, there is an option to declare this on your form. You will be contacted about making up any CPD shortfall and asked to submit a replacement declaration after fulfilling all CPD requirements.

11 HOW ARE MEMBERS SELECTED?

This will be done by conducting annual reviews of a random sample of members' CPD to ensure they are developing their knowledge and skills.

INSTITUTE OF CHARTERED ACCOUNTANTS, GHANA
ANNUAL CPD DECLARATION: 2022

You are respectfully requested to do this online at ICAG members' portal at ICAG's website.

PART 1

All members must complete this part

I have complied with the CPD requirements for 2021.

OR

I have not been able to meet the CPD requirements for 2021.
I understand that CPD is a requirement for my continuing membership. I will make good my shortfall and then submit an updated CPD declaration to confirm.

PART 2

Only select this part of the form if it applies to you: if it does not, please leave blank.

I confirm that I am an engagement partner responsible for audits of financial statements.

PART 3 Completion of the CPD Credit Hours

VERIFIABLE CPDs

SN	DATE	TOPIC	ORGANISING ENTITY	CREDIT HOURS	REMARKS

NON-VERIFIABLE CPDs

SN	DATE	DESCRIPTION OF LEARNING ACTIVITY	CREDIT HOURS	REMARKS

PART 4

All members must complete this part

I confirm that:

- The information given in this form is true and accurate to the best of my knowledge and belief;
- I have maintained and, where appropriate, developed my competence in relation to professional ethics;
- I have not engaged in public practice activities without holding an ICAG practising certificate;
- I have not been subject to any disciplinary actions that have not already been brought to the attention of ICAG Council;
- I have not been subject to any criminal conviction and/or caution;
- I have read and I have understood the instructions and guidance overleaf before signing.

Signature:

Membership number:

Date:

ANNUAL CPD DECLARATION –INSTRUCTIONS AND GUIDANCE

You are required to submit your 2021 annual CPD declaration by 30th April, 2022. You are respectfully requested to make your CPD declaration online through ICAG Members' Portal. You will then receive an acknowledgement that your CPD declaration has been received. Please keep your evidence for three years and only send it to ICAG if asked to.

COMPLETING PART 1

Check the box to confirm you have met the CPD requirement.

Not met the CPD requirement?

Check the box if you believe you have not been able to meet the CPD requirement (if you have been granted a waiver, you should only check this box if you have not met your amended requirement). ICAG will then contact you to assist you in making good your CPD shortfall. You will be required to make a replacement CPD declaration once you have made good your shortfall and met the CPD requirement.

COMPLETING PART 2

Complete Part 2 if you are an engagement partner as defined by IFAC IES 8 (Revised), i.e., a partner or other person in the firm who is responsible for audit engagement and its performance, and for the auditor's report that is issued on behalf of the firm.

COMPLETING PART 3

All members who are not on the retirement list must complete Part 3. You must complete this part in a manner that will make it possible for the credit hours earned to be evaluated and assessed. For

verifiable CPDs, make sure the date, the topic and the organising entity are correctly stated. For non-verifiable CPDs, describe the learning activity vividly for ease of evaluation and assessment.

COMPLETING PART 4

You must sign the declaration to confirm the CPD information you have provided, that you have maintained your competence in relation to professional ethics, and that you have not been subject to any matters within the terms of ICAG's bye-laws that have not already been brought to the attention of ICAG Council.

Engaging in public practice activities

If you engage in public practice activities, you are required to hold an ICAG practising certificate.

Information about bye-laws

ICAG Bye-laws set out the details of the events which could lead to disciplinary action. These events include (but are not limited to) the following:

- Incompetence in carrying out work;
- Breach of ICAG bye-laws or regulations;
- Disciplinary action against you by another professional body and/or regulator;
- Bankruptcy or insolvency;
- Criminal conviction and/or caution;
- Civil finding of acting fraudulently or dishonestly as a party or witness in civil proceedings;
- Misconduct – this includes (but is not limited to) any act, or failure to act, that is likely to discredit you or ICAG or the accountancy profession.

2022 CPD CALENDAR

PART 1 - SCHEDULED CPD TOPICS

NO	DATE	TOPIC	VENUE
1	19th January 2022	Work Ethics for Corporate Success	Accra
2	9th February 2022	Forensic Accounting	Accra
3	16th-17th February 2022	Updates of Tax Legislation (Tax Planning & Corporate Administration)	Kumasi
4	23rd -24th February 2022	Updates of Tax Legislation (Tax Planning & Corporate Administration)	Accra
5	9th - 10th March 2022	Application of Balance Score Card: An Essential Tool for Performance Measurement	Cape coast
6	16th - 17th March 2022	Application of Balance Score Card: An Essential Tool for Performance Measurement	Accra
7	30th March 2022	Cyber-Security: The role of Finance Professionals	Accra
8	13th April 2022	Performance Management	Accra
9	21st April 2022	IFRS Updates	Takoradi
10	28th April 2022	IFRS 17 – Insurance Contracts	Accra
11	12th May 2022	Change Management and Organisational Culture	Accra
12	18th May 2022	IFRS Updates	Kumasi
13	25th - 26th May 2022	Financial Modelling	Accra
14	2nd June 2022	Financial Modelling	Tamale
15	16th June 2022	Increasing Stakeholder's value through effective Tax Planning	Accra
16	30th June 2022	IFRS Updates	Accra
17	6th -7th July 2022	Financial Modelling	Kumasi

18	14th July 2022	Promoting effective Corporate Governance, the role and responsibilities of accountants, auditors and directors	Accra
19	28th July 2022	Budget Preparation and Budgetary control	Accra
20	11th August 2022	Enhancing the Performance of Businesses through effective Business Risk Management	Accra
21	24th - 25th August 2022	Automating Reconciliation and other Audit/Investigation Assignments with MS Excel	Accra
22	8th September 2022	IFRS for SMEs	Accra
23	14th -15th September 2022	Financial Modelling	Cape Coast
24	22nd September 2022	Updates of Tax Legislation (Tax Planning & Corporate Administration)	Tamale
25	28th September 2022	Environmental Auditing, concepts, principles and application	Accra
26	6th October 2022	Financial Modelling	Ho
27	12th October 2022	Effective use of Financial Instruments	Accra
28	20th October 2022	IPSAS Updates	Kumasi
29	26th October 2022	IPSAS Updates	Accra
30	3rd November 2022	Updates of Tax Legislation (Tax Planning & Corporate Administration)	Takoradi / Tamale
31	9th November 2022	Finance for Non-Finance Managers	Accra
32	17th November 2022	Automating Reconciliation and other Audit/Investigation Assignments with Excel	Cape Coast
33	23rd November 2022	Managing Cyber threats by Finance Professionals	Accra
34	1st December 2022	Automating Reconciliation and other Audit/Investigation Assignments with Excel	Ho
35	7th -8th December 2022	Internal Audit Workshop	Accra

FEE: GH¢600.00 per day for in-person and **GH¢300.00** per day for virtual sessions

ADDITIONAL INFORMATION:

- All CPDs start at 9.00 a.m. and end at 3.00 p.m.
- Always send an email to confirm your participation
- Any change in date(s), venue or topic will be communicated to members by email and on our website.

For further enquiries, please contact:

The Director, Members Services

email: abigail.armah@icagh.com ; memberservices@icagh.com

PART 2: SPECIALIZED CPD PROGRAMMES

The Institute, in its quest to assist some corporate entities meet the knowledge and skills requirements of their accountants and other managers, has designed some tailor-made professional educational programmes in the following areas:

- a) Financial Reporting
- b) Corporate Governance
- c) Internal Audit Practice
- d) Performance Measurements
- e) Strategic Planning and Goal Setting
- f) Human Capital Development
- g) Enterprise Risk Management
- h) Financial Risk Management
- i) Cyber Security

Target/potential clients include (but not limited to) entities operating within the following sectors:

- 1) Manufacturing
- 2) Banking
- 3) Insurance
- 4) Hospitality
- 5) Automobile (Vendors)
- 6) Medical care
- 7) State-owned Enterprise/Government Business Entities
- 8) Public Service/Civil Service
- 9) Fund Management
- 10) Construction/Real Estate
- 11) Educational/Research Institutions
- 12) Agriculture
- 13) Extractive/Mining
- 14) Oil and Gas [Downstream, Upstream]
- 15) Energy [Generation, Distribution]

IFRS UPDATES

INTRODUCTION

Ghana adopted IFRS as the financial reporting regime for public interest entities (other than MMDAs and MDAs) in 2007. The International Accounting Standards Board [IASB] continually issues new standards and also revises the existing standards to suit current financial reporting requirements. It is therefore essential that accountants and auditors continually update their knowledge in these standards.

While general knowledge in these standards is important for every accountant and auditor, a further and in-depth knowledge in industrial specific standards is critical to accountants, depending on the industry in which an accountant/auditor operates.

RATIONALE

The CPDs are designed to meet specific industrial requirements to assist accountants and auditors to apply the IFRSs correctly in the preparation and presentation of financial statements.

SYNOPSIS

- 1) General IFRS Updates (IFRS 9, IFRS 15, IFRS 16, IFRS 17)
- 2) Specific updates (Depending on specific industry)

TARGET PARTICIPANTS

Accountants and Auditors

FINANCIAL MODELLING

INTRODUCTION

Every professional accountant knows the importance of accurate analysis and reporting of business information for timely decision-making. However, few have just discovered the important role that spreadsheets like MS Excel play in achieving that feat.

As markets and competition move rapidly, and stakeholders demanding new, accurate and timely business information, yesterday's business analysis and reporting tools are morphing into more advanced and professional tools such as financial modelling.

RATIONALE

The objective of this CPD is to enhance spreadsheet application and financial modelling competencies of accountants and other managers.

SYNOPSIS

Sub-topics to be covered include:

- Building financial reporting modules with functions: FINANCIAL LOOKUP & REFERENCE, LOGICAL, MATH and many more.
- Decision-making Tools: What-if Analysis on Financial Variables
- Data Audit, Verification and Validation (DAVV)
- Investment Appraisal Techniques and Forecasting Tools
- Advanced Data Analysis with slicers and pivot tables/pivot charts
- Consolidation of multiple sheets into a Master Report.

TARGET PARTICIPANTS

Accountants, Finance professionals and Non-Accountants in Managerial Positions in both Private and Public Sectors.

IPSAS UPDATES

INTRODUCTION

Ghana adopted IPSAS as the financial reporting regime for public sector entities (Other than GBEs) in 2014. The International Public Sector Accounting Standards Board (IPSASB) continually issues new standards and also revises the existing standards to suit current financial reporting requirements. It is therefore essential that accountants and auditors in the public sector continually update their knowledge in these standards.

RATIONALE

This CPD is designed to ensure that members and other accounting professionals are conversant with contents and application of the International Public Sector Accounting Standards. The workshop is to update participants on the current developments in IPSAS and to ensure that the financial statements of all public sector entities are prepared in compliance with accrual-basis IPSAS.

SYNOPSIS

There will be an overview of the 41 standards with respect to:

- Objectives
- Scope
- Content and application
- Disclosures

TARGET PARTICIPANTS

Accountants and Auditors in the MDAs and MMDAs.

AUTOMATING RECONCILIATION AND OTHER AUDIT/INVESTIGATION ASSIGNMENT WITH EXCEL

INTRODUCTION

Modern banking means the processing of huge transactions/data with computer systems, which includes the use of computerized accounting packages like ERPs/ERMs, T24, Finacle, Bankers Ream, QuickBooks, Tally, Sage, SAP etc., to maintain accounting records.

These computerized accounting systems perform complex calculations without demonstrating how they were carried: such as interest charges, taxes (PAYE), etc. These complex computations and business reports are automated with varying coded algorithms behind the scenes.

How can one look into and validate these automated computations with certainty? In the mist of huge data, how can inconsistencies and irregularities in these auto-generated reports be tracked and mapped? How can one redo computations performed by these computerized accounting systems? How can the one automate reconciliation statements?

These questions and more form the content of this specialized capacity-building product: Automating Reconciliation and other Audit/Investigation Assignments with Excel.

MS Excel will be deployed as a Computerized-Aided Audit Technique Tool (CAATT).

RATIONALE

This programme provides a solutions-based, and hands-on approach to these tasks. The content is primed and rooted to witnessed cases and will be delivered through professional hand using participatory adult-based learning skills.

SYNOPSIS

- Automating bank reconciliations: The Power of Basic Tools and Smart Mind
- Reconciling Control Accounts & Sub-Ledger: The Case of Accounting Receivables in Computerized Accounting.
- Treasury Audit: Looking into the Clearing and Investments Accounts with confidence
- Tax Audit Applications: Validating PAYE
- The Forensic Eye Techniques: Time Savers and Other Audit Applications in Excel

TARGET PARTICIPANTS

- Chartered Accountants, Managers, members of the accountancy profession
- Internal and External Auditors, Tax Auditors and other Compliance Officers
- Heads, managers and team members of Risk and credit/Portfolio Management
- Chartered Financial Analysts, Finance Managers team members of Investment/Financial/Business Management
- Forensic Accountants and Financial Fraud Investigators
- Information System Auditors
- Legal Practitioners and other business executives

CHANGE MANAGEMENT & ORGANISATIONAL CULTURE FOR FINANCE PROFESSIONALS

INTRODUCTION

Change seems to be the only constant in what has been termed our VUCA (Volatile, Uncertain, Complex and Ambiguous) world. In the current business environment, digitization, technological change, innovation, financial and economic reforms, new laws and standards and the on-going pandemic are only a few of the factors that make organisational change and adaptability critically important for growth, preservation of competitive advantage and even survival.

Ineffective change management invariably results in disaster on both corporate and personal levels and so finance professionals, practitioners and leaders need to not only cope with change, but also to develop a mind-set that engages with the change process in a positive and empowering way. As potential change agents and leaders, we also need to cultivate a culture within our organisations that views change as a means to progress rather than a threat to be avoided.

RATIONALE

This CPD is designed to provide an overview of Organisational Change, highlights a variety of change models, and discusses key causes of failure of change programmes. Participants will be presented with practical requirements and contextual paradigms in organisational culture that aid recognition and overcoming of resistance to change, and influence hearts and minds during times of corporate transformation.

SYNOPSIS

- Why managing change matters
- Why many change programmes and initiatives fail
- Key drivers of organisational change
- Are Change Models applicable in our context?
- Overcoming resistance to change
- Does my organisation have a change-ready culture?

Modules

Understanding Change

- Why managing change matters
- Recognizing the drivers of organisational change
- Why many change programmes fail
- 3 Key Change models

Leading through change and uncertainty

- Common barriers to change
- Overcoming resistance to change
- Communicating change
- Balancing change, opportunity and risk

Towards a change-ready culture

- Why innovation and learning matter
- Exploring cultural influences on change
- Cross-cultural responses to change
- Building a diverse and adaptive team

TARGET PARTICIPANTS

- Accountants, managers, other members in the accountancy profession
- Finance Managers
- CFOs

- Internal and external auditors, tax auditors and other compliance officers
- Other business executives and legal practitioners

FINANCE FOR NON-FINANCE MANAGERS

INTRODUCTION

Finance, is a subject, that every manager has to be abreast with and stands to gain from in his/her operations. Do you sometimes have to draw up departmental budgets? Do you have to interpret finance reports that are brought to you? Or, do you have to deal with finance personnel who tend to confuse you with an MS-Excel financial spreadsheet? This is why you need the above training.

Finance is a vital aspect of work and every individual should have a good understanding of it in order to contribute meaningfully to organizational success.

RATIONALE

This CPD training will equip participants with a clear understanding of business finance, how to interpret financial statements such as profit & loss, the balance sheet, cash flow forecasts, risk analysis and break-even figures. It will highlight the key financial areas a manager should address and identify possible warning signals.

SYNOPSIS

- Financial Statements
- Objective of Financial Statements
- Elements of Financial Statements
- The Balance Sheet

- The Profit and Loss Account
- The Cash Flow Statement
- Interpretation of Financial Statements

TARGET PARTICIPANTS

Accountants, Finance Managers, Human Resource Managers, Marketing Managers, Operations Manager, Departmental Managers, etc.

WORKPLACE ETHICS FOR CORPORATE SUCCESS

INTRODUCTION

Have you ever wondered, why sometimes, management, for no tangible reason, will choose a not fully-qualified person for a position over a more qualified employee? Could it be that the individual's overt and astute work ethics may be an enhancement? Yes! Work ethics is about character -- the sum of qualities that defines a person. These qualities include a person's intellect, thoughts, ideas, motives, intentions, temperament, judgment, behaviour, imagination, perception, and the manner of performance at work. Character counts, as the saying goes, and it is the sum of who we are and what we stand for and how we showcase this stand that matters all the time.

We may have our qualifications, but, the way and manner we carry ourselves at work, following office rules and regulations, and dishing out our performance in a most savoury manner, will carry us a long way, in our career. That makes training in Work Ethics a must for everyone. Again for corporate institutions to succeed, their people are really important. That is why training in workplace ethics is essential.

RATIONALE

This CPD programme is designed to bolster and refresh participant's knowledge of workplace ethics, develop their ability to recognize and promote ethical decisions in the workplace; as well as identify ethical and unethical decisions and behaviours at the workplace.

SYNOPSIS

- Define ethics in the workplace
- Identify why an organization need ethics training
- Evaluate common workplace ethics codes of conduct
- Weigh social responsibility factors that influence business ethics
- Compare examples of ethical & unethical actions
- Review reporting procedures & determine when to report
- Analyse the characteristics of an ethical organization
- Evaluate the causes of ethical dilemmas
- Establish ethical best practices for management

TARGET PARTICIPANTS

Accountants, Finance Managers, Human Resource Managers, Marketing Managers, Operation Manager, Departmental Managers, etc.

APPLICATION OF BALANCED SCORECARD: AN ESSENTIAL TOOL FOR PERFORMANCE MEASUREMENT

INTRODUCTION

Strategy is a very important tool for helping an organization realize and attain its vision and mission. Effective strategy planning and execution is the topmost controllable difference between high-

performing organizations and failing organizations.

The Balanced Scorecard approach to strategy management is world-acclaimed by topnotch business executives as the best fit. The balanced scorecard is an integrated strategic management tool that views strategy from four critical perspectives (lenses) to ensure organizational alignment.

RATIONALE

This CPD programme is aimed at assisting executives and managers with skills and tools to enhance performance management with particular emphasis on:

- i) Customers' perception about an organization;
- ii) Aspects of business processes that require excellence;
- iii) Need to ensure continuous performance improvement and enhanced value creation; and
- iv) Improve the financial performance of a business to maximize shareholders' value

SYNOPSIS

- Customer perspective
- Internal business perspective
- Innovative and learning perspective
- Financial perspective
- Measures that move companies forward

TARGET PARTICIPANTS

Accountants, Administrators, Human Resource Practitioners, Finance Managers, Marketing Managers, Operation Managers

IMPACTFUL PERFORMANCE MANAGEMENT FOR FINANCE PROFESSIONALS

INTRODUCTION

The accountant's role is at the heart of performance management – it involves converting financial data into information that measures, compares and reports organisational progress against budgets and other financial objectives. However, do monthly, quarterly or annual reports, analysis and forecasts effectively measure or track performance to add value to organisations or those of clients? Do we select the right performance indicators or measurement criteria that allow decision-makers achieve proper control over business processes and achieve positive outcomes? This course focuses on the essential elements within the vast area of business performance management and its linkages with organisational strategy. The course will help create, evaluate and establish Key Performance Indicators (KPIs,) Critical Success Factors (CSFs) and other benchmarks that are meaningful, measurable, and reliably drive cost-efficiency, profitability and business value creation. The course is structured to increase delegates' understanding of best practices, proven tools, techniques and practical advice to make a company, practice or clients adaptive and agile in their response to changing business needs.

RATIONALE

This CPD training will equip participants to:

- Understand the key elements of successful business performance management
- The problem with targets
- Organisational strategy, processes and dynamics
- The role and context of data in measuring performance
- Where should the focus be - Key Performance Indicators

(KPIs) or Critical Success Factors (CSF)?

- Practicalities surrounding designing and implementing Key Performance Indicators (KPIs) and Key Success Factor (KSFs)
- Best practices for measuring and reporting business performance

SYNOPSIS

Key elements of successful business performance management

- Overview of successful business performance management
- Organisational strategy, processes and dynamics
- Connecting stakeholder objectives, customer requirements and financial objectives
- The problem with targets

Measuring, Analyzing and Reporting Performance

- The role and context of data in measuring performance
- Determining and Tailoring KPIs and CSFs and other benchmarks
- Best practices for measuring and reporting business performance
- Monitoring and managing business performance

Driving Business Performance Improvement

- Linking organisational goals with operational performance
- Practicalities of KPI implementation and exploring potential problems
- Integrating staff in performance improvement
- Some techniques for embedding performance improvement systems

TARGET PARTICIPANTS

Human Resource Practitioners, Accountants, Finance Managers, Marketing Managers, Operation Managers, Departmental Heads, etc.

TAX LEGISLATION AND TAX PLANNING

INTRODUCTION

Tax reforms across the globe constitute the major policy instrument needed to accelerate growth and poverty reduction. Over the past decade, Ghana's tax revenue has consistently fallen short of expenditure, and the gap is often financed with foreign aid and loans, both domestic and foreign. Two options can be explored to reduce the gap between government revenue and expenditure; generate more revenue or reduce government expenditure.

As a result, government's posturing since the coming into effect of the Income Tax Act, 2015 (Act 896), has been the introduction annually of a number of key tax reforms/changes in annual budgets in order to generate sufficient tax revenue for national development. Most of the proposed changes have been legislated and are being implemented while others are yet to see the light of day.

RATIONALE

The purpose of this CPD programme is to share with participants, recent updates on the income tax legislations and administrative procedures.

SYNOPSIS

- General principles of taxation

- Taxation of entities
- Taxation of individuals including employees
- Investment
- Withholding tax administration
- General compliance obligations
- The audits and opportunities in the tax laws for planning

TARGET PARTICIPANTS

Accountants, Auditors, Finance Managers, Human Resource Managers, Marketing Managers, Operation Manager, etc.

CYBER-SECURITY - THE ROLE OF FINANCE PROFESSIONALS

INTRODUCTION

Every organisation is responsible for ensuring cyber security. The ability to protect information systems from impairment or even theft is essential to its success. Implementing effective cyber-security measures will not only offer liability protection, it will also increase efficiency and productivity.

RATIONALE

This CPD training for finance professionals will expose participants to new and emerging cyber security threats/risk areas being exploited by cyber criminals to target employees and infiltrate IT systems of institutions.

SYNOPSIS

- Specific developments in threat intelligence
- Legal & regulatory frameworks, and
- Incident response relative to cyber security.
- Practical demonstrations required to prevent and detect cyber-attacks targeting organisations and individuals.
- Participants will be given practical methods on how to detect phishing attacks, data leakage/compromise schemes, social engineering schemes, email attacks, among others.

TARGET PARTICIPANTS

Accountants, Auditors, Information System Auditors, Finance Managers, Human Resource Managers, Marketing Managers, Operation Manager, Forensic Accountants and Financial Fraud Investigators, Other Business Executives and Legal Practitioners, etc.

Accountancy House, off Trinity Avenue, Okponglo East Legon, Accra

054 433 6701 /2 | 027 78014 22/3/4

P.O.Box GP 4268 Accra, Ghana

Digital Address: GA - 416 - 9906

www.icagh.org

     **@icagh 1**