CAPACITY BUILDING AND CAPABILITY DEVELOPMENT PROGRAMME

A. Top Management/Senior Leaders
   1. Human Resource Development
      a. HR Audits and HR Planning
      b. Talent Management, Productivity Management, Motivation, Engagement
      c. Knowledge Management
   2. Managing Change for Transformation (this includes Transformational Leadership)
   3. Organisational Development
      a. Institutional arrangements
      b. Redesigning the structure of the organisation to achieve transformation objectives
   4. Total Quality Management
      a. Monitoring and Evaluation
      b. Customer Satisfaction
   5. Strategic Competency Development and Tools
      a. Strategic thinking
      b. Complex reasoning
      c. Problem solving
      d. Critical thinking
      e. SWOT and PEST Analysis
      f. Scenario Analysis
      g. Force Field Analysis
      h. Developing Strategic Options
      i. Critical Success Factors
   6. Strategic Planning and Business Transformation
      a. Strategy formulation, planning and implementation
      b. Blue ocean strategy
      c. Business transformation
   7. Economic and financial analysis
      a. Economics for non-economists
      b. Finance for non-financial managers
      c. Introduction to concepts of management accounting
      d. Financial modelling techniques
      e. Sensitivity (what-if) Analysis
      f. Managing risk
8. Policy and legislation development including the end-to-end policy process

9. Project Management and Project Management tools
   a. Quantitative techniques
   b. Project budgeting, scoping and scheduling
   c. Developing project charters
   d. Using GANTT charts
   e. Critical Path Analysis
   f. Linear Programming

10. Statistics for Management
    a. Data interpretation
    b. Using data analytics and research analysis for evidence-based decisions

11. Procurement Management
    a. Overview of the procurement process (end-to-end procurement system, process and cycle)
    b. Procurement laws
    c. E-Procurement
    d. Contract management
    e. Chairing/ partcipating in Tender Committees

12. Corporate Governance (policy and procedures development)
### Ministry of Civil Service and Administrative Reforms

#### CAPACITY BUILDING AND CAPABILITY DEVELOPMENT PROGRAMME

B. Middle Management/Professionals

1. Change Management

2. Human Resource Development
   a. Productivity management
   b. HR Audits, HR Planning and Organisational reviews
   c. Managing conflicts and handling grievances
   d. Employee empowerment and delegation

3. Training Needs Analysis

4. Leadership and Team Building

5. Strategic Planning and Managing Resources

6. Introduction to Public Policy

7. Understanding the Law-Making Process

8. Techniques for Drafting Cabinet Papers

9. Strategic Competency Development and Tools (customized for this level)
   a. Strategic thinking
   b. Complex reasoning
   c. Problem solving
   d. Critical thinking
   e. SWOT and PEST Analysis
   f. Scenario Analysis
   g. Force Field Analysis
   h. Developing Strategic Options
   i. Critical Success Factors

10. Project Management and Project Management tools
    a. Quantitative techniques
    b. Project budgeting, scoping and scheduling
    c. Developing project charters
    d. Using GANTT charts
    e. Critical Path Analysis
    f. Linear Programming
## CAPACITY BUILDING AND CAPABILITY DEVELOPMENT PROGRAMME

11. Economic and Financial Analysis
   a. Economics for non-economists
   b. Finance for non-financial managers
   c. Introduction to concepts of management accounting
   d. Financial modelling techniques
   e. Introduction to statistics
   f. Managing risk

12. Understanding the Procurement process

13. Quality Management Systems

14. Corporate Governance (Policy and Procedures implementation and monitoring)

15. Negotiation

16. Coaching and Developing Employees
### CAPACITY BUILDING AND CAPABILITY DEVELOPMENT PROGRAMME

#### C. Front-Line Supervisory/Technical Grades
1. Change management
2. Leadership for front line
3. Team building
4. Communication
5. Managing conflicts
6. Delivery of E-services
7. Quality management
8. Productivity management
9. Understanding the Procurement process
10. Introduction to Basic Statistics
11. Introduction to Project Management (including quantitative techniques)
12. Introduction to Basic Economic concepts
13. Ethics and Governance

#### D. Support Staff
1. Motivation
2. Communication and Customer Care
3. Ethics and Good Governance
4. Health and Safety
5. Productivity Management
   a. Hands-on training of tools and equipment
6. Quality Management
7. Delivery of E-services
CAPACITY BUILDING AND CAPABILITY DEVELOPMENT PROGRAMME

E. Manual Grades
   1. Motivation
   2. Basic Communication Skills
   3. Customer Care
   4. Health and Safety and First Aid
   5. Personal grooming
   6. Productivity Management
      a. Hands-on training of tools and equipment
   7. Work Commitment
      a. Right, Roles and Responsibilities
   8. Conditions of service and Related Benefits (from Director Human Resource Management)