



Mastering Risk A Comprehensive Journey in Governance and Resilience

4 – 8 January 2027
Nairobi (Kenya)



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Introduction:

In today's rapidly evolving business landscape, navigating uncertainty and harnessing opportunity have become the cornerstones of success. This Governance, Risk, and Resilience training course is for participants to master managing risks, enhancing operational resilience, and steering organizations toward sustainable growth.

Imagine having the power to decipher the complex web of risks surrounding us, from financial intricacies to technological vulnerabilities, strategic uncertainties, and the ever-present human element. This Governance, Risk, and Resilience course will provide participants with learning and empowerment. It gives them the knowledge and strategies to transform challenges into stepping stones and risks into rewards.

Participants in this Governance, Risk, and Resilience training will dive deep into risk governance, operational resilience, reliability technology, and corporate governance, from understanding the nuances of risk indicators to embedding risk management in their organization's DNA, from deciphering internal control's intricacies to harnessing corporate governance's power.

Targeted Groups:

- Risk Management Professionals.
- Operational Leaders and Managers.
- Finance and Compliance Professionals.
- Technical and Engineering Experts.
- Corporate Governance Practitioners.
- Project Managers.

Course Objectives:

At the end of this Governance, Risk, and Resilience course, the participants will be able to:

- Understand risk governance principles and integrate key risk indicators effectively.
- Perform qualitative and quantitative risk analysis.
- Implement risk control measures and conduct comprehensive risk reviews.
- Grasp the Three Lines of Defense model and excel in risk documentation and reporting.
- Apply project risk management techniques.
- Foster a risk-aware culture and communicate risk vision.
- Integrate risk management into operations using web-based tools.
- Enhance reliability through failure prevention and maintenance strategies.
- Evaluate corporate governance's impact and navigate evolving practices.

- Implement effective internal control procedures in changing environments.

Targeted Competencies:

The target competencies in this Governance, Risk, and Resilience training will:

- Risk management expertise to develop a deep understanding of risk management principles, methodologies, and best practices to identify, assess, and mitigate risks effectively.
- Operational resilience skills to embed risk management into daily operations, fostering resilience and adaptability in the face of uncertainties.
- Quantitative and qualitative analysis in quantitative and qualitative risk analysis approaches, enabling informed decision-making.
- Strategic risk control and implement actionable measures to minimize potential risks and capitalize on opportunities for strategic growth.
- Governance and oversight in risk governance and the Three Lines of Defense model for effective risk oversight and reporting.
- Project risk management to apply project-specific risk management strategies to ensure successful project planning and execution.
- Communication and vision to communicate risk management strategies clearly and instill a risk-aware culture across the organization.
- Reliability and maintenance practices are used to enhance reliability and prevent failures.
- Understand corporate governance, the dynamics of corporate governance, and its impact on organizational success and sustainability.
- Internal control implementation practical skills in implementing internal control procedures to ensure compliance and manage risks.

Enhancing Governance, Risk, and Resilience:

Understanding the governance risk and resilience framework is for maintaining strong operational resilience governance and integrating risk governance frameworks into the company's fabric, allowing for a robust risk governance process. Participants will explore the importance of risk governance and delve into risk resilience theory to ensure a risk resilience framework. They will define risk resilience and explain how operational risk resilience minimizes organizational vulnerabilities.

Risk governance provides a structured approach to managing uncertainty and potential negative outcomes. In the Governance, Risk, and Resilience course, participants will discover risk governance and why it forms the backbone of sound operational resilience governance. Deep dives into risk governance definitions and practices will enhance participants' knowledge of how to craft and maintain a risk governance framework within their respective organizations.

Risk resilience is about transforming the potential for loss into opportunities for growth. Participants in this Governance, Risk, and Resilience training will engage with definitions, frameworks, and the concept of risk resilience. Examining Risk Resilience sheds light on effective practices for achieving operational risk resilience. It ensures that participants are well-equipped to bolster their organization's capacity to adapt to and recover from adverse events.

Course Content:

Unit 1: Risk Governance:

- Understanding Risk Management Frameworks.
- Importance of Risk Controls.
- Role of Key Risk Indicators KRIs.
- Differentiating Qualitative and Quantitative Risk Analysis.
- Risk Management Execution.
- Implementing Risk Actions.
- Conducting Effective Risk Reviews.
- Three Lines of Defense Model.
- Ensuring Risk Oversight, Documentation, and Reporting.
- Project Risk Management.
- Identifying and Mitigating Project Risks.
- Integrating Risk Management into Project Lifecycle.

Unit 2: Implementing Operational Risk Management - Overcoming Challenges:

- Barriers to Effective Risk Management.
- Strategies to Overcome Implementation Hurdles.
- Communication and Vision.
- Effective Risk Management Communication Strategies.
- Setting a Clear Risk Management Vision.
- Building a Risk Management Culture.
- Fostering Stakeholder Ownership of Risk Management.
- Instilling a Risk Management Culture Across the Organization.
- International Perspectives on Risk Management.
- Embedding Risk Management.
- Techniques for Embedding Operational Risk Management.
- Linking Risk Management with Business Processes.

Unit 3: Integrating Risk Management into Operations - Tools for Effective Risk Management:

- Web-Based Risk Management Tools.
- Leveraging Technology for Streamlined Risk Management.
- Seamless Integration.
- Integrating Risk Management into Daily Operations.
- Ensuring Alignment with Business Goals.
- Success Tips.
- Top Tips for Achieving Successful Operational Risk Management.

Unit 4: Reliability Technology - Understanding Failure and Prevention:

- Types and Causes of Failures.
- Preventive Measures and Failure Prevention Methods.
- Maintenance and Reliability.
- Types of Maintenance and Inspection Regimes.
- Evaluating the Reliability of Components and Systems.
- Designing for Reliability.
- Design Principles for Reliable Control Systems.
- Importance of Protective Systems and HIPS Concept.
- Selecting Safety Integrity Levels SIL.

Unit 5: Risk Management in Corporate Governance - Embracing Risk and Uncertainty:

- Significance of Risk in Corporate Governance.
- Identifying Strategic and Operational Financial Risks.
- Assessing Financial Risks.
- Evaluating Functional Financial Risks.
- Quantitative and Qualitative Approaches to Risk Assessment.
- Developing Risk Strategies.
- Crafting FRM/ERM Strategy.
- Role of Chief Risk Officer CRO.
- Addressing Diverse Risk Challenges.
- Handling Joint Ventures, Alliances, and Outsourcing Risks.
- Managing Environmental, Growth, and Catastrophic Risks.

Unit 6: Corporate Governance Landscape - Understanding Corporate Governance:

- Defining Corporate Governance and Its Importance.
- Impact of Corporate Governance on Organizations.
- Stakeholders and Governance Models.
- Balancing Shareholder and Stakeholder Interests.
- Comparing 1-Tier and 2-Tier Board Structures.
- Corporate Governance Practices.
- Analyzing Chairman/CEO Duality.
- The Role of Independent Directors.
- Emerging Trends.
- Current Trends in Corporate Governance.
- Applications of Principal-Agent Theory.

Unit 7: Internal Control Environment - Positive Aspects of Internal Control:

- Viewing Internal Control as a Positive Process.
- Influence of Lean Business Structures on Control.
- COSO Framework and Control Types.
- Understanding the COSO Internal Control Framework.
- Preventative, Detective, and Corrective Controls.
- Management Engagement.
- Gaining Senior Management Support for Internal Controls.
- Ensuring Compliance with Procedures and Policies.

Unit 8: Challenges to Internal Control - External Influences:

- Navigating Global Economic Changes.
- Continuous Evaluation of Control Environment.
- Information Security and Technology.
- Safeguarding Information and Technology Controls.
- Managing Risks in Systems Development.
- Communication and Control.
- Managing Internal and External Communications.
- Impact of Communication on Control Effectiveness.
- Keeping Controls Updated.
- Importance of Keeping Internal Control Procedures Current.