ICAN
Vision Statement
To be a leading global professional body

Mission Statement
To produce world-class Chartered Accountants,
regulate and continuously enhance their ethical standards
and technical competence in the public interest
Sectors

ACCOUNTANCY, AUDIT & INSOLVENCY SECTOR
AGRICULTURAL SECTOR
CONSULTANCY SECTOR
INFORMATION TECHNOLOGY SECTOR
PETROLEUM AND ENERGY SECTOR
TAX PRACTICE SECTOR
BANKING SECTOR
CAPITAL MARKET & INSURANCE SECTOR
GENERAL MANAGEMENT PRACTICE SECTOR
MANUFACTURING SECTOR
PUBLIC SECTOR ACCOUNTING
TELECOMMUNICATIONS SECTOR

Other Programmes

CONTINUING PROFESSIONAL EDUCATION (CPE)
EXECUTIVE MANDATORY CONTINUING PROFESSIONAL EDUCATION (EMCPE)
EXECUTIVE CONTINUING PROFESSIONAL EDUCATION (ECPE) OFFSHORE TRAINING
TOPICS SPECIFIC
<table>
<thead>
<tr>
<th>Contents</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. ICAN Vision and Mission Statements</td>
<td></td>
</tr>
<tr>
<td>2. Table of Contents</td>
<td></td>
</tr>
<tr>
<td>3. MCPE Objectives, MCPE Philosophy, Why MCPE?</td>
<td></td>
</tr>
<tr>
<td>4. Review of the year 2015 Programme</td>
<td></td>
</tr>
<tr>
<td>5. 2015 MCPE In-House Seminars</td>
<td></td>
</tr>
<tr>
<td>6. Thrust of Year 2016 Programme</td>
<td></td>
</tr>
<tr>
<td>7. MCPE Credit Hours Requirements</td>
<td></td>
</tr>
<tr>
<td>8. MCPE Compliance &amp; Sanctions</td>
<td></td>
</tr>
<tr>
<td>9. Accreditation of Seminars/Workshops</td>
<td></td>
</tr>
<tr>
<td>10. Duration &amp; Fee</td>
<td></td>
</tr>
<tr>
<td>11. Method of Payment</td>
<td></td>
</tr>
<tr>
<td>12. Cancellations, Transfers &amp; Enquiries</td>
<td></td>
</tr>
<tr>
<td>13. Seminar Dates, Zones, Sectors &amp; Locations</td>
<td></td>
</tr>
<tr>
<td>14. Continuing Professional Education (CPE) Seminar Dates</td>
<td></td>
</tr>
<tr>
<td>15. Executive Mandatory Continuing Professional Education (EMCPE) Seminar Dates</td>
<td></td>
</tr>
<tr>
<td>16. Executive CPE (Offshore Retreat for Professionals)</td>
<td></td>
</tr>
<tr>
<td>17. Update on Financial Reporting Standards</td>
<td></td>
</tr>
<tr>
<td>18. CFO: Becoming a Strategic Partner</td>
<td></td>
</tr>
<tr>
<td>19. Continuing Professional Education (CPE)</td>
<td></td>
</tr>
<tr>
<td>20. Executive Mandatory Continuing Professional Education (EMCPE)</td>
<td></td>
</tr>
<tr>
<td>21. Accountancy and Audit/Insolvency Sector</td>
<td></td>
</tr>
<tr>
<td>22. Agricultural Sector</td>
<td></td>
</tr>
<tr>
<td>23. Banking Sector</td>
<td></td>
</tr>
<tr>
<td>24. Capital Market and Insurance Sector</td>
<td></td>
</tr>
<tr>
<td>25. Consultancy Sector</td>
<td></td>
</tr>
<tr>
<td>26. General Management Practice Sector</td>
<td></td>
</tr>
<tr>
<td>27. Information Technology Sector</td>
<td></td>
</tr>
<tr>
<td>28. Manufacturing Sector</td>
<td></td>
</tr>
<tr>
<td>29. Petroleum and Energy Sector</td>
<td></td>
</tr>
<tr>
<td>30. Public Sector Accounting</td>
<td></td>
</tr>
<tr>
<td>31. Tax Practice Sector</td>
<td></td>
</tr>
<tr>
<td>32. Telecommunications Sector</td>
<td></td>
</tr>
</tbody>
</table>
**MCPE Objective**
To continuously update the technical skill and competencies of Chartered Accountants through value added training programmes provided at minimum costs and designed to enhance their productivity and social responsiveness.

**MCPE Philosophy**
Continuous development of knowledge and expertise is a fact of life in today’s business environment.

**Why MCPE?**
Knowledge is a perishable commodity. It becomes obsolete with the passage of time. It has to be re-affirmed, unlearned, re-learnt and practised at all times. Skill renewal through continuous formal training is, therefore, inevitable.
**Introduction**

The concept of Continuing Professional Education (MCPE) was introduced in 1995 by the International Federation of Accountants (IFAC) with the aim of capturing today's global knowledge base. The Institute subsequently adopted the scheme and made it mandatory in 1996 with a view to deploying appropriate knowledge, skills and competencies to support its members in line with IFAC’s objective.

The programme is a major source of information and education for updating, improving and enhancing the knowledge and professional skills of members. MCPE is a lifelong learning programme that equips members for the future by developing and enhancing their skills and ability to further create value and wealth. It enlightens members on today's critical issues and best practices.

**Review of 2015 Programme**

The 2015 training year commenced in January and ended in December 2015 with in-house training. The year was a very challenging one in the sense that attendance in the first six months was abysmally poor partly due to electioneering and political activities. Thus, economic activity was not at its best, salaries were delayed in some instances and a general lull in the economy.

All these put together affected members’ capability to participate in our training programme in the early part of the year. The effect of this was however moderated towards the 3rd and 4th quarters of the year. Thus 2015 was a year of contrast in which a difficult and uncertain beginning eventually gave way to a promising end.

In all, a total of one hundred and seven (107) seminars were conducted successfully in twenty (20) locations across the country and beyond.

<table>
<thead>
<tr>
<th>Location</th>
<th>MCPE</th>
<th>CPE</th>
<th>EMCPE</th>
<th>IFRS</th>
<th>IPSAS</th>
<th>PENSION</th>
<th>TAX AUDIT</th>
<th>IN-HOUSE</th>
<th>OFF-SHORE TRAINING</th>
<th>e-CFO</th>
</tr>
</thead>
<tbody>
<tr>
<td>Akure</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Abuja</td>
<td>3</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Lagos</td>
<td>17</td>
<td>5</td>
<td>4</td>
<td>2</td>
<td>2</td>
<td>2</td>
<td>2</td>
<td>3</td>
<td>35</td>
<td></td>
</tr>
<tr>
<td>Ibadan</td>
<td>2</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Asaba/Benin-City/Calabar/Kaduna/Owerri/Uyo/Enugu/Warri/Jos/Awka/Abeokuta/Kano/Makurdi (13)</td>
<td>1 in each location</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>Ilorin</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Port-Harcourt</td>
<td>2</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>Offshore (Dubai)</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td>40</td>
<td>5</td>
<td>4</td>
<td>2</td>
<td>2</td>
<td>2</td>
<td>3</td>
<td>39</td>
<td>1</td>
<td>1</td>
</tr>
</tbody>
</table>
**MCPE In-House Seminars**
The Institute conducted In-House seminars in the following organizations.

<table>
<thead>
<tr>
<th>S/N</th>
<th>ORGANISATIONS</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Chevron Nigeria Limited</td>
</tr>
<tr>
<td>2</td>
<td>MTN Communications Limited</td>
</tr>
<tr>
<td>3</td>
<td>Nigerian Bottling Company Plc</td>
</tr>
<tr>
<td>4</td>
<td>PZ Cussons Nigeria Plc</td>
</tr>
<tr>
<td>5</td>
<td>Shell Nigeria Exploration &amp; Production Company Limited (SNEPCO)</td>
</tr>
<tr>
<td>6</td>
<td>GlaxoSmithKline, Nigeria</td>
</tr>
<tr>
<td>7</td>
<td>Stanbic IBTC Pension Managers Ltd</td>
</tr>
<tr>
<td>8</td>
<td>Skye Bank Plc</td>
</tr>
<tr>
<td>9</td>
<td>Zenith Bank Plc</td>
</tr>
<tr>
<td>10</td>
<td>Nigerian Breweries Plc</td>
</tr>
<tr>
<td>11</td>
<td>Stanbic/IBTC Bank</td>
</tr>
<tr>
<td>12</td>
<td>Nigerian Deposit Insurance Corporation (NDIC)</td>
</tr>
<tr>
<td>13</td>
<td>Emerging Markets Telecommunications Service (ETISALAT)</td>
</tr>
<tr>
<td>14</td>
<td>PriceWaterhouseCoopers</td>
</tr>
<tr>
<td>15</td>
<td>AIRTEL, Nigeria</td>
</tr>
<tr>
<td>16</td>
<td>Seven-up Bottling Company Plc</td>
</tr>
<tr>
<td>17</td>
<td>UNILAG Consult</td>
</tr>
<tr>
<td>18</td>
<td>General Electric</td>
</tr>
<tr>
<td>19</td>
<td>LAPO Microfinance Bank Ltd</td>
</tr>
<tr>
<td>20</td>
<td>Asset Management Corporation of Nigeria (AMCON)</td>
</tr>
<tr>
<td>21</td>
<td>Visafone Communications Ltd</td>
</tr>
<tr>
<td>22</td>
<td>British American Tobacco</td>
</tr>
<tr>
<td>23</td>
<td>BAT Foundation</td>
</tr>
<tr>
<td>24</td>
<td>BGL Plc</td>
</tr>
<tr>
<td>25</td>
<td>IHS Africa</td>
</tr>
</tbody>
</table>

**Summary of 2015 MCPE Seminars**

<table>
<thead>
<tr>
<th>SEMINARS</th>
<th>RUNS</th>
<th>ATTENDANCE</th>
</tr>
</thead>
<tbody>
<tr>
<td>MCPE/Conferences</td>
<td>50</td>
<td>11,439</td>
</tr>
<tr>
<td>CPE</td>
<td>4</td>
<td>184</td>
</tr>
<tr>
<td>EMCPE</td>
<td>4</td>
<td>41</td>
</tr>
<tr>
<td>In-House</td>
<td>39</td>
<td>1,604</td>
</tr>
<tr>
<td>Topic Specific</td>
<td>10</td>
<td>195</td>
</tr>
<tr>
<td>Accreditation/Others</td>
<td>276</td>
<td>15,905</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>383</strong></td>
<td><strong>29,368</strong></td>
</tr>
</tbody>
</table>
As part of the Institute's effort at ensuring that the training is available to members wherever they are, the Institute shall continue to market the In-house MCPE Programme to reputable organisations with a significant number of Chartered Accountants in their employment who may not be able to participate in the regular MCPE programmes due to exigencies of work.

**Thrust of 2016 MCPE Programmes**

As a follow up to the achievements recorded last year, the Institute has, in the current year reviewed the content of its training programmes to enhance the skills that would give members competitive edge.

To develop members’ skills, the Institute's approach in 2016 is to ensure that their learning development and growth at all stages of their professional career are fully addressed by relevant courses in the MCPE programme on critical issues.

The structured programme for this year covers sixteen (16) different sectors. In addition to this, the topic-specific area shall be looking at what the Chief Finance Officer should be doing differently in terms of integrating strategy with financial management.

There is also update on financial reporting with respect to Financial Instruments and Revenue from Contract with Customers.

An all encompassing topics have been put together for a retreat taking place in Dubai this year. The choice of venue for the second time was as a result of the evaluation of the last year's programme. We encourage individuals, corporate bodies to seize this opportunity to expose their staff to a completely new environment.

The principal benefits of MCPE are as follows:

- provide the knowledge, skills, values, ethics and attributes required for life-long learning with focus on outcomes.
- help members identify areas of development which are relevant to and support their careers.
- provide effective skill renewal through continuous formal training.
- provide the avenue for continuous update of technical skills of Chartered Accountants.
- enhance the productivity, efficiency and social responsiveness of members.
- re-assure employers and the public that members keep themselves abreast of current developments and employ an ethical approach to their duties.
- facilitate access, monitor and ensure relevant, measurable and verifiable compulsory professional development activities.
- provide members with an accessible range of services that will help them maintain and develop their expertise.
- provide members with veritable networking opportunities.
- provide members opportunity to comply with IFAC SMO 2/IES 7 on Continuing Professional Development to retain status as Chartered Accountants.

To sustain these benefits, each course has been designed to generate in-depth, highly interactive and practical sessions to cater for members’ professional needs.

The scope and depth of coverage of seminars in all the sectors have been designed to work in a highly interactive workshop format to maximize benefit contributions of participating members and non-members alike. All programmes will be delivered with modern training equipments. A faculty of
experienced speakers, corporate trainers and executive coaches from industry, practice and academia will facilitate at all seminars.

**MCPE Credit Hour Requirements**

Every member of the Institute is required to obtain a minimum of thirty (30) credit hours in a year. Of these, fifteen (15) must be from structured programmes in line with MCPE training guidelines.

**MCPE Compliance and Sanctions**

A member of the Institute is required to obtain a minimum of 30 credit hours (which could be obtained solely from structured seminars or a combination of structured and unstructured seminars) in a year. The structured programmes are Mandatory Continuing Professional Education (MCPE), Continuing Professional Education (CPE), Executive Continuing Professional Education (ECPE), and Executive Mandatory Continuing Professional Education (EMCPE), the Annual Accountants’ Conference, World Congress of Accountants, PAFA Congress, Zonal Accountants’ Conference and Accountancy Bodies in West Africa (ABWA) Congress.

The unstructured programmes include seminars, workshops, meetings, etc. organised by either the Institute or other organisations, ICAN Annual Dinner, ICAN Annual General Meeting, ICAN symposia, Council and Committee meetings, Examination exercises (Invigilation, marking, extraction and pool setting), Retreats, Publications in the Institute’s journal, District Societies meetings, facilitation at MCPE seminars and other events of the Institute.

The Council of the Institute has noted that some members are deficient in the acquisition of the minimum credit hours required by the IFAC. The defaulting members are hereby implored to make up for the deficient credit hours within the year by attending MCPE seminars.

Please note that the Council of the Institute had approved sanctions since March 2003; members deficient in the required MCPE credit hours would be denied the following privileges:

- Sponsorship of students for registration, exemptions, examinations and registration for induction into membership
- Sponsorship of graduate members for the Institute’s membership
- Elevation to Fellowship
- Obtaining and Renewal of Practicing License/Compliance Certificate
- Membership of Committees
- Voting at Council elections
- Contesting Council Elections, and
- Occupying any executive position in a District Society

Additional sanctions, which might affect the membership status of defaulting members, have also been approved for implementation.

*The Council of the Institute implores all members to attend any two seminars from the various sectors each year to earn the necessary thirty (30) credit hours in the process of updating their knowledge.*
**Accreditation of Seminars/Workshops**

The Institute’s policy on the assessment of seminars/workshops organised by other organisations, District Societies etc, requires the submission of the following:

- Payment of Accreditation fee
- Course programme, reflecting the duration of each paper
- Seminar papers should be forwarded **three weeks** before date of seminar for evaluation
- Evidence of original attendance of members through attendance sheets signed by participants
- Resume of resource persons
- Application for monitoring of the programme before the seminar
- Theme of the programme/course outline/topics
- Target Audience
- Expected number of participants
- Date and venue of the programme
- Name of course Co-ordinator
- For any programme outside Lagos, the organiser will provide transport, accommodation and feeding for the monitor.

All requests for local and international accreditation must comply with the above criteria for the purpose of assessment before credit hours can be allocated to such seminars or workshops.

**Duration and Fee**

- **Duration:** The duration of each programme ranges from two to five days
- **Fee:** The following fees apply:

<table>
<thead>
<tr>
<th>S/NO</th>
<th>SEMINAR TYPE</th>
<th>PAYMENT MADE ONE WEEK BEFORE THE SEMINAR(N)</th>
<th>ON SEMINAR DAY</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>MCPE</td>
<td>25,000</td>
<td>30,000</td>
</tr>
<tr>
<td>2</td>
<td>CPE</td>
<td>35,000 (40,000 non members)</td>
<td>40,000 (45,000 non members)</td>
</tr>
<tr>
<td>3</td>
<td>EMCPE</td>
<td>80,000 (85,000 non members)</td>
<td>85,000 (90,000 non members)</td>
</tr>
<tr>
<td>4</td>
<td>Topic Specific Progammes</td>
<td>80,000 (85,000 non members)</td>
<td>85,000 (90,000 non members)</td>
</tr>
<tr>
<td>5</td>
<td>Offshore ECPE</td>
<td>US$ 1,500</td>
<td>No payment at the venue</td>
</tr>
</tbody>
</table>

**Method of Payment**

(a) PayDirect in favour of the Institute at any Commercial Bank in Nigeria
(b) Any ICAN office (Naira Debit Card or POS or Cheque)

ONLY ORIGINAL RECEIPTS & DUPLICATE TELLER WILL BE ACCEPTABLE AT THE VENUE. NO PHOTOCOPY PLEASE.
Cancellations, Refunds and Transfers

1. Refund of 100% of fees paid would be made on request if cancellation is made within 14 days or more before the event.
2. Transfers to other programmes can be made if requests are received within 7 days or more before the commencement of the programme paid for.
3. No refund or transfer to another programme will be made where request for cancellation is received by the Institute less than 7 days before the commencement of any programme.
4. Any payment made cannot be transferred to another year.

Disclaimer

The Institute may cancel or postpone a programme or seminar due to unforeseen circumstances beyond its control and would not be liable for any damage/inconveniences suffered by participants as a result of such cancellations.

For further enquiries on the Institute’s Professional Training Programmes, please contact:

Enquiries

<table>
<thead>
<tr>
<th>Members’ Education &amp; Training Department</th>
<th>Registrar/Chief Executive</th>
</tr>
</thead>
<tbody>
<tr>
<td>ICAN Annexe</td>
<td>Plot 16, Idowu Taylor Street</td>
</tr>
<tr>
<td>82, Murtala Mohammed Way,</td>
<td>Victoria Island, Lagos</td>
</tr>
<tr>
<td>Ebute-Metta, Lagos</td>
<td>Telephone 01-76422495 – 6</td>
</tr>
<tr>
<td>Telephone 01- 7917234 (DL)</td>
<td>Fax: 01 – 4627048</td>
</tr>
<tr>
<td>01-7642297 – 8,</td>
<td>e-mail: info.ican.org.ng</td>
</tr>
<tr>
<td>081 265 00406</td>
<td>Website: http//www.icanig.org</td>
</tr>
<tr>
<td>0803 723 0393</td>
<td></td>
</tr>
<tr>
<td>0803 354 7351</td>
<td></td>
</tr>
<tr>
<td>0807 812 7426</td>
<td></td>
</tr>
<tr>
<td>Fax: 01-4627048</td>
<td></td>
</tr>
<tr>
<td>e-mail: <a href="mailto:met@ican.org.ng">met@ican.org.ng</a></td>
<td></td>
</tr>
<tr>
<td>facebook: Ican Met Ican</td>
<td></td>
</tr>
<tr>
<td>Twitter: @ICAN members</td>
<td></td>
</tr>
<tr>
<td>LinkedIn: MET ICAN</td>
<td></td>
</tr>
</tbody>
</table>

Registrar/Chief Executive
Plot 16, Idowu Taylor Street
Victoria Island, Lagos
Telephone 01-76422495 – 6
Fax: 01 – 4627048
e-mail: info.ican.org.ng
Website: http//www.icanig.org
### Seminar Dates, Zones, Sectors and Locations

<table>
<thead>
<tr>
<th>S/N</th>
<th>ZONE</th>
<th>SECTOR</th>
<th>DATES</th>
<th>LOCATIONS</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Lagos</td>
<td>Tax Practice</td>
<td>March 09 – 10</td>
<td>Lagos Airport Hotel, Ikeja</td>
</tr>
<tr>
<td>2.</td>
<td>Lagos</td>
<td>Consultancy</td>
<td>March 23 – 24</td>
<td>Lagos Airport Hotel, Ikeja</td>
</tr>
<tr>
<td>3.</td>
<td>Jos</td>
<td>Tax Practice</td>
<td>April 13 – 14</td>
<td>Crest Hotel &amp; Gardens, Old Airport Road, before NAF Base, Jos, Plateau</td>
</tr>
<tr>
<td>4.</td>
<td>Port Harcourt</td>
<td>General Management Practice</td>
<td>April 20 – 21</td>
<td>Landmark Hotels, 4 Worlu St, D/Line, Port Harcourt, Rivers State</td>
</tr>
<tr>
<td>6.</td>
<td>Lagos</td>
<td>Public Sector Accounting</td>
<td>April 27 – 28</td>
<td>Lagos Airport Hotel, Ikeja</td>
</tr>
<tr>
<td>7.</td>
<td>Warri</td>
<td>Tax Practice</td>
<td>May 04 – 05</td>
<td>Ishaka Hotel Refinery Road, Ekpan, Warri, Delta State</td>
</tr>
<tr>
<td>8.</td>
<td>Lagos</td>
<td>General Management Practice</td>
<td>May 04 – 05</td>
<td>Lagos Airport Hotel, Ikeja</td>
</tr>
<tr>
<td>9.</td>
<td>Ibadan</td>
<td>Public Sector Accounting</td>
<td>May 11 – 12</td>
<td>Premier Hotel, Mokola Hill, Oremeji, Ibadan North East, Oyo State</td>
</tr>
<tr>
<td>10.</td>
<td>Lagos</td>
<td>Manufacturing</td>
<td>May 11 – 12</td>
<td>Lagos Airport Hotel, Ikeja</td>
</tr>
<tr>
<td>11.</td>
<td>Owerri</td>
<td>Agriculture</td>
<td>May 25 – 26</td>
<td>Immaculate Royal Hotel, Port Harcourt Road, Opp Imo State House of Assembly, Owerri</td>
</tr>
<tr>
<td>12.</td>
<td>Lagos</td>
<td>Information Technology</td>
<td>June 01 – 02</td>
<td>Lagos Airport Hotel, Ikeja</td>
</tr>
<tr>
<td>13.</td>
<td>Abeokuta</td>
<td>Public Sector Accounting</td>
<td>June 01 – 02</td>
<td>Daktad Suites &amp; Event Centre, Ibara, Abeokuta, Ogun State</td>
</tr>
<tr>
<td>15.</td>
<td>Uyo</td>
<td>Tax Practice</td>
<td>June 22 – 23</td>
<td>Grace’s R &amp; R Event Center, Opp Women Development Center, Along IBB Way, Uyo, Akwa Ibom State</td>
</tr>
<tr>
<td>16.</td>
<td>Akure</td>
<td>Public Sector Accounting</td>
<td>July 13 – 14</td>
<td>Royal Birds &amp; Towers, Alagbaka Quarters, Akure, Ondo State</td>
</tr>
<tr>
<td>17.</td>
<td>Lagos</td>
<td>Tax Practice</td>
<td>July 13 – 14</td>
<td>Lagos Airport Hotel, Ikeja</td>
</tr>
<tr>
<td>18.</td>
<td>Kano</td>
<td>Consultancy</td>
<td>July 20 – 21</td>
<td>Royal Tropicana Hotel, 16/19 Niger Street, Kano, Kano State</td>
</tr>
<tr>
<td>19.</td>
<td>Benin</td>
<td>Public Sector Accounting</td>
<td>July 27 – 28</td>
<td>Iyi Grand Hotel &amp; Suites, 3D, Aideyan St, Off Ibara Road, GRA Benin City</td>
</tr>
<tr>
<td>20.</td>
<td>Lagos</td>
<td>Accountancy, Audit &amp; Insolvency</td>
<td>July 27 – 28</td>
<td>Lagos Airport Hotel, Ikeja</td>
</tr>
<tr>
<td>21.</td>
<td>Port Harcourt</td>
<td>Tax Practice</td>
<td>August 03 – 04</td>
<td>Landmark Hotels, 4 Worlu St, D/Line, Port Harcourt, Rivers State</td>
</tr>
<tr>
<td>22.</td>
<td>Lagos</td>
<td>Telecommunications</td>
<td>August 03 – 04</td>
<td>Lagos Airport Hotel, Ikeja</td>
</tr>
<tr>
<td>24.</td>
<td>Lagos</td>
<td>General Management Practice</td>
<td>August 10 – 11</td>
<td>Lagos Airport Hotel, Ikeja</td>
</tr>
<tr>
<td>25.</td>
<td>Kaduna</td>
<td>Tax Practice</td>
<td>August 17 – 18</td>
<td>NAF Club, Rabah Road, Kaduna</td>
</tr>
<tr>
<td>27.</td>
<td>Calabar</td>
<td>Consultancy</td>
<td>August 24 – 25</td>
<td>Transcorp Hotels, 10, Murtala Mohammed Highway, Calabar, Cross Rivers State</td>
</tr>
<tr>
<td>28.</td>
<td>Lagos</td>
<td>Tax Practice</td>
<td>September 07 – 08</td>
<td>Lagos Airport Hotel, Ikeja</td>
</tr>
<tr>
<td>29.</td>
<td>Lagos</td>
<td>Public Sector Accounting</td>
<td>September 28 – 29</td>
<td>Lagos Airport Hotel, Ikeja</td>
</tr>
<tr>
<td>30.</td>
<td>Asaba</td>
<td>Agriculture</td>
<td>October 26 – 27</td>
<td>Hotel Beniza, 1-4, Kingsley Emu Street behind fine homes off Summit Road, Asaba</td>
</tr>
<tr>
<td>31.</td>
<td>Makurdi</td>
<td>Tax Practice</td>
<td>October 26 – 27</td>
<td>Empire Suites Hotels, Plot 10/28 David Mark by Pass Makurdi, Benue State</td>
</tr>
<tr>
<td>32.</td>
<td>Lagos</td>
<td>Banking</td>
<td>November 02 – 03</td>
<td>Lagos Airport Hotel, Ikeja</td>
</tr>
<tr>
<td>33.</td>
<td>Awka</td>
<td>Public Sector Accounting</td>
<td>November 02 – 03</td>
<td>ParkTomian Hotels, Enugu- Onitsha Express Way Awka, Anambra State</td>
</tr>
<tr>
<td>34.</td>
<td>Ibadan</td>
<td>Accountancy, Audit &amp; Insolvency</td>
<td>November 09 – 10</td>
<td>Premier Hotel, Mokola Hill, Oremeji, Ibadan North East, Oyo State</td>
</tr>
<tr>
<td>35.</td>
<td>Aba</td>
<td>Tax Practice</td>
<td>November 09 – 10</td>
<td>Chidi Ajaegbu ICAN Centre, Opp Federal Road Safety Office, Osisioma Exp Road, Aba</td>
</tr>
<tr>
<td>36.</td>
<td>Lagos</td>
<td>Capital Market &amp; Insurance</td>
<td>November 23 – 24</td>
<td>Lagos Airport Hotel, Ikeja</td>
</tr>
<tr>
<td>38.</td>
<td>Enugu</td>
<td>Consultancy</td>
<td>Nov 30 – Dec 01</td>
<td>Rohan Hotels, Ukwu Street, Independence Layout, Enugu</td>
</tr>
<tr>
<td>39.</td>
<td>Lagos</td>
<td>Agriculture</td>
<td>Nov 30 – Dec 01</td>
<td>Lagos Airport Hotel, Ikeja</td>
</tr>
<tr>
<td>40.</td>
<td>Lagos</td>
<td>Accountancy, Audit &amp; Insolvency</td>
<td>December 14 – 15</td>
<td>Lagos Airport Hotel, Ikeja</td>
</tr>
</tbody>
</table>

**Note:** A change in seminar dates/venues would be communicated to members via e-mail, SMS and on the Institute’s website at least a week to the programme. Seminar Fee: ₦25,000 for pre-payment and ₦30,000 for payment on the day of training. Credit Hours 15 units
## Continuing Professional Education (CPE)
For Members and Non-members of ICAN

<table>
<thead>
<tr>
<th></th>
<th>Topic</th>
<th>Location</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>May 25 – 26 Entreprenuership: Equipping People for Self-Sustenance</td>
<td>IBIS Hotel, 23 Toyin Street, Ikeja, Lagos</td>
</tr>
<tr>
<td>2</td>
<td>June 22 – 23 Strategic Leadership for Change Management</td>
<td>IBIS Hotel, 23 Toyin Street, Ikeja, Lagos</td>
</tr>
<tr>
<td>3</td>
<td>July 13 – 14 Improving Today’s Succession Strategies to Address Tomorrow’s Business Reality</td>
<td>IBIS Hotel, 23 Toyin Street, Ikeja, Lagos</td>
</tr>
<tr>
<td>4</td>
<td>August 24 - 25 Business Growth in a Recession</td>
<td>IBIS Hotel, 23 Toyin Street, Ikeja, Lagos</td>
</tr>
</tbody>
</table>

**Fees:**
- Pre-payment (a week before)
  - Members: N35,000
  - Non-Members: N40,000
- On seminar day
  - Members: N40,000
  - Non-Members: N45,000

Credit Hours: 16 units
### Executive Mandatory Continuing Professional Education (EMCPE)

**Venue:** Sheraton Lagos Hotel & Towers
Mobolaji Bank Anthony Way
Ikeja, Lagos

<table>
<thead>
<tr>
<th></th>
<th>Date</th>
<th>Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>July 27 - 28</td>
<td>EMERGING ISSUES IN CORPORATE REPORTING – A STRATEGIC PERSPECTIVE</td>
</tr>
<tr>
<td>2</td>
<td>September 07 – 08</td>
<td>CORPORATE SURVIVAL: THE ETHICAL IMPERATIVE</td>
</tr>
<tr>
<td>3</td>
<td>November 02 - 03</td>
<td>PERFORMANCE MANAGEMENT AS A STRATEGY FOR GROWTH</td>
</tr>
<tr>
<td>4</td>
<td>December 07 - 08</td>
<td>MANAGING BUSINESS TRANSFORMATION AND EXPANSION IN TIMES OF TURBULENCE</td>
</tr>
</tbody>
</table>

**Fee:**
- **Members**
  - Pre-payment: ₦80,000
  - On seminar day: ₦85,000
- **Non-Members**
  - Pre-payment: ₦85,000
  - On seminar day: ₦90,000

**Credit Hours:** 17 units
# Topic Specific Programme

<table>
<thead>
<tr>
<th>S/No</th>
<th>Date</th>
<th>Location</th>
<th>Topic</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>May 17 – 19</td>
<td>Sheraton Lagos Hotel &amp; Towers</td>
<td>CFO: Becoming a Strategic Partner</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Mobolaji Bank Anthony, Ikeja, Lagos</td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>July 19 - 21</td>
<td>Sheraton Lagos Hotel &amp; Towers</td>
<td>Update on Financial Reporting Standards</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Mobolaji Bank Anthony, Ikeja, Lagos</td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>August 16 – 18</td>
<td>Sheraton Lagos Hotel &amp; Towers</td>
<td>CFO: Becoming a Strategic Partner</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Mobolaji Bank Anthony, Ikeja, Lagos</td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>November 29 – December 01</td>
<td>Sheraton Lagos Hotel &amp; Towers</td>
<td>Update on Financial Reporting Standards</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Mobolaji Bank Anthony, Ikeja, Lagos</td>
<td></td>
</tr>
</tbody>
</table>

Pre-payment (a week before) On seminar day

<table>
<thead>
<tr>
<th></th>
<th>Members</th>
<th>Non-Members</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fees:</td>
<td>N80,000</td>
<td>N90,000</td>
</tr>
<tr>
<td></td>
<td>N85,000</td>
<td>N95,000</td>
</tr>
</tbody>
</table>

Credit Hours: 17 units
UPDATES ON FINANCIAL REPORTING STANDARDS

FINANCIAL INSTRUMENTS

1. Identification of financial instruments
2. IFRS dealing with financial instruments
3. When to recognize and derecognize financial instruments from the books
4. Classification of financial instruments based on IAS 39
5. Classification of financial instruments based on IFRS 9 including the latest revision
6. Subsequent measurements of financial assets and financial liabilities using the vehicles of IAS 39 and IFRS 9
7. When and where to recognize gain or loss on initial recognition and subsequent measurement of financial instruments
8. The concept of fair valuation
9. The concept of amortized cost
10. Contract modification that leads to extinguishment of financial instruments
11. Contract modifications that do not lead to extinguishment of financial instruments
12. Treatment of below market interest loans (staff and government interest free loans)
13. Treatment of treasury shares
14. Impairment review of financial assets

REVENUE FROM CONTRACT WITH CUSTOMERS

1. Identifying the contract
2. Combination of contracts
3. Contract modifications
4. Identifying performance obligations
5. Promises in contracts with customers
6. Satisfaction of performance obligations
7. Measuring progress towards complete satisfaction of a performance obligation
8. Determining the transaction price
9. The existence of a significant financing component in the contract
10. Non-cash consideration
11. Consideration payable to a customer
12. Allocating the transaction price to performance obligations
13. Allocation of a discount
CONTRACT COSTS

a. Incremental costs of obtaining a contract  
b. Costs to fulfill a contract  
c. Cost amortization

DEFERRED TAX

1. The fundamental principles underlying the concept of deferred tax  
2. Determining the carrying amount of assets and liabilities in the Statement of Financial Position  
3. Determining the tax base of assets and liabilities  
4. Concept of timing differences  
5. Concept of temporary differences  
6. Taxable temporary differences  
7. Deductible temporary differences  
8. Utilized tax losses  
9. Utilized tax credits  
10. Implications of deferred tax on IFRS adoption for public interest entities and small and medium sized entities  
11. Initial recognition of deferred tax  
12. Subsequent measurement of deferred tax  
13. Exceptions to deferred taxes  
15. Practical case studies

Credit Hours: 17 units
CFO: Becoming a Strategic Partner

In today's business climate, a successful business model requires close integration between strategy and financial management. It is the responsibility of the CFO to play a crucial role in aligning strategy with the corporate financial goals while working closely with the CEO. Successful CFO requires a deeper understanding of strategy and must develop skills and confidence to communicate financial knowledge to non-financial colleagues.

This advanced level development programme is designed for CFOs and other senior finance executives who are part of the senior leadership team. CFOs, VPs, GMs, Directors, Partners and Senior Financial Controllers are eligible to participate.

The 3-day programme promises to be highly interactive to maximize benefits from the contributions of participating high-profile senior finance executives. Through practical examples from local environment, international case studies and group discussion, you will sharpen your understanding and build expertise for creating added value.

Learning Outcomes:
At the end of the programme, participants should be able to:
• Develop more effective operational strategies for building value in and managing operational risk through your organization.
• Develop a deeper understanding of the overall business model and how to analyze its various component
• Learn how to align financial objectives with the strategic vision, mission and core values.
• Learn how to benefit from Balance Scorecard framework
• Communicate and apply best practices for profitable growth
• Think creatively and design opportunities to position your organization
INTEGRATING FINANCE AND STRATEGY
- Program Overview and introduction
- What did we learn from the Global Crises
- Why traditional financial system Fail to Measure Value
- New Business Model of 21st Century
- Why do most Companies Fail to implement strategy from managing financials to managing value
- Enterprise Risk Management
- Case study: Control in a high Growth Environment

ENTERPRISE PERFORMANCE MANAGEMENT
- Beyond shareholder Value:
  Measuring customer Value and employee Value
- Driving performance through balanced scorecard
- Clarifying strategy through strategy maps
- Developing a measurement culture through KPIs
- Anatomy of a Business Model
- Case Study: Using Measurement to improve performance

CFO STRATEGIC LEADERSHIP
- Evolving role of CFO
  - Integrated Systems-e.g ERP
  - Strategic planning and Budgetary Controls
  - Proactive Business Partnership
- Partnering with the CEO
- Establishing Your Personal Brand
- How to Build Your Influence
- Leading People
- Networking and relationship
- Case Study.

Credit Hours: 17 units
EXECUTIVE CPE

OFFSHORE RETREAT FOR PROFESSIONALS
(MEMBERS AND NON-MEMBERS)

THEME: ECONOMIC DIVERSIFICATION: ROLES OF THE PROFESSIONALS

TOPICS

Day 1
Paper 1: The Nigerian New Code of Corporate Governance
Paper 2: Raising the Standard of Small and Medium Practices (SMPs)

Day 2
Paper 3: Single Treasury Account (TSA): Implementation and Emerging Issues in the Public Sector
Paper 4: Enhancing Transparency and Accountability in the Public Sector

Day 3
Paper 5: Base Erosion and Profit shifting (‘BEPS): Impact on the Nigerian Economy
Paper 6: Tax Audit and Investigation – Practical Perspectives

DATE: June 6 -10, 2016

Venue: Dubai.
SYNOPSIS

Continuing Professional Education (CPE) helps participants to be conversant with and interact confidently on emerging contemporary issues such as: Entrepreneurship, Strategic Leadership, Succession Planning and Business Growth in turbulent times.

The 2016 CPE themes have been specifically selected to impact on the Individual, the Organization and the Nation.

THEME 1
ENTREPRENEURSHIP: EQUIPPING PEOPLE FOR SELF-SUSTENANCE

Objectives

At the end of the session, participants should be able to:
• Explain the Concept of Entrepreneurship.
• Discuss the features of Good Business Plan.
• Explain MSME Policies and Interventions in Nigeria.
• Develop Strategies for Sustaining Businesses.

PAPER 1
ENTREPRENEURSHIP: A CONCEPTUAL FRAMEWORK

Contents
• Understanding Entrepreneurship
• Identifying a Sustainable Business Idea
• Transiting from paid Employment to Personal Business
• Benefits and Challenges of Being an Entrepreneur
• Case study

PAPER 2
PRACTICAL STEPS TO DEVELOP A BUSINESS PLAN

Contents
• Importance of a Good Business Plan
• Practical Steps in Developing a Business Plan
• Features of a Good Business Plan
• Marketing Your Business Idea
• Case study

PAPER 3
MSME POLICIES AND INTERVENTIONS

Contents
• Government Policies on MSMEs – An Overview.
• Public and Private Sector Interventions for MSMEs
• A Guide to Doing Business in Nigeria
• Case study

PAPER 4
STRATEGIES FOR BUILDING SUSTAINABLE BUSINESSES IN NIGERIA

Contents
• The Nigerian Business Environment and the Entrepreneur
• Common mistakes of Entrepreneurs in Nigeria
• Survival strategies for Entrepreneurs in Nigeria
• MSMEs – Sustaining an Entrepreneurial Edge
• Case study
THEME 2
STRATEGIC LEADERSHIP FOR CHANGE MANAGEMENT

Learning Outcomes

At the end of the session, participants should be able to:

• Explain strategic leadership and change management
• Describe how to cascade strategic leadership agenda across the organisation
• Identify the impacts of change on Organizational effectiveness
• Recognize the critical roles of leadership in driving change

PAPER 1
EMERGING LEADERSHIP TRENDS IN THE GLOBAL ECONOMY

Content

• Leadership as a Process
• Leading in Turbulent Times
• The global leadership trends
• Strategic leadership
• Issues and Challenges of Leadership in Nigeria
• Case study

PAPER 2
THE IMPERATIVE OF CHANGE MANAGEMENT

Content

• Understanding Change
• The Change Management Process
• Role of Communication in Change Management
• Sustaining Change
• Case study

PAPER 3
LEADERSHIP AND CHANGE MANAGEMENT

Content

• Principles for Managing and Leading Change
• The Leader, Culture and Change Management
• Overcoming Resistance to Change
• Case study

PAPER 4
STRATEGIC MANAGEMENT FRAMEWORK

Content

• Strategy: Today's Realities
• The Strategic Management Process
• Strategy Execution: Issues and Prospects
• Monitoring and Evaluation of the Strategic Plan
• Case study
THEME 3

IMPROVING TODAY’S SUCCESSION STRATEGIES TO ADDRESS TOMORROW’S BUSINESS REALITY

Learning Outcomes

At the end of the session, participants should be able to:
• Describe the Concept of Succession Planning.
• Identify the Need to Align People with Organizational Strategies
• Discuss how to build a diverse bench of Successors.
• Identify, develop and retain Talents for Tomorrow’s Business Reality

PAPER 1
FRAMEWORK FOR SUCCESSION PLANNING

Content
• Concept of Succession Planning
• Succession Planning Processes
• Succession Perspectives
• Succession Planning: Challenges and Prospects
• Case Study

PAPER 2
FORECASTING PEOPLE’S NEED AND STRATEGIC ALIGNMENT

Content
• Concept of leadership
• Attributes of successful leaders
• Understanding business performance
• Business performance drivers
• Effective Leadership and business success
• Case study

PAPER 3
BUILDING A DIVERSE BENCH OF SUCCESSORS

Content
• Innovative Approaches to the Succession Management Process
• Improving Succession Strategies that Accelerate Development
• Using Analytics in Assessing and Building Successors
• Developing Successors – The Talent Pool
• Case Study

PAPER 4
REDEFINING SUCCESSION STRATEGIES – DEVELOPING AND RETAINING TALENTS FOR THE FUTURE

Content
• The Role of Social Media in Discovering and Engaging Talents
• Conducting a successful Talent Review
• Adopting a Global Mindset for Assessment and Development of talents
• Winning the Talent War
• Case study
THEME 4
BUSINESS GROWTH IN A TURBULENT TIMES

Learning Outcomes

At the end of the session, participants should be able to:

• Discuss the Nigerian Business Outlook
• Explain the concepts of client acquisition and retention through technology
• Discuss Techniques for Project Performance and Profitability
• Identify and enhance the key ingredients of a beneficial stakeholder relationship

PAPER 1
BRANDING – CREATING VISIBILITY IN A TURBULENT TIMES

Content

• The Nigerian Business Outlook
• Signs of turbulence
• Branding Concepts and Models
• Meeting clients’ needs in a Declining Economy through Branding
• Positioning the Brand – The Diversification Roadmap
• Case Study

PAPER 2
CLIENT ACQUISITION AND RETENTION THROUGH TECHNOLOGY

Content

• Product Quality and Service Delivery Frameworks
• Customer Segmentation and Loyalty Models
• The Role of technology in Customer Relationship Management
• Client Acquisition and Retention through Social Media
• Case Study

PAPER 3
STRATEGIES FOR STAKEHOLDER MANAGEMENT

Content

• Concept and principles of Stakeholder Management
• Stakeholder identification and mapping
• Managing the Stakeholders
• Case Study

PAPER 4
PROJECT EXECUTION MANAGEMENT

Content

• Critical Project Success Factors
• Planning for Efficient Project Execution
• Project Execution
• Project Change Control and Management
• Case Study
THEME 1
EMERGING ISSUES IN CORPORATE REPORTING – A STRATEGIC PERSPECTIVE

These are trying times for the local and global economy with analysts discounting growth potential/performance indices. These uninspiring macro-economic trends have significant impact on the way businesses operate, the priorities they face, and the strategies they develop to be successful both on a local and global landscape. These also affect the way businesses report their performances to stakeholders. Inevitably the shape of future corporate reporting will continue to evolve in response to these dynamics.

The 2016 EMCPE has been designed to update participants’ knowledge on current and trending issues in Corporate Reporting.

Learning Outcomes
At the end of the session, participants should be able to:
• Explain current developments in corporate reporting
• Recognise key issues and requirements of the new audit report.
• Discuss the key issues in integrated reporting.
• Explain some of the major tax implications in IFRS.
• Discuss the role of professional in sustainability reporting

PAPER 1
THE NEW AUDIT REPORT: WHAT THE CFOs NEED TO KNOW

Content
• Overview of content of the new IAASB reporting model
• Key changes and implications for stakeholders – insight, transparency and readability
• The concept of Key Audit Matter
• Illustrative Auditor’s report
• Development around the world – UK, Netherlands, US, Whither Nigeria
• Case Study – What the CFO need to know

PAPER 2
FINANCIAL INSTRUMENTS – THE IFRS PERSPECTIVE

Content
• An overview of Financial Instruments
• The Business Model Test
• Contractual Cash flow characteristic test
• Compound Instruments
• Overview of the new impairment model
• Introduction to hedge accounting

PAPER 3
INTEGRATED REPORTING AS A STRATEGIC CORPORATE SUSTAINABILITY INITIATIVE

Content
• The concept of environmental, social and governance (ESG) issues in investment decision making
• Understanding materiality of ESG in Business
• Understanding the concept of corporate sustainability
• Strategic integration of sustainability and financial reporting

PAPER 4
TAX IMPLICATION OF EMERGING ISSUES IN CORPORATE REPORTING

Content
• Introduction to deferred tax
• Current Issues on Deferred tax implication of Asset
• Current Issues on Deferred tax implication of Liabilities
• Understanding deferred tax implication of equity
• Case Study
THEME 2
CORPORATE SURVIVAL: THE ETHICAL IMPERATIVE

Unethical business practices harm corporate goodwill, brand reputation, economic prosperity and by extension, national economies. The number of celebrated global corporate failures in recent times is partly caused by poor ethical practices and wrong tone at the top. Corporate prosperity is driven by its values and compliance to best practices.

This course is designed to improve the effectiveness of the Finance team for greater responsibilities and increased leadership.

At the end of the session, participants should be able to:
- Explain the role of ethics in driving business sustainability.
- Identify factors that contribute to business failures.
- Discuss the key issues in governance supporting business growth with focus on corporate decision makers
- Explain the business challenges in a volatile environment

PAPER 1
THE CFO AS A CO-PILOT AND CONSCIENCE OF THE ORGANIZATION

Content
- An overview of business decision making
- The personal ethics requirements for the CFO role
- The concept of Co-Pilot – managing uncertainties and sustainability
- Transparency in Reporting – maintaining a healthy ethical balance
- Case Study

PAPER 2
CORPORATE GOVERNANCE IN NIGERIA

Content
- Overview of Corporate Governance Codes in Nigeria
- The emerging Code of Corporate Governance in Nigeria
  - New Private Sector Code
  - The New Public Sector Code
  - The New Not-for-Profit Organisations Code
- Case Study

PAPER 3
BUSINESS ETHICS AND CORPORATE PERFORMANCE

Content
- Ethical Relativism vs. Absolutism
- Ethical considerations in Corporate Operations
- Challenges of Ethical considerations in Nigeria Environment
- Case Study

PAPER 4
CONTEMPORARY CASES ON BUSINESS ETHICS AND CORPORATE SURVIVAL

Content
- Case study from:
  - India
  - South Africa
  - USA
  - Nigeria
THEME 3
PERFORMANCE MANAGEMENT AS A STRATEGY FOR GROWTH

SYNOPSIS
Performance Management is an essential tool for high performing organization. If done correctly can result in numerous important outcomes for the stakeholders.

The 2016 EMCPE has been developed to equip participants with the tools required for improved organizational process.

At the end of the session, participants should be able to:
• Explain strategic performance management process
• Discuss BSC perspective
• Describe strategy maps
• Discuss mainstreaming BSC as a performance system tool
• Illustrate how to institutionalize BSC

PAPER 1
MAINTRENING BALANCED SCORECARD (BSC) IN MANAGING ORGANISATIONS
Content
• Overview of strategic performance management process
• Balanced scorecard (BSC) perspective
• BSC Measures, initiatives and targets
• Developing strategy maps
• BSC as a cornerstone in performance management system
• Institutionalizing the BSC
• Case study

PAPER 2
CONCEPT OF WEALTH CREATION AND MANAGEMENT
Content
• Overview of wealth creation
• Wealth management as integrated strategic discipline
• Designing strategy for wealth creation
• Learning from shared experiences
• Case study

PAPER 3
USING FOCUSED RESOURCE UTILIZATION EVALUATION FOR CORPORATE EFFICIENCY
Content
• Overview of corporate efficiency
• Scope of focused resource utilization evaluation
• Focusing evaluation question
• Methods of collecting evaluation data
• Analysis, interpretation and reporting evaluation data
• Utilization of evaluation data
• Case study

PAPER 4
MANAGING COMPLIANCE IN A REGULATED ENVIRONMENT
Content
• Overview of regulated environment
• Characteristics of a regulated environment
• Challenges of operating in a regulated environment
• Designing controls that mitigate regulatory risks
• CEO control box as a mitigation measure
• Case study
THEME 4
MANAGING BUSINESS TRANSFORMATION AND EXPANSION IN TIMES OF TURBULENCE

SYNOPSIS
“The greatest danger in times of turbulence is not on the turbulence. It is to act with the yesterday’s logic”. During downturn, you need to be more customer-focused so that they are not enticed or lured away by competitors.

The 2016 ICAN EMCPE has been designed to develop the capacity of CEOs, CFOs and other senior executive to develop the necessary skills to manage the challenges for sustainability and growth

At the end of the session, participants should be able to:

- Understand the challenges involved in managing organizations in times of turbulence and uncertainty
- Discuss the management competencies needed to deal with today’s turbulent environment, including issues such as diversity, globalization, and rapid changes.
- Explain the leadership skills needed for effective crisis management

PAPER 1
LEADING AND MANAGING IN A TIME OF UNCERTAINTY
Content
- Overview of business in turbulent environment
- Drivers of future change and organizational resilience
- Improving organizational performance and employees’ well being
- Sustaining organizational effectiveness in turbulent environment
- Competencies for leading and managing in turbulent times
- Case study

PAPER 3
VENTURING INTO INTERNATIONAL MARKETS
Content
- Overview of corporate efficiency
- Scope of focused resource utilization evaluation
- Focusing evaluation question
- Methods of collecting evaluation data
- Analysis, interpretation and reporting evaluation data
- Utilization of evaluation data
- Case study

PAPER 2
STRATEGIC CHANGE: TOOL FOR ORGANIZATIONAL TRANSFORMATION
Content
- Overview of strategic change and organizational transformation.
- Key areas in strategic change:
  - Corporate strategic
  - Business processes
  - Profit improvement techniques
  - Measuring the results and effectiveness of the strategic change
- Sustaining high-performance organizations
- Case study

PAPER 4
ORGANIZATIONAL POLITICS: STAYING ON TOP OF THE GAME
Content
- Overview of organizational Politics
- The effect of workplace politics on career progression
- The importance of building political support in an organisation
- Organizational politics as a positive strategy
• Keeping negative organizational politics in check
• Case Study
SYNOPSIS
The dynamic business environment, global financial crisis and the associated regulatory changes have brought to fore the need for professional accountants to constantly upgrade their skills.

The 2016 MCPE is designed to educate and equip accounting professionals with solutions to provide valued support to their clients and organisations.

PAPER 1
AUDITING IN AN E-COMMERCE ENVIRONMENT
Learning Outcomes
At the end of the session, participants should be able to:

- Identify the skills necessary for audit of e-commerce transactions
- Discuss how audit risks inherent in an e-commerce environment are identified.
- Evaluate the impact of internal control systems on e-Commerce environment
- Discuss the effect of e-commerce on audit procedures

Content
- Overview of e-Commerce and audit implications
- Identifying audit risks inherent in e-commerce transactions and ways of mitigating against them.
- Internal Controls in an e-commerce environment.
- Techniques for audit in e-commerce environment.
- Effect of e-Commerce records on audit evidence.
- Global best practices - OECD, IAPS 1013
- Case study

PAPER 2
RISK-BASED AUDIT (RBA) APPROACH
Learning Outcomes
At the end of the session, participants should be able to:

- Identify the importance of risk based audit approach
- Discuss the techniques of risk-based audit approach.
- Apply the concept of risk assessment in auditing
- Evaluate the role of internal audit in risk based audit approach

Content
- Overview of Enterprise Risk Management (ERM)
- Conceptual Framework of Risk- Based audit approach
- Audit readiness for risk based audit
- Designing audit plans in response to identified business risks
- Guidelines for reporting under RBA
- Case study
# Paper 3

## Strategies for Growing Small and Medium-Sized Practices (SMPs) in Nigeria

### Learning Outcomes

At the end of the session, participants should be able to:

- Describe the features of SMPs
- Discuss challenges of SMPs and how to address them
- Identify the options available for growing SMPs
- Translate the growth strategies into reality.

### Content

- **Features of SMPs in Nigeria**
- **Growth strategies for SMPs:**
  - mergers and acquisitions
  - organic growth
  - networking
  - others
- **Benefits of growing SMPs**
- **Challenges of growth options:**
  - human resource
  - Culture
  - Legal
  - Others
- **ICAN initiative in boosting growth of SMPs in Nigeria.**
- Case study

---

# Paper 4

## Corporate Insolvency: Managing the Challenges

### Learning Outcomes

At the end of the session, participants should be able to:

- Identify the symptoms and challenges of corporate insolvency
- Discuss regulatory framework for corporate insolvency
- Discuss strategies for managing corporate insolvency
- Explain the recovery options under corporate insolvency

### Content

- **Overview of corporate insolvency**
- **Legal and regulatory framework**
- **Symptoms and challenges of corporate insolvency**
- **Strategies for managing corporate insolvency**
- Case study
SYNOPSIS

Nigeria’s current fiscal and foreign exchange challenges, on the heels of significant decline in crude oil prices make it imperative for attention to be focused on agriculture to play its traditional role as a major source of foreign exchange, food, raw materials for industry, market for industrial products and employment.

The 2016 MCPE topics have been designed to address these needs.

PAPER 1
AGRICULTURAL VALUE CHAIN FINANCE

Learning Outcomes
At the end of the session, participants should be able to:

- Explain agricultural value chain concept
- Identify the risks inherent in agricultural value chain financing and the risk mitigants
- Apply financial products to meet the needs of various actors in the agricultural value chain
- Analyze critical success factors for agropreneurs

Content
- Overview of Nigerian Agriculture
- Agricultural value chain concept
- Sources of agricultural finance
- Determine areas of agricultural value chain for emerging agropreneurs.
- Critical success factors for the agropreneurs
- Risks and mitigating factors to value chain finance
- Case Study

PAPER 2
FARM BUSINESS PLANNING AND MANAGEMENT

Learning Outcomes
At the end of the session, participants should be able to:

- Apply relevant skills and techniques in
- Discuss farm technical and financial plan
- Identify farm financing needs
- Identify risks inherent in farm management
- Develop skills to run farms as a business enterprise

Content
- Overview of farm planning and management
- Economic decision-making in farm planning and management.
- Farm technical planning
- Elements of Financial planning
- Farm business record keeping and performance management
- Farm credit needs, analysis and risk management
- Case Study
PAPER 3
AGRO EXPORT: POLICIES AND PROCEDURES

Learning Outcomes
At the end of the session, participants should be able to:

- Identify exportable agricultural commodities
- Explain government policies on agro exports
- Discuss processes, regulations and procedures of agro export.
- Identify risks and mitigants in agro-exports

Content
- Overview of agro-exports in Nigeria
- Process of starting an export business
- Incentives for Agro-Exports
- Export documentation framework
- International trade logistics
- Challenges and solutions of agro-exports
- Case Study

PAPER 4
DEVELOPING BUSINESS MODELS FOR AGRIBUSINESS

Learning Outcomes
At the end of the session, participants should be able to:

- Explain business models applicable to agribusiness
- Identify opportunities in agribusiness
- Explore possible options for agribusiness financing
- Discuss marketing strategies for domestic sales and export of agricultural products

Content
- Concept of business models and its application to agribusiness
- Organization of agricultural enterprises
- Agribusiness model architecture
- Managing the challenges of implementing sustainable agribusiness model
- Agricultural products marketing
- Optimizing the agribusiness model
- Case study
SYNOPSIS

In the face of increasing challenges of stronger regulation, competition and economic downturns, the banking industry continues to redefine the traditional intermediation role in a bid to reposition the sector and optimize profitability, growth and continuity.

The 2016 MCPE Programme of the Banking Sector is designed to equip members and interested individuals with the knowledge, strategies, tools and techniques being adopted to add value to their organization.

PAPER 1
NON-INTEREST BANKING IN NIGERIA – KEY ISSUES

Learning Outcomes

At the end of the session, participants should be able to:

- Explain the concept and principles of non-interest banking
- Discuss the law governing non-interest banking in Nigeria
- Identify non-interest banking products and services
- Enumerate the challenges facing non-interest banking in Nigeria
- Highlight Risk Management and Accounting Standards for non-interest banking

Content

- Regulation governing non-interest banking in Nigeria
- Accounting Framework for non-interest banking
- Risk management in non-interest banking
- The challenges and future of non-interest banking in Nigeria

PAPER 2
FINANCIAL INCLUSION – BANKING THE UNBANKED

Learning Outcomes

At the end of the session, participants should be able to:

- Explain financial inclusion and its objectives
- Describe the roles of various stakeholders in Financial Inclusion
- Discuss how Mobile and Social banking can be used to boost Financial Inclusion
- Highlight the benefits of Financial Inclusion
- Developing infrastructural support for Financial Inclusion
- Benefits of Financial Inclusion to the Nigeria economy

Content

- Overview of Financial Inclusion
- Roles of stakeholders in Financial Inclusion
- Developing strategies for Financial Inclusion
- Financial Inclusion and profitability
- Social banking as a means of Financial Inclusion
- Developing infrastructural support for Financial Inclusion
- Benefits of Financial Inclusion to the Nigeria economy
PAPER 3
e-BANKING – OPPORTUNITIES AND THREATS

Learning Outcomes
At the end of the session, participants should be able to:

- Describe e-banking and Identify e-channels
- Account for e-banking transactions and reconciliation
- Explain the challenges of e-banking business
- Highlight e-banking transaction fraud and prevention

Content
- Overview of e-banking
- e-banking Channels and their features
- Leveraging e-banking to drive profitability and expansion
- Accounting and reconciliation of e-banking transactions
- Challenges of e-banking transactions settlement and dispute resolution
- Systems audit and internal control for e-banking
- Case study

PAPER 4
CAPITAL REGULATION IN THE NIGERIAN BANKING INDUSTRY

Learning Outcomes
At the end of the session, participants should be able to:

- Discuss capital regulation in banks
- Differentiate between Regulatory Capital and Economic Capital
- Calculate Risk Weighted Assets for Credit, Market and Operational Risks
- Compute Capital Adequacy Ratio
- Discuss ways to boost Capital Adequacy Ratio

Content
- Evolution of Bank Capital Regulation
- Regulatory Capital versus Economic Capital
- Basel II Capital Framework
- Pillars 1, 2 and 3
- Components of capital
- Core Capital and Supplementary Capital
- Risk Weighted Assets
- Stress testing for capital management
- Strategies to optimize capital and gain competitive advantage
- Case Study
SYNOPSIS

The recent reforms in financial services sector was partially aimed at enhancing the capacity of the capital market to support productive activities and create a sustainable and vibrant economic environment. The resultant business prosperity will help to grow the insurance contribution to GDP.

The 2016 MCPE has been designed to apprise participants on the opportunities in Nigeria debt security market.

PAPER 1
THE NIGERIAN DEBT MARKET: OPPORTUNITIES AND CHALLENGES FOR THE ECONOMY

Learning Outcomes
At the end of the session, participants should be able to:

- Explain the features of debt market
- Identify types of debt instruments
- Explore various options for raising debt capital
- Discuss the regulatory framework and challenges for raising debt capital in Nigeria

Content
- Overview of Debt Market
- Types of Debt Finance
- Accessing local market for long term debt
- The offshore option for raising debt capital
- The regulatory framework - challenges and responses
- Case study

PAPER 2
SECURITIES LENDING IN THE CAPITAL MARKET

Learning Outcomes
At the end of the session, participants should be able to:

- Explain Securities Lending in relation to the Capital Market
- Outline Securities Lending Life Cycle
- Identify players in Securities Lending
- Discuss Benefits and challenges of Securities Lending
- Explain Types of Loans and Recalls
- Discuss Collateral Management and Risk Management

Content
- Overview of Securities Lending
- Key Players in Securities Lending
- Benefits of Securities Lending in the Capital Market
- Types of Securities Lending instruments and Recalls
- Securities Lending: Collateral and Risk Management
- Securities Lending Life Cycle
- Case Study
PAPER 3
INSURANCE BUSINESS REGULATION IN NIGERIA: EMERGING ISSUES AND CHALLENGES

Learning Outcomes
At the end of the session, participants should be able to:

- Identify regulations relevant to the Insurance Industry.
- Differentiate between new and existing guidelines issued by the primary regulator.
- Discuss the impact of regulation on corporate governance, risk management and compliance in the Industry.
- Explain key technical terms in relation to new regulations.

Content
- Overview of Insurance Business Regulations.
- Recent developments in regulations.
- Strategies for effective compliance with new regulations.
- Regulatory impact on corporate performance, governance, risk management and compliance.
- Challenges on Internal Control and Compliance functions.
- Case study.

PAPER 4
STRATEGIES FOR IMPLEMENTING ENTERPRISE RISK MANAGEMENT (ERM) IN INSURANCE INDUSTRY

Learning Outcomes
At the end of the session, participants should be able to:

- Explain the concept of ERM.
- Identify the issues and challenges in ERM in the industry.
- Discuss strategies for overcoming ERM challenges.
- Appraise ERM regulatory framework for insurance industry.

Content
- Overview of ERM.
- Regulatory framework of risk management practice in the insurance industry.
- Best practice for Enterprise Risk Management implementation.
- Issues and challenges in Enterprise Risk Management Implementation.
- Strategies for overcoming challenges in ERM implementation.
- Case Study.
SYNOPSIS

The changing world economic climate is impacting business performance in Nigeria. Corporate turnaround therefore requires new thinking and more professional support to help business operators take the right decisions and do the right things. This support gap which is linked with skill gap in consulting can be redressed by retraining of professionals.

The 2016 consultancy sector focus therefore, is to help professionals’ skill-up to the level they can begin to provide business supports in different areas of the national economy.

PAPER 1
BUILDING CAPACITY FOR CONSULTANCY BUSINESS

Learning Outcomes
At the end of the session, participants should be able to:
• Identify consulting opportunities
• Explain the different categories of consulting skills
• Develop strategy for building capacity
• Identify partnership options for enhanced capacity

Content
• Overview of consulting business
• The core consulting skills
• Skill development options
• Capacity building for corporate success
• The partnership option for enhanced capacity
• Case study

PAPER 2
CONSULTING IN SPECIALISED SECTORS

Learning Outcomes
At the end of the session, participants should be able to:
• Explain the specialized sectors in consulting
• Discuss the basic economics of the sectors
• Identify growth potentials and challenges in the sector
• Develop consulting profile for the sector

Content
• Overview of consulting in specialized sectors
• Basic economics of the identified sectors
• Consulting opportunities in specialized sectors
• Growth potentials and specific challenges in the sector
• Case study
PAPER 3
MANAGING KEY BUSINESS CHALLENGES: ROLE OF CONSULTANTS

Learning Outcomes
At the end of the session, participants should be able to:

• Discuss ways of attracting, retaining and developing new businesses
• Identify business impacts in a difficult economic environment
• Explain options for attracting and retaining good people
• Develop strategies and ideas to mitigate challenges

Content
• Overview of key business challenges
• Attracting, Retaining and Developing new businesses
• Dealing with challenging economic conditions and competitive market place
• Finding and retaining good people
• Generating new ideas and innovation
• Managing Strategic Issues
• Case study

PAPER 4
TRENDS AND TECHNIQUES IN MODERN CONSULTING

Learning Outcomes
At the end of the session, participants should be able to:

• Explain the changing roles of consultants in business
• Identify partnership and collaborative models
• Develop risks mitigation strategies for consulting assignments
• Identify the tools for business insight
• Discuss innovations for business transformation

Content
• Changing roles of consultants
• Partnership and collaborative models in consulting
• Risk-based approach to consulting
• Tools for building business insight
• Innovation and business transformation
• Case study
SYNOPSIS

The 21st century is challenging, yet full of exciting opportunities. In spite of downward economic trends, to take advantage of these opportunities and overcome the challenges, organizations should take its human capital development more seriously.

Nothing affects the bottom line more profoundly than the behaviour and competencies of employees. Employers and employees need to know the essence of workplace relationship and networking to engender profitability.

The 2016 MCPE is designed to prepare professionals for the tasks ahead.

PAPER 1
TALENT MANAGEMENT: WATCH THEM GROW OR SEE THEM GO

Learning Outcomes

At the end of the session, participants should be able to:

• Discuss emerging trends in talent management
• Identify talent in the workplace
• Manage talent gap in the workplace
• Develop winning strategies for higher performance

Content

• Overview of talent management.
• Emerging trends in talent management
• Talent identification and nurturing in the workplace
• Managing the talent gap in the workplace
• Skills required in effectively managing talent and performance
• Case Study

PAPER 2
MANAGING WORK RELATIONSHIP FOR IMPROVED PERFORMANCE

Learning Outcomes

At the end of the session, participants should be able to:

• Explain the importance of relationship building in the workplace
• Describe strategic approaches to relationship management
• Create enduring relationships with internal and external stakeholders.
• Discuss win-win solutions to conflicts

Content

• Overview of Relationship management
• Models of workplace relationship
• Types of workplace relationship
• Relationship management skills
• Addressing issues in Relational Conflict
• Case Study
PAPER 3
ESSENTIALS OF PROFESSIONAL NETWORKING

Learning Outcomes

At the end of the session, participants should be able to:

- Identify the essence of Professional Networking
- Recognize the different platforms for professional networking
- Discuss the strategies and tools of Professional Networking

Content

- Overview of Professional Networking
- Impact of Networking on Career and business Growth
- Identifying the Right Platforms for Networking
- Strategies and Tools for Professional Networking
- Developing Networking Skills
- Case Study

PAPER 4
CAREER TRANSITION MANAGEMENT

Learning Outcomes

At the end of the session, participants should be able to:

- Explain processes and steps of career transition
- Relate successful career transition to achievement of personal objectives
- Identify career transition behaviour

Content

- Overview of Career Transition
- Career Transition Models
- Processes and steps in successful career transition
- Developing Personal Career Plan
- Development of Marketable Personal Brand
- The career transition behaviour
- Case study
INFORMATION TECHNOLOGY SECTOR

SYNOPSIS

In the last three decades, Information Technology (IT) systems have proven to be of immense benefits on businesses and other users. However, there are concerns regarding information systems security risks attributable to deviant acts and other online criminalities.

The 2016 MCPE programme is therefore developed to educate members on most contemporary issues in IT.

PAPER 1
IDENTITY THEFT (IDT): THE INVADERS, VICTIMS AND REMEDIES – WHAT EVERY ACCOUNTANT SHOULD KNOW

Learning Outcomes

At the end of the session, participants should be able to:

• Describe incidents of IDT
• Evaluate financial and reputational cost of IDT
• Identify perpetrators, victims and possible remedies for IDT
• Apply financial and technical controls to reduce the impact of IDT

Content

• Overview of Identity Theft
• Typologies of IDT
• Financial and reputational implications
• Remedies
• Case Study

PAPER 2
e-BUSINESS INNOVATIONS: THE ROLE OF THE ACCOUNTANT IN MEETING THE PAY-OFF EXPECTATIONS

Learning Outcomes

At the end of the session, participants should be able to:

• Describe the concept and relevance of innovative e-business
• Recognise opportunities for innovations in e-business
• Exploit viable innovative technologies in e-business
• Appraise the benefits of e-business innovations
• Identify the role of the accountant in innovative e-business

Content

• Overview of e-business technologies
• Concept of innovation
• Opportunities in e-business innovations
• Accountant’s Role in e-business innovations
• Measuring the Net benefits of e-business innovations
• Case study
PAPER 3
OUTSOURCING AND INSOURCING IT-RELATED FUNCTIONS: RISKS AND BENEFITS

Learning Outcomes
At the end of the session, participants should be able to:
• Recognise the different aspects of Outsourcing and Insourcing
• Identify the difference between Outsourcing and Insourcing Functions
• Appraise the nature and relevance of outsourcing IT-related functions
• Apply Global Best Practices in Engaging and Executing Outsourcing IT-related Contracts

Content
• Overview of Outsourcing and Insourcing Concepts
• Outsourcing vs Insourcing
• General considerations in outsourcing IT-related functions
• Service Level Agreements (SLAs)
• Risks in Outsourcing and Insourcing
• Benefits of Outsourcing/Insourcing
• Case Study

PAPER 4
ARTIFICIAL INTELLIGENCE (AI) AND ROBOTICS: IMPACT ON FINANCE FUNCTIONS

Learning Outcomes
At the end of the session, participants should be able to:
• Discuss the influx of AIs and Robotics in business operations
• Identify various forms of AIs and robotics in business
• Evaluate the impact of AIs and Robotics on the Accounting Functions

Content
• Overview of AIs and Robotics in business operations
• Core technologies in AI and robotics
• Benefits of AI and Robotics in business and financial operations
• Case Study
SYNOPSIS
With the forces of change so pervasive in Nigeria and around the world, a major transformation is imperative in the manufacturing sector. In the short term emphasis on infrastructure, growth, cost management and supply chain efficiencies may suffice. However research and empirical evidence suggest that in the medium to long term, innovation and technology - driven transformation is the definite way forward.

The 2016 MCPE programme is focused on equipping participants with the knowledge and skills required for the application of these next generation strategies in the manufacturing sector.

PAPER 1
SMART MANUFACTURING OPTIONS IN NIGERIA

Learning Outcomes
At the end of the session, participants should be able to:
• Discuss the paradigm shift to Smart Manufacturing
• Describe the concept of Smart Manufacturing and its practical application
• Analyse the benefits and challenges of Smart Manufacturing
• Identify the critical success factors for Smart Manufacturing
• Discuss the available options for effective integration of manufacturing operations and business functions across the production chain

Content
• Overview of Smart Manufacturing
• Smart Manufacturing Processes, Tools and Techniques
• Critical success factors in Smart Manufacturing
• Implementation of Smart Manufacturing
• Managing the Challenges
• Case Study

PAPER 2
MANUFACTURING FOR EXPORT: A STRATEGIC IMPERATIVE

Learning Outcomes
At the end of the session, participants should be able to:
• Explain the regulatory requirements for Manufacturing for Export
• Discuss the opportunities and economic benefits of manufacturing for export
• Identify the strategies for success and compliance
• Discuss the challenges and possible solutions
• Evaluate available incentives for export manufacturing

Content
• Overview of Nigerian Export Manufacturing
• Opportunities in Export Manufacturing
• Incentives and Economic Benefits
• Managing the Challenges of Export Manufacturing
• Practical Strategies for Success and Compliance
• Best Practices – Using Resources Available for Exporters
• Case Study
PAPER 3
GROWTH STRATEGIES FOR MSMEs IN MANUFACTURING SECTOR

Learning Outcomes

At the end of the session, participants should be able to:

- Describe the concept of Micro, Small and Medium Enterprises (MSMEs)
- Discuss Business Approaches for MSMEs in Manufacturing
- Identify the challenges facing MSMEs in Nigerian Manufacturing industry
- Discuss possible solutions

Content

- Overview of MSMEs in Nigeria Manufacturing industry
- Characteristics, Challenges and Performance of MSMEs in Manufacturing
- The way forward for Manufacturing MSMEs – Applicable Survival Strategies
- Case Study

PAPER 4
SUPPLY CHAIN MANAGEMENT IN NIGERIA MANUFACTURING

Learning Outcomes

At the end of the session, participants should be able to:

- Discuss the concepts, principles and methodology of contemporary Supply Chain Management (SCM)
- Identify the benefits of SCM in Nigeria manufacturing
- Identify the role of Supply Chain (SC) in optimizing Inventory Costs
- Discuss Global Best Practices in SCM

Content

- Overview of SCM in Nigeria manufacturing
- Managing the Challenges of SCM in Nigeria
- Optimizing Inventory Cost through good SCM and Sustainability
- Role of Information Technology in SCM
- SCM: Global Best Practices for Inventory Management
- Case Study
SYNOPSIS

The current glut in oil supply and inevitable downward trend in crude oil prices and public sector revenue have brought to the fore the need for Nigeria to diversify its revenue sources. The nation needs to optimize the benefit of the byproducts of crude oil by attracting more investments into gas, renewable energy and petrochemicals.

The 2016 MCPE programme is designed to acquaint participants with the increasing opportunities within the sector.

PAPER 1
FRAMEWORK FOR PETROLEUM FISCAL SYSTEMS

Learning Outcomes

At the end of the session, participants should be able to:

• Identify the unique features of fiscal regimes in the oil and gas sector
• Discuss the dynamics of petroleum fiscal regimes and its impact on Government revenue
• Discuss the political, social and economic perspectives of petroleum fiscal regimes
• Appraise the Nigeria’s petroleum fiscal system incentives for attracting investments

Content

• Legal framework of petroleum fiscal regimes
• Fiscal terms, revenue and cash flows
• Aligning Host Government perspective and International Oil Companies (IOCs) perspective
• Efficient fiscal systems for the petroleum industry
• Fiscal system measures - economic and competitiveness indicators
• Case study

PAPER 2
INTEGRATED RENEWABLE ENERGY OPTIONS: WAY FORWARD FOR THE EMERGING MARKETS BY 2030

Learning Outcomes

At the end of the session, participants should be able to:

• Identify renewable energy sources and the industry trends
• Identify the investment trends in the renewable energy sector
• Discuss policy targets in the renewable energy sector
• Explore renewable energy markets and business models

Content

• Concept of integrated renewable energy
• Sources of renewable energy
• The industry trends in renewable energy
• Renewable energy investment trends
• Policy targets and landscapes
• Renewable Energy Markets and business models
• Case study
PAPER 3
NIgerian Gas Industry Value Chain: Dynamics and Fiscal Considerations

Learning Outcomes

At the end of the session, participants should be able to:

• Describe key elements of the gas value chain
• Discuss challenges of utilizing Associated Gas Framework Agreement (AGFA) incentives
• Identify the differences between fiscals for upstream, midstream and downstream players in the gas industry
• Explain proposed changes to the gas fiscal framework and impact on business models of oil and gas companies

Contents

• Overview of the Nigerian Gas value chain
• Commercial Issues in the gas value chain
• Nigerian Gas Master Plan
• Gas Fiscal Regimes in Nigeria
• Proposed Changes to gas fiscal framework
• Major Challenges and the way forward
• Case study

PAPER 4
Promoting MSMEs Through Nigerian Content Initiatives

Learning Outcomes

At the end of the session, participants should be able to:

• Review structures of MSMEs in the Oil & Gas Business
• Evaluate Government efforts at supporting MSMEs
• Evaluate the impacts of the Nigerian Content Fund on MSMEs
• Explore the opportunities available to MSMEs

Contents

• MSMEs in Nigerian Oil and Gas Business
• Government efforts to stimulate MSMEs growth
• Funding support opportunities and Nigerian Content Fund for MSMEs
• Opportunities available to MSMEs
• Case study

46
SYNOPSIS
The quest for competitiveness, growth and development has made it imperative for Nigeria to continually review her policies to strengthen transparency and accountability in the use of resources.

The 2016 MCPE programme has been designed to include topics that will enhance the skills of public sector accountants in this direction.

PAPER 1
IPSAS ADOPTION: PRACTICAL APPROACH TO IPSAS FINANCIAL REPORTING IN NIGERIA

Learning Outcomes
At the end of the session, participants should be able to:
• Discuss transition requirements under accrual-based IPSAS
• Develop skills in the preparation and presentation of IPSAS financial statements.
• Explain optional policies under IPSAS, FGN approved Accrual Accounting Manual and National Chart of Accounts.
• Identify the challenges of transition to accrual based IPSAS and ways to resolve such challenges.

Content
• IPSAS adoption in Nigeria – the journey so far
• Conceptual Framework for Financial Reporting under IPSAS
• Preparation and presentation of IPSAS financial statements under Cash and Accrual Bases
• National Chart of Accounts: limitations and remedies
• Accounting policy options and FGN approved accrual accounting manual
• Transitional adjustments and accounting treatments
• The challenges of transition to accrual based IPSAS and remedial actions
• Case study

PAPER 2
ZERO-BASED BUDGETING (ZBB) AND TREASURY SINGLE ACCOUNT (TSA): STRATEGIES FOR PRUDENT FINANCIAL MANAGEMENT IN THE PUBLIC SECTOR

Learning Outcomes
At the end of the session, participants should be able to:
• Discuss the concepts of Zero -Based Budgeting System and Treasury Single Account in the public sector
• Highlight the significance of Zero-Based Budgeting System over other budgeting systems.
• Appraise Medium Term Expenditure Framework (MTEF) using Zero-Based Budgeting
• Identify the various models of TSA, challenges of its implementation and remedial actions

Content
• Overview of current budgeting system, revenue collection and remittance procedures in public sector
• The concepts of Zero-Based budgeting and TSA
• Comparison of Zero-Based Budgeting with other budgeting techniques.
• Medium Term Expenditure Framework (MTEF)
• Electronic and accounting environment (GIFMIS, IPPIS) required for implementation of TSA and Zero-Base budgeting.
• Managing challenges in the implementation of ZBB and TSA
• Lessons from countries that have implemented ZBB and TSA
• Case Study
PAPER 3

PUBLIC ACCOUNTABILITY AND TRANSPARENCY IN NIGERIA: THE ROLE OF ACCOUNTANTS IN THE PUBLIC SECTOR

Learning Outcomes

At the end of the session, participants should be able to:

• Discuss the principles and practices that promote public accountability and transparency
• Identify the benefits of accountability and transparency in fostering economic growth and development
• Explain the role of professional accountants in promoting accountability and transparency.
• Identify the roles of accountants in the public sector in whistle blowing

Content

• The concepts of accountability and transparency in the public sector
• Public Sector Accountability and Transparency in Nigeria: Legal and Regulatory Frameworks
• Policy measures and mechanisms that drive accountability and transparency in the public sector
• Role of ICAN in promoting accountability and transparency in the public sector through her members and public advocacy
• Promoting best practices in accountability, transparency and remedial actions
• Case study

PAPER 4

ILLICIT FINANCIAL FLOWS (IFF’S): IMPERATIVE OF TRADE MISPRICING

Learning Outcomes

At the end of the session, participants should be able to:

• Discuss illicit Financial Flows and implications for economic development
• Analyse the scope and dimension of illicit financial flows
• Evaluate the impact of Trade Mispricing on Development
• Develop policy responses to trade mispricing

Content

• Overview of illicit financial flows
• Dimensions of illicit financial flows
• Linkages between illicit financial flows and illicit economy
• Impact of trade mispricing on Nigerian economy
• Control policies against trade mispricing
• Case study
SYNOPSIS

The dwindling oil revenue in the global market has made world economies to fall back on taxation which is a sustainable source of revenue.

This has resulted in, amongst other efforts, the project on Base Erosion and Profit Shifting (BEPS) action plans with significant implications for tax administration and global tax compliance. The aftermath of this is increasing efforts and reforms to block leakage of tax revenue and minimise the erosion of tax base.

The 2016 MCPE topics focus on recent developments and changes in the global tax landscape and how these impact the approach of tax authorities to administer taxes in Nigeria.

PAPER 1

COLLABORATIVE TAX ADMINISTRATION: IMPLICATIONS AND PROSPECTS

Learning Outcomes

At the end of the session, participants should be able to:

• Explain the basis of collaborative tax administration
• Identify the implications of collaborative tax administration on businesses
• Discuss the implications of collaboration for taxpayers and tax authorities

Contents

• Introduction
• Global objectives of collaborative tax administration
• Gains and pitfalls of collaborative tax administration: Learning from global experience
• Domestic application of collaborative tax administration
• Case Study

PAPER 2

THE EMERGING TAX AUDIT LANDSCAPE: MANAGING THE CHANGING APPROACH OF THE NIGERIAN TAX AUTHORITY

Learning Outcomes

At the end of the session, participants should be able to:

• Discuss the new approach to tax audit recently implemented by the tax authorities
• Identify the prospects and challenges of a Joint Tax audit
• Explain how taxpayers and consultants can manage tax audit processes with the tax authorities.

Contents

• Highlights and consequences of the new audit approach as introduced by the tax authorities.
• Tax authorities approach to conducting a detailed tax audit – How taxpayers should prepare.
• Joint tax audit: Prospects, challenges and recommendations.
• Alternative audit approach: Risk-based tax audit
• Dispute Resolution Mechanisms: Available options for Nigeria taxpayers
• Case study
PAPER 3

POST BEPS TRANSFER PRICING COMPLIANCE FOR CORPORATE TAXPAYERS IN NIGERIA

Learning Outcomes

At the end of the session, participants should be able to:

• Discuss recent developments in international taxation as related to the BEPS project
• Recognise the transfer pricing (TP) implications of the new rules for Nigeria multinational enterprises (MNE) taxpayers
• Identify appropriate TP planning and disclosure responses for taxpayers in managing post BEPS TP compliance obligations.

Content

• Overview of BEPS project and current TP compliance process in Nigeria.
• BEPS in Africa: Statistical Evidence
• BEPS: TP action points and Implications for MNE taxpayers
• Country by country reporting: A 4 tier TP documentation requirement in Nigeria
• BEPS implementation for TP Compliance: Challenges for tax authority and taxpayers
• Managing BEPS related disputes with tax authorities
• Case Study

PAPER 4

EMPLOYEE COMPENSATION AND TAX PLANNING

Learning Outcomes

At the end of the session, participants should be able to:

• Explain relevant regulatory framework for employee compensation
• Identify various employee compensation options and their objectives
• Recognise various tax planning tools for employee compensation including share based compensation options
• Discuss the challenges associated with tax planning

Content

• Regulatory framework for employee compensation in Nigeria
• Compensation policy and objectives
• Compensation restructuring and tax planning
• Challenges associated with tax planning
• Case study
 SYNOPSIS
Declining margins in the telecoms industry have forced operators to focus on developing new sources of revenue and managing existing resources efficiently through appropriate controls, effective financial reporting and streamlined operations. Increasing regulatory oversight and security concerns in Nigeria place new demands on operators to exercise due care in obtaining, recording and managing subscribers’ information.

The 2016 MCPE programme has been prepaid to highlight the opportunities and techniques for efficient resources input and revenue expansion in the industry.

PAPER 1
DIGITALIZATION INITIATIVE – OPPORTUNITIES FOR TELECOM OPERATORS

Learning Outcomes
At the end of the session, participants should be able to:
• Discuss Digitalization in the Nigerian context
• Recognise the roles of telecoms providers in the Digitalization initiative
• Identify and mitigate risks associated with Digitalization

Contents
• Overview of Digitalization in Nigeria
• Digitalization Requirements for Operators and Customers
• Opportunities and benefits for operators and customers
• Principal vs Agent Considerations
• Digitalization – Risks and mitigants
• Case Study

PAPER 2
GROWING REVENUE THROUGH IMPROVE CUSTOMER LOYALTY

Learning Outcomes
At the end of the session, participants should be able to:
• Identify opportunities for revenue growth via improved customer loyalty schemes
• Discuss organizational imperatives for the successful deployment of customer retention schemes
• Evaluate the process of profiling customer information to improve revenue
• Identify the challenges of retaining loyal customers and mitigation strategies

Contents
• Overview of Customer Loyalty strategies
• Accounting for loyalty schemes – IFRIC 13
• Types of Loyalty schemes and the organizations requirements
• Customer Loyalty drivers
• Know Your Customers (KYC)
• Commercial considerations for effective implementation of customer retention schemes
• Pitfalls to avoid in implementing loyalty schemes
• Case Study
PAPER 3
DRIVING EFFICIENCY IN TELECOMS: CENTRALIZED/DECENTRALIZED FINANCE FUNCTIONS

Learning Outcomes
At the end of the session, participants should be able to:
• Explain centralization or decentralization of finance functions in Telecoms
• Discuss factors necessary for centralization or decentralization of finance functions
• Develop strategies for successful implementation of centralized/decentralized finance functions

Contents
• Operational dynamics of centralized/decentralized Finance functions
• Benefits and Pitfalls of centralized/decentralized Finance functions
• Differences between centralized/decentralized Finance functions
• Internal control framework for centralized/decentralized finance functions

Case Study

PAPER 4
COST OPTIMIZATION STRATEGIES FOR TELCOS

Learning Outcomes
At the end of the session, participants should be able to:
• Identify key cost components
• Evaluate various cost analysis tools
• Discuss the strategies for cost optimization and operational efficiency

Contents
• Components of cost in telecommunications
• Cost management analysis tools
• Cost value measurement / indices
• Managing Operating and Capital Expenditures
• Measurement of profitability of products and services
• Case Study