

PROJECT APPRAISAL AND RISK MANAGEMENT



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Introduction

Project Appraisal and Risk Management Training Course prepares project sponsors, analysts, and managers to appraise projects rigorously and control the risks that threaten them. Participants work through project appraisal foundations and the business case, financial appraisal tools: NPV, IRR, payback, and cost-benefit analysis, economic, social, and technical appraisal, project risk management with ISO 31000 and risk registers, and risk response, monitoring, and appraisal assurance as one connected discipline. The programme links the investment a project requires with the evidence and risk discipline that justify it. As a result, learners gain a practical command of project appraisal and risk management. Furthermore, the course strengthens appraisal judgement, risk discipline, and investment literacy.

Project Appraisal and Risk Management Course Objectives

- Explain project appraisal concepts, the business case, and decision gates.
- Apply financial appraisal: NPV, IRR, payback, and discounted cash flow.
- Apply cost-benefit analysis and cost-effectiveness analysis.
- Apply sensitivity analysis and scenario testing on appraisal models.
- Apply economic, social, and environmental appraisal considerations.
- Apply technical and operational feasibility appraisal.
- Apply project risk management to ISO 31000 principles and process.
- Build and maintain project risk registers with owners and actions.
- Apply risk response strategies and contingency reserve planning.
- Apply risk monitoring, KRIs, appraisal review, and post-project evaluation.

Course Methodology



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- Interactive sessions built on real project appraisal and risk cases.
- Workshops on financial models, cost-benefit analysis, and risk registers.
- Group exercises on sensitivity testing, scenarios, and response design.
- Hands-on practice with appraisal models, risk matrices, and dashboards.
- Simulation of an investment committee and a project risk review.
- Facilitator coaching and peer review on appraisal improvement plans.

Who Should Take This Course

- Project sponsors, directors, and project managers.
- Investment, feasibility, and financial analysts.
- Planning, economics, and development officers.
- Risk officers and project risk analysts.
- Engineers, cost, and procurement professionals.
- Consultants advising on project appraisal and risk.

Project Appraisal and Risk Management Course Outlines

Day 1: Project Appraisal Foundations and the Business Case

- Appraisal concepts, purpose, and the project decision cycle.
- The business case: problem, options, costs, and benefits.
- Option generation, longlisting, and shortlisting.
- Appraisal criteria and decision gates.



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- Stakeholders, sponsors, and appraisal governance.
- Appraisal failure patterns and warning signs.
- Case discussion: a project approved on optimism alone.

Day 2: Financial Appraisal Techniques

- Time value of money and discounting principles.
- Net present value (NPV) and internal rate of return (IRR).
- Payback period and discounted payback.
- Discounted cash flow modelling and assumptions.
- Cost of capital and discount rate selection.
- Financing structure and affordability analysis.
- Workshop: building a project financial appraisal model.

Day 3: Economic, Social, and Technical Appraisal

- Cost-benefit analysis and cost-effectiveness analysis.
- Economic appraisal: shadow prices and externalities.
- Social impact appraisal and distributional analysis.
- Environmental and sustainability appraisal.
- Technical feasibility, capacity, and design appraisal.
- Operational feasibility and readiness assessment.
- Exercise: appraising a project across financial and non-financial criteria.

Day 4: Project Risk Management and Response

- Risk management principles and process to ISO 31000.
- Risk identification: workshops, checklists, and assumptions analysis.



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- Likelihood-impact assessment and risk scoring.
- Building and maintaining a project risk register.
- Risk response: avoid, reduce, transfer, and accept.
- Contingency and management reserve estimation.
- Simulation: designing risk responses for a critical project risk.

Day 5: Monitoring, Assurance, and Evaluation

- Sensitivity analysis and scenario testing in appraisal.
- Key risk indicators (KRIs) and early warning signals.
- Risk monitoring, reviews, and risk audits.
- Project dashboards and management reporting.
- Appraisal assurance and assurance mapping.
- Post-project evaluation and lessons-learned practice.
- Capstone: presenting a project appraisal and risk management framework.

Conclusion

By successfully completing Project Appraisal and Risk Management, participants will gain a practical command of project appraisal foundations and the business case, financial appraisal with NPV, IRR and cost-benefit analysis, economic, social and technical appraisal, project risk management to ISO 31000 with risk registers, and risk response, monitoring and appraisal assurance. They will acquire skills in project appraisal and business case development, financial and economic appraisal, project risk assessment and register management, and risk response, monitoring, and appraisal assurance that hold up under scrutiny. Gentex Training Center designs the programme to help professionals appraise and risk-manage projects with confidence.





FAQs for the Project Appraisal and Risk Management course

Q1 What is the "Project Appraisal and Risk Management" course about?

It prepares project sponsors, analysts, and managers to appraise projects rigorously and control the risks that threaten them. The course spans appraisal foundations and the business case, financial appraisal techniques, economic, social and technical appraisal, project risk management and response, and monitoring, assurance and evaluation.

Q2 What are the key benefits of the "Project Appraisal and Risk Management" course?

You gain a practical command of project appraisal and risk management that links the investment a project requires with the evidence and risk discipline that justify it. The course improves business cases and option analysis, strengthens financial and economic appraisal, sharpens risk registers and response design, and builds reserve setting, monitoring, and evaluation practice.

Q3 What skills will I gain from the "Project Appraisal and Risk Management" course?

You will develop four core skills: project appraisal and business case development, financial and economic appraisal, project risk assessment and register management, and risk response, monitoring, and appraisal assurance.



Q4 What tools, methods, or standards are covered in the "Project Appraisal and Risk Management" course?

The course covers appraisal concepts, purpose and the project decision cycle, the business case across problem, options, costs and benefits, option generation, longlisting and shortlisting, appraisal criteria and decision gates, appraisal governance with stakeholders and sponsors, time value of money and discounting, net present value (NPV) and internal rate of return (IRR), payback period and discounted payback, discounted cash flow modelling and assumptions, cost of capital and discount rate selection, financing structure and affordability analysis, cost-benefit analysis and cost-effectiveness analysis, economic appraisal with shadow prices and externalities, social impact appraisal and distributional analysis, environmental and sustainability appraisal, technical feasibility, capacity and design appraisal, operational feasibility and readiness assessment, risk management principles and process to ISO 31000, risk identification through workshops, checklists and assumptions analysis, likelihood-impact assessment and risk scoring, project risk registers, risk response strategies of avoid, reduce, transfer and accept, contingency and management reserve estimation, sensitivity analysis and scenario testing, key risk indicators (KRIs) and early warning signals, risk monitoring, reviews and risk audits, project dashboards and management reporting, appraisal assurance and assurance mapping, and post-project evaluation and lessons-learned practice.

Q5 How is the "Project Appraisal and Risk Management" course applied in real-world practice?

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Participants apply it to real work such as building a project financial appraisal model, running a cost-benefit analysis, stress-testing an appraisal with sensitivity and scenario analysis, building and maintaining a project risk register, designing responses and calculating contingency reserve, running a risk review and risk audit, preparing a project dashboard, and presenting a project appraisal and risk management framework. The same methods support investment committee decisions and post-project evaluation.

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