



**THE UGANDA INSTITUTE
OF BANKING AND
FINANCIAL SERVICES**

2024 PROSPECTUS




**THE UGANDA INSTITUTE
OF BANKING AND
FINANCIAL SERVICES**

2024 PROSPECTUS

THE UGANDA INSTITUTE OF BANKING AND FINANCIAL SERVICES (UIBFS)

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About UIBFS

The Uganda Institute of Banking and Financial Services (UIBFS), formerly The Uganda Institute of Bankers, is the leading provider of training for Uganda's financial sector. Starting out in 1967 as a local centre of the then Chartered Institute of Bankers, London (now London Institute of Banking & Finance), and the Institute attained autonomy in 1990. The Institute is a Body Corporate registered under the Companies Act (Cap 110) of the Laws of the Republic of Uganda as a Company Limited by guarantee. The Headquarters of the UIBFS are located at Plot 10 Buganda Road, Kampala - Uganda.

The Institute is a Membership organization comprising of: institutional (or corporate) members, (which include all Commercial banks, Development banks, credit Institutions, Micro deposit taking Institutions, statutory bodies, regulatory bodies, development partners and other registered financial Institutions within the Banking and financial services industry in Uganda and or any other financial institution that shall have fulfilled membership requirements as shall be prescribed and approved by the board from time) and Individual Members ranked variously as Honorary Fellows, Fellows, Honorary Members, Members, Associates, Certificated Professionals, Affiliate Professionals, Affiliates and Student Members, all of whom make annual subscriptions towards the proper running of the Institute. The Governor of the Bank of Uganda is the Patron of the Institute.

Our Vision

A Centre of Excellence in Financial Services Training

Our Mission

Promoting professionalism and inclusion through market-led training, research and consultancy to providers and users of financial services.

Our Objectives

- To Promote, encourage, protect and advance knowledge and education in the principles and practices of Banking and Financial Services.
- To prescribe and inculcate high ethical and professional standards among its Members.
- To raise the capabilities of financial sector practitioners in priority areas by developing and delivering specialized programs to address knowledge and competency gaps.
- To enable lifelong learning and strengthen relationships with the sector leaders and professionals to support collective efforts for continuous human capital development through research and events.



Our Model

WHAT DISTINGUISHES US

- Established brand with 60 plus years' experience in the delivery of training programs
- A sizeable pool of trainers comprising a mix of academics and industry practitioners.
- Links with industry with corporate member institutions providing ground for internships and projects.
- A recognized certification and award structure. The Institute is the sole provider of certified professional banking courses in the country.
- Professional training – with emphasis on applied knowledge and Skills
- A robust quality assurance structure – including accreditation with the National Council for Higher Education, regional & continental affiliation

Become a Member Today

MEMBERSHIP LEVEL / CATEGORY	REQUIREMENTS / QUALIFICATION CRITERIA	TARGET AUDIENCE	ANNUAL MEMBERSHIP SUBSCRIPTION (FEES)
STUDENT	Anyone studying a professional or academic qualification at the Institute.	A-level school leavers, University Students, Bank or Financial Institutions employees	UGX 100,000/=
AFFILIATE	<ul style="list-style-type: none"> Employee or anyone interested in the Banking and Financial services Industry OR Former student of a non-professional course Required to take and pass the Online Basic Banking Course Required to take 20 CPDs annually 	Junior staff - Entry or any Career Level	UGX 200,000/=
AFFILIATE PROFESSIONAL	<ul style="list-style-type: none"> Graduate of Chartered Banker level 1 OR graduate of UIBFS Diploma in Microfinance Required to take 25 CPDs annually 	Junior staff - Entry at Officer level	UGX 200,000/=

MEMBERSHIP LEVEL / CATEGORY	REQUIREMENTS / QUALIFICATION CRITERIA	TARGET AUDIENCE	ANNUAL MEMBERSHIP SUBSCRIPTION (FEES)
CERTIFICATED PROFESSIONAL	<ul style="list-style-type: none"> ▪ Must have completed some certified modules of Chartered Banker level 2 ▪ OR Graduate of Professional courses at the Institute e.g. Banking Certificate, CPB, Certified Credit Management and Banking certificate ▪ OR Has attained any of the following Academic programs, MA in Financial Services, PGD in Agric Risk and Management ▪ OR any post Graduate training in Finance Management related field. ▪ Required to take 30 CPDs annually 	Middle Level Management	UGX 250,000/=
ASSOCIATE	<ul style="list-style-type: none"> ▪ Must be a graduate of Chartered Banker Level 2 ▪ with at least 3 years banking and financial services work experience ▪ Required to take 35 CPDs annually 	Middle Level Management	UGX 250,000/=
MEMBER	<ul style="list-style-type: none"> ▪ Is a graduate of Chartered Banker level 3 with at least 5 years banking & financial services work experience ▪ OR Is a graduate of Chartered Banker By Experience 12 week Program; designed for experienced Professionals at EXCO or Senior Management level with 10 years industry experience; 5 of which at Senior level ▪ Required to take 35 CPDs annually 	Bank and Financial Institutions Heads of Departments, EXCO & Senior Management.	UGX 300,000/=

MEMBERSHIP LEVEL / CATEGORY	REQUIREMENTS / QUALIFICATION CRITERIA	TARGET AUDIENCE	ANNUAL MEMBERSHIP SUBSCRIPTION (FEES)
HONORARY MEMBER	<p>Either:</p> <ul style="list-style-type: none"> ▪ Experienced practitioners at EXCO or Senior Management level with 10 years industry experience; 5 of which at Senior level and with evidence of continuous training and certifications in relevant fields to work. <p>OR:</p> <ul style="list-style-type: none"> ▪ At least 10 years' experience in a specific support field (i.e. non-core banking), 5 of which at management level and above and with evidence of Post Graduate and or continuous training and certifications relevant to work. <p>CPD REQUIREMENT</p> <ul style="list-style-type: none"> ▪ Required to take 35 CPDs, 5 of which must be in ethics and integrity. Others in either; Short skilled Course in different areas of banking and finance, attending or facilitating of webinars, seminars, workshops or conferences, coaching and mentoring Movement to Fellowship by completion of the Chartered Banker program including by experience or expert level 	Bank and Financial Institutions Heads of Departments, EXCO & Senior Management.	UGX 350,000/=
	<p>Note: Honorary members can move to:</p> <ul style="list-style-type: none"> ▪ Honorary Fellowship by promotion to MD or ED; by distinct learning; and / or by significant contribution to the Banking and financial Services industry ▪ Fellowship by completion of the Chartered Banker program through any of the available routes 		

MEMBERSHIP LEVEL / CATEGORY	REQUIREMENTS / QUALIFICATION CRITERIA	TARGET AUDIENCE	ANNUAL MEMBERSHIP SUBSCRIPTION (FEES)
FELLOW	<ul style="list-style-type: none"> Has attained Chartered Banker qualification with at least 10 years of banking and financial services experience Has made significant contribution to the sector Should be Nominated by 2 Fellows, elected by the UIBFS Council Required to take 35 CPDs annually. 	Bank / Financial Institutions Board of Directors, EXCO and CEOs / MDs	UGX 400,000/=
HONORARY FELLOW	<p>Either</p> <ul style="list-style-type: none"> Person of distinct learning and made significant contribution to the Banking and financial Services industry. Nominated by UBA or 2 fellows and elected by the Council. <p>OR</p> <ul style="list-style-type: none"> MDs or Executive Directors of corporate member institutions <p>CPD REQUIREMENT</p> <ul style="list-style-type: none"> Required to take 25 CPDs, 5 of which must be in ethics and integrity. Others in either short skilled courses in different areas of banking and finance; attending or facilitating webinars, seminars, workshops or conferences; coaching and mentoring. 	Bank / Financial Institutions Board Members and CEOs / MDs.	UGX 500,000/=

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WORKING HOURS

Monday - Friday	8 : 30am - 9 : 00pm
Saturday	9 : 00am - 4 : 00pm
Sunday & Public Holidays	Closes

PACKAGES

Daily	UGX 5000
Monthly	UGX 30,000
Six Months	UGX 60,000
1 Year	UGX 100,000

OTHER SERVICES

- Free WiFi
- Newspaper and Magazine Bank (New Vision, Daily Monitor, The East African, Business Week)
- Bank Annual Reports
- Past Papers
- Photocopying, Printing, Binding, Scanning and Laminating
- Private Reading Space/ meeting space



Located on Plot 76/78 William Street
Behind Equatorial Mall, 2nd Floor of
the Bank of Uganda Building.

Senior Management Team



Ms. GORETTI MASADDE
Chief Executive Officer



Dr. KANSIIME MARY NYENDE
Director Training and
Professional Development



Ms. BIRUNGI CHRISTINE
Director Marketing,
Business Development
and Membership



Ms. KAYAGA FLORENCE
Finance and Administration
Manager



Mr. MUGWANYA RONALD
Training and Partnerships
Manager



Mr. SEMAKULA RICHARD
Academic Registrar



Mr. MUFUUMULA JUDE
Manager Marketing and
Business Development



Mr. KALULE GAVA IBRAHIM
Manager Membership
Development and
Experience



Mr. WABWIRE JOHN
BOSCO HABERE
ICT Manager

Message from the Chief Executive Officer

(Promoting professionalism and inclusion through market-led training, research and consultancy to providers and users of financial service)



Ms. Gorette Masadde
Chief Executive Officer

It is with great pleasure and enthusiasm that I extend my warmest greetings to all our current & prospective members and students at Uganda Institute of Banking and Financial Services (UIBFS). As we embark on another chapter of growth and excellence, I am honored to present to you our latest course prospectus.

Making a decision regarding a course or career path can be challenging. Generally, learners have many choices to choose between, and access to clear and accurate information in supporting this decision-making process is very important.

As a professional institute with over 57 years in service, we take pride in spearheading cutting-edge education that equips individuals with the knowledge and expertise needed to excel in their respective fields of banking and finance. Whether you have recently completed your formal school education, you want to advance your knowledge and education in the principles and practices of Banking and Financial services, are looking to re-engage with education and training, have decided to pursue a new career path, or are at any other stage on your lifelong learning journey, we want to hear from you!

Check out some of the key highlights of our 2024 Prospectus.

1. Foundation Course: This is a basic Banking Course delivered by seasoned bankers which will provide participants with end-to-end knowledge and understanding about basic banking operations including new developments and trends in the banking sector.

2. Short Skills Banking & Finance Courses: These courses provide targeted knowledge and skills for specific professional roles, helping individuals enhance their expertise and marketability in their respective fields.

3. Professional and Academic Programs:

These programs and offerings assist employees in enhancing their skill in current roles, navigating organizational ladders, gaining personal insights into their strengths and development needs, and sharpening their ability for career advancement when the opportunities arise.

4. We also conduct industry wide forums, symposiums, and conferences: These events are vital for the growth and development of our industry by fostering collaboration, knowledge transfer, and the discovery of new opportunities.

5. We have also established strong local and international partnerships with leading institutions like Makerere University, Makerere University Business School, Mountains of the Moon University, ICDL, Chartered Institute of Securities and Investment (CISI) UK, Frankfurt School of Finance and Management and ACI FMA which help to provide students and members with a variety of learning experiences which benefit their career ambitions.

I hope you find a course on offer at the Uganda Institute of Banking and Financial Services (UIBFS) that helps you progress your learning journey.

Our Corporate Members



Bank of Baroda

Bank of India (Uganda) Ltd **BOI** 



dfcuBANK 
...with pleasure

DTB
DIAMOND
TRUST
BANK

eadb
EAST AFRICAN DEVELOPMENT BANK

Ecobank
The Pan African Bank

EFC
Entrepreneurs Financial Centre


EQUITY
Bank • Your Listening, Caring Partner

EB
EXIM
BANK
Innovation is life


**FINANCE
trust
BANK**
Putting Women First


Authority
Safe money for a Secure Market

 **FSD**
uganda
Innovate. Influence. Change

 **FINCA**[®]



Guaranty Trust Bank (Uganda) Ltd



Housing Finance Bank



KCB



MERCANTILE CREDIT BANK LIMITED



NCBA

OPPORTUNITY BANK



Salaam Bank
A member of the Salaam Group



Stanbic Bank

Standard Chartered



UGAFODE
Microfinance Limited (MDI)



UDB
UGANDA DEVELOPMENT BANK
Inspiring Development

UBA
United Bank for Africa

Our Partners

Local Partners



Makerere University



Makerere University
Business School



Mbarara University of
Science and Technology



Mountains of the Moon
University -Fort Portal



Uganda Martyrs University

Regional Partners



Kenya Institute of Bankers



Rwanda Bankers
Association



The Tanzania Institute of
Bankers

International Partners



Affiliations



WCBI
World Conference
of Banking Institutes

ABCs Courses

PROVIDER



ISO 9001:2008 CERTIFIED

**THE UGANDA INSTITUTE
OF BANKING AND
FINANCIAL SERVICES**

Foundation Certificate in Banking & Financial Services

Mode of delivery:
Online-Instructor Led/Face-to-Face



Duration:
30 Hours



Course Fees:
UGX 600,000
(physical/fulltime)
/UGX 300,000
(online)

Provider:
UIBFS

PROGRAM DESCRIPTION

The Foundation Certificate in Banking is a comprehensive training program tailored for new entrants in the banking sector. This course is designed to impart foundational knowledge about the multifaceted world of banking, ensuring that participants are well-equipped to excel in their roles.

Over the span of the course, participants will journey through the rich history of banking, understand the intricacies of various banking products, and delve into the critical regulations that govern the banking world. In addition, the course emphasizes the essential soft skills required in banking, from delivering exceptional customer service to ethical decision-making and career progression.

TARGET AUDIENCE

- University graduates
- Graduate trainees in banks
- 3rd year students at universities

COURSE COVERAGE

Introduction to Banking

- The History and Evolution of Banking
- Overview of banking in Uganda
- The Role of Banking in the Economy

Different types of financial institutions

- Central Banks
- Wholesale and Retail Banks
- Islamic Banking and Finance
- Credit Unions and Savings Banks
- Insurers
- Asset and Fund Managers

The functions of banking

- Accepting deposits
- Granting loans
- Currency exchange
- Transfer of funds
- Agency services
- Safe custody
- Regulation and control

Social purpose of the bank to

- Customers
- Communities
- stakeholders

Banking products and services

Retail products

- Checking and Savings Accounts
- Loans and Credit Products
- Investment and Wealth management services

Wholesale products

- Corporate finance
- Capital markets.
- Trade finance
- Treasury

Regulatory Framework and Compliance

- Key Banking Regulations
- Role of Central Banks and Monetary Policy
- Consumer Protection Laws
- Data Protection and Privacy
- Compliance and Reporting Standards

Banking Operations

- The Role of the Central Bank
- Branch Operations: Cash Handling, Customer Service, Teller Operations
- Back-Office Operations: Clearing, Settlement, Reconciliation
- Risk Management: Credit Risk, Operational Risk, Market Risk
- Anti-Money Laundering (AML) and Know Your Customer (KYC) Protocols

Credit and Lending

- Types of borrowers and different reasons for borrowing
- Types of lending products
- Assessing and determining the lending proposition
- Monitoring and control of lending
- Regulations, legislations, and industry codes

Financial Markets and Instruments

- Stock Markets, Bond Markets, Derivatives
- Foreign Exchange Markets
- Interest Rates and their Impact on Banking

Bank Financial Analysis

- Basics of accounting and the accounting equation
- Understanding the Balance Sheet & Income Statement of Banks
- Key Financial Ratios in Banking
- Non-performing Loans (NPLs) and Provisions

Risk Management and Security

- Credit Risk Assessment
- Fraud Detection and Prevention
- Cybersecurity and Data Protection

Customer Service and Communication

- Effective Communication Skills
- Customer Relationship Management
- Handling Customer Complaints and Inquiries
- Cross-Selling and Upselling Techniques

Sales and Marketing in Banking

- Cross-Selling Banking Products
- Marketing Strategies for Banks
- Sales Techniques and Customer Acquisition

Ethics and Professionalism in Banking

- Regulatory and professional codes
- Key features of customer focused ethical professional approach.
- Importance of Trust and Integrity in Banking Relationships
- Conflicts of Interest
- Ethical Dilemmas in Banking

Technology & Innovation in Banking

- Introduction to Digital Banking
- Emerging Technologies (Blockchain, AI in Banking)
- Cybersecurity & Fraud Prevention
- The Future of Banking: Trends & Innovations

Other forms of Banking

- Agency Banking
- Bancassurance
- Islamic Banking
- Micro Finance

Soft Skills & Client Management

- Effective Communication in Banking
- Building Long-term Client Relationships
- Conflict Resolution & Customer Service Excellence
- Selling Skills and Techniques

Personal & Career Development in Banking

- Roles in Banking: From Teller to CEO
- Continuing Education and Certifications: Chartered Banker (CB), Certified Credit Manager (CCM) etc.
- Understanding Career Paths (Retail, Corporate, Investment Banking, etc.)
- Building a Personal Brand in Banking
- Networking & Mentorship
- Continued Education & Certification Opportunities

LEARNING OUTCOMES AND BENEFITS

By the end of this module, participants will be able to:

- Appreciate the history, evolution, and significance of banks in our economy.
- Work within regulatory and compliance frameworks, ensuring smooth banking operations without legal hitches.
- Proficiently explain a vast array of banking products and services, from basic savings accounts to sophisticated wealth management solutions.
- Engage skillfully with customers, manage their needs, and handle challenging situations.
- Gain insights into risk management, data security, and the latest technological innovations revolutionizing the banking sector.
- Understand the Value of Customer Service: Recognize the pivotal role customer service plays in retaining clients and growing the bank's business.
- Implement Best Practices: Apply the principles of effective communication, active listening, and empathy when interacting with customers.
- Manage Challenging Situations: Utilize problem-solving and conflict resolution skills to address customer complaints, turning potentially negative situations into opportunities for enhancing loyalty.
- Build and Maintain Relationships: Understand the nuances of building long-term customer relationships based on trust, respect, and mutual benefit.

- Cross-sell and Upsell: Identify opportunities to introduce customers to additional banking products or services that might benefit them, without resorting to aggressive sales tactics.
- Use Technology Efficiently: Navigate and employ the bank's customer service software, CRM systems, and other relevant technologies to streamline customer interactions and maintain comprehensive records.
- Stay Compliant: Ensure all customer interactions adhere to the bank's ethical guidelines, privacy policies, and regulatory requirements.
- A certification upon successful completion, solidifying the participant's readiness to embark on a fruitful banking career.

FINAL ASSESSMENT AND CERTIFICATION

- A comprehensive test to assess the knowledge gained during the course.
- Award of a certificate upon successful completion.

Agricultural Finance Courses

PROVIDER



**THE UGANDA INSTITUTE
OF BANKING AND
FINANCIAL SERVICES**

Agribusiness Credit Risk Assessment

Mode of delivery:
Online-Instructor led /Face to Face



Duration:
30 Hours



Course Fees:
UGX800,000

Provider:
UIBFS

PROGRAM DESCRIPTION

It is critical for agribusiness lenders to be equipped with adequate knowledge to understand client needs, maintain a keen sense of the rapidly changing competitive landscape and make sound credit and business decisions. This training explores best techniques on how agribusiness credit risk is assessed and the critical components of credit analysis process which continues to frustrate most experienced lenders in their day-to-day operations.

TARGET AUDIENCE

- Employees working in agricultural research and value chain entities
- Market development projects managers.
- Banks and other financial institutions in Agribusiness.
- Agribusiness project managers.
- Financial managers responsible for Agribusiness.
- Employees responsible for analysing agricultural value chain finance.
- Relationship managers.
- Credit management staff.
- Government institutions
- Agribusiness Agencies.
- NGO staff.

COURSE COVERAGE

- Agribusiness Fundamentals
- Bankability Metrics
- Credit risk and mitigation measures
- Agribusiness Accounting
- Quantitative risk assessment
- Agribusiness inspection and Appraisals
- Developing right credit structure
- Early warning signs of deterioration

LEARNING OUTCOMES AND BENEFITS

At the end of this course, participants will be able to:

- Recognize how the accounting practices and financial statements of agribusinesses differ from those of other commercial enterprises
- Use of bankability metrics in the assessment process, particularly dealing with small agricultural organisations
- Explore barriers facing small holder farmers in accessing loans and mitigation measures
- Perform sensitivity analyses to determine how deviations from projected performance might impact credit risk
- Understand the role of field inspections and property appraisals in evaluating an agribusiness's operations and identifying security
- Perform qualitative risk analyses that reflect the current economic, environmental, and market conditions impacting the agricultural sector
- Identify measures to mitigate risk
- Making sound credit decisions with confidence based on the available information

Agricultural Value Chain Financing (AVCF) – Strategies, Risks & Opportunities

Mode of delivery:
Online/Face to Face/self-study



Duration:
3 Months



Course Fees:
UGX 1,700,000

Provider:
UIBFS

PROGRAM DESCRIPTION

This is a course designed for strategy and executive levels of the financial institutions. The course will empower participants with skills and insights of agricultural value chain analysis, ability to design agricultural lending programmes, selection of the right agricultural enterprises to lending and making the right choice.

TARGET AUDIENCE

This course is suitable for:

- Staff of banks
- Financial services providers with responsibility for AVCF strategy of their institutions or responsibility for disbursing loans linked to AVCs
- Head Office staff involved in AVCF (in the Credit Risk department or in the “Agricultural Unit” of a financial institution)
- Branch managers involved in AVCF
- Professionals involved in formulating agricultural policy and strategy (including outside of banks/ financial institutions)

COURSE COVERAGE

The course is designed to cover the following:

- Financing the agricultural sector;
- The agricultural value chain concept and how AVCF works;
- Evaluation of a financial institution regarding AVCF;
- AVCF market study adapted to a financial institution in order to set-up an AVC financing scheme.
- Analysis of key success factors to finance AVCs in a financial institution

- Mini market study to find out AVCF opportunities;
- Risks linked to agriculture and the AVCs
- Advantages of AVC financing vs. standalone financing and assessment & management of risks of all players in an AVC
- Tools to mitigate agricultural and AVC financing risks;
- Arguments for the business case for AVCF in a financial institution and Policies in favour of AVCF;
- Forms of organisation to serve AVCs and - adaption of the financial institution structure and operations to AVCF;
- Agricultural credit policies;
- Existing contractual arrangements and how to enforce them;
- Determination of the right (AVC) product set; Targeted customers for the AVCF lending; Product design;
- HR issues in relation to AVCF; Launch of AVCF strategy within the financial institution; field visits.

LEARNING OUTCOMES AND BENEFITS

Upon completion, participants shall be able to:

- Be empowered with skills and insights of agricultural value chain analysis
- Ability to design agricultural lending programmes
- Selection of the right agricultural enterprises to lend to
- Making the right choice of agricultural relationships ship officers.
- Design Agricultural lending procedures and policies for the institution
- Designing Agricultural risk management strategies and identifying profitable agribusiness value chains based on science and economics.

Audit Courses

PROVIDER



ISO 9001:2008 CERTIFIED

**THE UGANDA INSTITUTE
OF BANKING AND
FINANCIAL SERVICES**

Auditing Bank Operations

Mode of delivery:
Online/Face-to-Face.



Duration:
15 Hours



Course Fees:
UGX 550,000

Provider:
UIBFS

PROGRAM DESCRIPTION

The corporate spotlight is increasingly focused on the audit function and on the impact and influence it has in financial institutions. The course will enable audit professionals to better deliver against increasingly demanding objectives set by their own management and Audit Committees, and frequently influenced by a wider range of stakeholders such as regulators and professional bodies.

TARGET AUDIENCE

This course is suitable for:

- Internal auditors.
- Managers of audit functions.
- Managers in financial institutions.
- Supervisors in banks.
- Individuals interested in an audit role in banks.

COURSE COVERAGE

The course is designed to cover the following:

- Introduction to the Audit function in banking institutions.
- The internal audit department's role and mandate.
- External and Internal Auditors in a banking institution.
- The relationship between internal audit and banking supervision.
- The CIAA Financial services Code.
- Standing audit committee.
- Professional Standards Documentation for Internal Auditors.
- The audit plan.
- Audit reporting.
- External Quality Assessment.

LEARNING OUTCOMES AND BENEFITS

At the end of this training, participants will be able to:

- Demonstrate an understanding of the nature of audit and appraise the fundamental principles and standards that are used to govern its practice.
- Illustrate an understanding of the internal audit function of bank operations.
- Identify and apply an internal audit plan.
- Manage quality control and improvement of the audit function.
- Direct key relationships and networks pertaining to the internal audit function.

Appraisal of Agribusiness

Mode of delivery:
Online/Face to Face/self-study



Duration:
15 Hours



Course Fees:
UGX 550,000

Provider:
UIBFS

PROGRAM DESCRIPTION

Agricultural financing experience is intended to enable participants understand the fundamentals underlying Agricultural lending. It is designed in a simplified form targeting operational and marketing levels in financial institutions with or without Agricultural sciences training. The course delivered by experts in agribusiness and bankers with Agricultural financing experience

- Field visits; collection of data & analysis;
- Agricultural credit cycles;
- Acquisition of agricultural clients;
- Collection of information from agricultural clients;
- Preparation and interpretation of the balance sheet, profit and loss, and cash flow of an agricultural business;
- Interpretation of financial ratios on agricultural cases;
- Approaches for monitoring and recovery of agricultural cases.

TARGET AUDIENCE

This course is suitable for:

- Loan officers
- Other employees of banks / financial services involved in agricultural lending; credit analysts & administrators assessing or managing agribusiness cases
- Relationship officers/manager
- Technical staff involved in agricultural credit (e.g., agronomists & agricultural engineers).

COURSE COVERAGE

The course is designed to cover the following:

- Introduction to agricultural production;
- Fundamentals of agricultural production;
- Fundamentals of livestock production;
- Dairy production cycle in Uganda and how to assess a dairy farm; Sources of information on agricultural & livestock production;
- Agricultural value chains' complexities
- Production Cycles (crop?) and how to assess the farm;
- Collection of data on agro? businesses

LEARNING OUTCOMES AND BENEFITS

Upon completion, participants shall be able to:

- Have a practical approach to client identification and selection, tools and techniques in agribusiness appraisal, enterprise unique characteristics (crops, animals, fisheries and forestry)
- Demonstrate knowledge and understanding of agricultural loan structuring, primers of agricultural loan monitoring and collection and client retention strategies.
- For banks the training will increase agribusiness asset and liability portfolio as staff will be better equipped to identify and source the right opportunities
- The training will also reduce risk exposure of the bank as staff will be more technically equipped.

Auditing the Treasury Function

Mode of delivery:
Online/Face-to-Face.



Duration:
15 Hours



Course Fees:
UGX 550,000

Provider:
UIBFS



PROGRAM DESCRIPTION

The central position of the treasury in the running of any company makes it essential that its activities are conducted efficiently and under control. Upon completion of this course, participants will be able to evaluate the adequacy and effectiveness of the Internal Control Systems and suggest measures for improvement of the treasury function in the Bank.

TARGET AUDIENCE

This course is suitable for:

- Internal Auditors.
- Internal control officers.
- Treasury department staff.
- Fresh graduates with intension to work in the treasury function.

COURSE COVERAGE

- The course is designed to cover the following:
- An Introduction to the Treasury Function.
- Treasury Products and Services.
- The Treasury Dealing Room.
- Organisational structure of a Bank's Treasury.
- Investment Portfolio.
- Asset Liability Management.
- Treasury Risks.
- Internal Audit of Treasury Operations.

LEARNING OUTCOMES AND BENEFITS

At the end of this course, participant will be able to;

- Appreciate the role of the treasury function in a bank.
- Identify and recognise risk in the treasury department.
- Establish appropriate parameters for the audit of the treasury function.

ICT Audit Skills

Mode of delivery:
Online/Face-to-Face.



Duration:
15 Hours



Course Fees:
UGX 550,000

Provider:
UIBFS

PROGRAM DESCRIPTION

This course is designed as the basis of skills and competencies required for all IT Auditors.

TARGET AUDIENCE

The course is designed for:

- Systems/ IT Auditors
- Risk managers
- Compliance officer
- Bank IT team

COURSE COVERAGE

The course is designed to cover the following:

- Processing of Auditing Information Systems
- Governance
- Information Systems Acquisition, Development & Implementation
- Information Systems Operations, Maintenance & Support
- Protection of Information Assets

LEARNING OUTCOMES AND BENEFITS

At the end of this training, participants will be able to:

- Acquire knowledge necessary to provide audit services in accordance with IT Audit Standards
- Assist their enterprises with protection and controlling information systems
- Equip the participant with versatile skills and master tools and techniques required to perform a comprehensive IT audit

Certificate Courses

PROVIDER



ISO 9001:2008 CERTIFIED

**THE UGANDA INSTITUTE
OF BANKING AND
FINANCIAL SERVICES**



Certificate in Compliance

Mode of delivery:
Online and Face- to- Face.



Duration:
3 Months



Course Fees:
UGX 900,000

Provider:
UIBFS

PROGRAM DESCRIPTION

Formal compliance management system is not only recommended but required by the regulatory community and by good corporate governance principles. Corporations are challenged to transparently manage their compliance exposures and observe regulatory requirements. The program also represents an unrivalled opportunity for Corporations to prepare themselves for the arrival of more rigorous regulatory environments.

TARGET AUDIENCE

- Directors and Senior Managers
- Company Secretaries
- Compliance Professionals
- Risk Managers
- Legal Advisers and Lawyers
- In-House Corporate Counsel
- Auditors and Audit Managers
- Compliance Officers and managers

COURSE COVERAGE

- The Regulatory Environment and The Role of Regulators
- International responses to the problems of money laundering economic crime, cyber-sabotage and terrorism
- Compliance and Business Ethics
- Developing a Corporate Compliance Program
- Implementation Of Corporate Compliance
- The Corporate Compliance Function
- Issues In Compliance
- The demand for Corporate Social Responsibility (CSR)
- Fraud and corruption control

LEARNING OUTCOMES AND BENEFITS

At the end of this training participants will be able to:

- Know what drives your compliance exposure both at home and abroad
- Understand the risk consequences of non-compliance
- Appreciate the relationship between corporate governance and compliance
- Understand how to produce a corporate compliance program tailored to your own organization
- Learn how to optimize organizational structure for compliance

Certificate in Anti Money Laundering and Counter Financing of Terrorism

Mode of delivery:
Online/Face to Face



Duration:
3 Months



Course Fees:
UGX 900,000

Provider:
UIBFS

PROGRAM DESCRIPTION

A Certificate in Anti-Money Laundering and Countering the Financing of Terrorism (AML/CFT) is typically designed to provide individuals with a comprehensive understanding of the principles, regulations, and best practices in the field of AML and CFT. While the specific course outline may vary depending on the institution or organization offering the certificate, here is a general outline of topics that are commonly covered in such a program:

TARGET AUDIENCE

- Banking and Financial Professionals
- Compliance and Risk Management Professionals
- Law Enforcement and Regulators
- Legal Professionals
- Accountants and Auditor
- Real Estate Professionals
- Casino and Gaming Industry Professional
- FinTech and Crypto Industry Professionals
- Consultants and Advisors:

COURSE COVERAGE

Introduction to Money Laundering and Terrorism Financing

- Definitions, concepts, and basics
- Historical perspective and notable cases
- Global impact on economies and security

The International AML/CFT Framework

- The role of the Financial Action Task Force (FATF)

- FATF Recommendations and Evaluation Processes
- Regional bodies and their roles
- Treaties, conventions, and other international instruments

National AML/CFT Regulations and Compliance

- Development of national AML/CFT strategies and policies
- Role of national financial intelligence units (FIUs)
- Licensing and registration requirements for reporting entities
- Regulatory and supervisory framework

Understanding Financial Products & Risks

- Banking and financial products
- Insurance products
- Securities and investment vehicles
- Digital currencies and emerging technologies
- Risk-based approach to AML/CFT

Customer Due Diligence (CDD) & Know Your Customer (KYC) Procedures

- Identification and verification of customers
- Beneficial ownership identification
- Enhanced due diligence (EDD) for high-risk customers
- Ongoing monitoring and risk assessment

AML/CFT Monitoring, Detection, and Reporting

- Transaction monitoring and red flag indicators
- Internal reporting procedures
- Suspicious transaction reporting (STR)
- Currency transaction reports (CTR)

Case Studies in Money Laundering and Terrorism Financing

- Analysis of historical and recent cases
- Lessons learned and preventative measures

The Role of Technology in AML/CFT

- AML/CFT software and tools
- Digital identity verification
- Use of artificial intelligence and machine learning in detection

Countering the Financing of Terrorism (CFT)

- Understanding terrorism and its financing methods
- Non-profit organizations and the risk of terrorism financing
- CFT measures and sanctions

AML/CFT Sanctions, Penalties, and Enforcement

- Domestic and international sanctions regimes
- Penalties for non-compliance
- Enforcement actions and case studies

Special Topics in AML/CFT

- Trade-based money laundering
- Wildlife trafficking and illicit trade
- Corruption, bribery, and AML/CFT

Future Trends and Challenges in AML/CFT

- Emerging risks and typologies
- Impacts of digital transformation
- Geopolitical shifts and their implications on AML/CFT

LEARNING OUTCOMES AND BENEFITS

By the end of the certificate program, participants should be able to:

- Understand the foundational concepts of money laundering and terrorist financing, including their methods, stages, and impacts on the global economy.
- Identify and interpret key international and national AML/CFT laws, regulations, and standards.
- Assess the risks associated with money laundering and terrorist financing in various sectors and develop strategies to mitigate these risks.
- Implement effective Customer Due Diligence (CDD) and Know Your Customer (KYC) procedures to verify and monitor client identities and activities.
- Recognize suspicious activities and understand the processes and responsibilities related to reporting these activities to relevant authorities.
- Develop, manage, and assess the effectiveness of an AML/CFT compliance program tailored to an organization's specific needs and risks.
- Stay updated with emerging threats and trends in the AML/CFT landscape, especially concerning digital currencies and new payment methods.
- Apply ethical considerations in the AML/CFT realm and understand the legal implications and obligations of AML/CFT compliance.
- Engage with case studies and real-world scenarios to apply theoretical knowledge to practical situations.

Certificate in Bank Branch Management

Mode of delivery:
Online/Face to Face.



Duration:
30 Hours



Course Fees:
UGX 900,000

Provider:
UIBFS



PROGRAM DESCRIPTION

This Branch management Certificate program teaches awareness of business essential and best practices competencies through delivering customer-focus service that creates customer value, drives revenue, improves process efficiencies, and serves customer needs through the branch network.

TARGET AUDIENCE

Bank and MFI senior and potential managers with a special focus on branch managers.

COURSE COVERAGE

- Retail Banking overview
- Business ethics and compliance
- People Management
- Performance management
- Products
- Operations
- Micro Credit Analysis
- Customer service quality
- Marketing
- Effective sales management
- Relationship management
- Financial management
- Tools for Managing and Hedging against Risk
- Managing the Future in a Global Marketplace

LEARNING OUTCOMES AND BENEFITS

At the end of this course participants will be able to:

- Identify the key features of bank products and services.
- Understand the function of data, processes and systems
- Guide employees to develop customer-focus behaviors to improve the branch productivity and customer outcomes.
- Appraise the effectiveness of branch sales workforce
- Analyze the role of the five key dimensions of customer service quality
- Identify the key role of long-term relationship management underlined by CRM
- Develop specific sales strategies for digital services
- Apply the CAMELS model and associated ratios to bank financial statements to identify and interpret key information content.

Certificate in Credit and Lending Practices

Mode of delivery:
Online & Face to Face.



Duration:
3 Months



Course Fees:
UGX 900,000

Provider:
UIBFS

PROGRAM DESCRIPTION

This comprehensive course on Credit and Lending Practices offers a deep dive into the principles and practices of consumer and commercial lending. With an emphasis on current regulations, risk assessment, and real-world applications, students will gain insights into how financial institutions operate in the realm of credit. The course covers everything from the basics of loan origination to advanced topics like ESG.

The course will help participants to develop a strong and consistent culture of customer and client-focused, credit & lending professionalism in banking, and contribute to financial stability in Uganda.

TARGET AUDIENCE

The course is designed for a wide audience, specifically:

- Graduates from universities who seek careers in credit.
- Professionals from other industries who wish to joining banking.
- Entrepreneurs and businesses involved in credit services.

COURSE COVERAGE

Module One

- The Credit environment.
- Types of borrowers.
- Credit products and services.
- Credit Analysis and Credit Risk Management.
- Credit delivery channels.
- Credit Policy.
- Credit information sharing.

Module Two

- Principles of sound lending.
- Security for Lending.
- Microfinance Lending.
- Islamic finance

Module Three

- Monitoring, Supervision/follow-up, and management of impaired assets.
- Module Four
- Regulation, legislation, and industry codes.
- Environment Social Governance and Green Financing.

LEARNING OUTCOMES AND BENEFITS

At the end of this course, participants will be able to:

- Explain the principles of lending and the credit environment.
- Understand the different types of borrowers and accompanying credit facilities.
- Describe the credit risk life cycle and how it's managed.
- Appreciate the social and regulatory requirements of lending and the potential damage to a financial institution's reputation from bad practice.
- Understand the features of lending sectors.
- Appreciate how financial institutions manage customers and loans when they experience difficulties.

Certificate Risk Management

Mode of delivery:
Online/Face to Face.



Duration:
3 Months



Course Fees:
UGX 900,000

Provider:
UIBFS

PROGRAM DESCRIPTION

Risk is key in any project yet is often misunderstood as to the huge value that it can deliver, both to the organization and to the people involved. This course is intended to offer an in-depth understanding of the risk management framework from start to finish. Developing a core understanding of the risk management framework, to embedding risk management within your organization's culture, to breaking behavior barriers that prevent successful implementation, you will finish with the ability to effectively and resourcefully assess and monitor risks using practical tools.

TARGET AUDIENCE

- Business Development staff
- Managers and Supervisors
- Project Managers and support staff
- Entrepreneurs
- Anyone interested in a career in risk management

COURSE COVERAGE

Introduction to Risk Management Concepts

- Introduction to Risk & Risk Management
- Risk Definition and Project Risk Management
- Critical Success Factors for Project Risk Management
- Overall and Individual Risk Roles and Responsibilities
- Organizational Risk Attitudes
- Organizational Structures

Risk Management Planning

- Critical Success Factors
- Risk Identification

- Project Resource Risks
- Tools and Techniques

Qualitative & Quantitative Risk Analysis

- Qualitative Risk Analysis
- Tools & Techniques
- Quantitative Risk Analysis
- Semi-Quantitative Risk Analysis
- Tools & Techniques

Risk Responses & Controlling

- Risk Response Planning
- Negative & Positive Risk Responses
- Measuring Results
- Risk Monitoring & Controlling

LEARNING OUTCOMES AND BENEFITS

This course will allow participants to:

- Understand how risk management can assist organizations to achieve their objectives and optimize decision making
- Learn about the benefits of risk management and its relationship with governance, assurance, and sustainability
- Know the types of risk faced by the organization and the concepts of positive and negative risk
- Gain an understanding of the importance of culture, communication, and behavior.
- Assess risk and select appropriate actions and controls using key tools
- Gain an insight into determining your organization's appetite and tolerance for risk

Certificate in Sustainable Finance

Mode of delivery:
Online & Face to Face.



Duration:
4 Months



Course Fees:
UGX 1,200,000

Provider:
UIBFS

PROGRAM DESCRIPTION

“Sustainable finance” refers to the integration of environmental, social, and governance (ESG) criteria into financial decision-making processes, with the aim of promoting sustainable economic growth and long-term stability. This Certificate course provides participants with the knowledge and skills required to understand sustainable finance – its scope, contribution to supporting action on climate change and sustainable development, the main actors and how financial institutions make decisions on sustainability-related issues.

TARGET AUDIENCE

The course is designed for a wide audience, including.

- Finance and Banking professionals interested in understanding how their activities might support the goals of sustainable development.
- Policymakers interested in understanding how the financial sector might support sustainable development.
- Companies interested in understanding how investors analyze and take account of sustainability issues.
- Civil society organizations interested in working with the finance sector.

COURSE COVERAGE

Module one:

Sustainable Finance: an introduction

1. Definition and importance of sustainable finance
2. Historical overview: evolution and key milestones
3. The role of the financial sector in supporting the transition to a sustainable, low-carbon economy.

Module Two:

Regulations and Global initiatives

1. Overview of global sustainable finance regulations and guidelines
2. Key international initiatives: The Paris Agreement, UN Principles for Responsible Investment (PRI), Sustainable Development Goals (SDGs)
3. The role of regulatory bodies and their impact on sustainable finance

Module Three:

Frameworks and Standards.

1. Overview of frameworks: Task Force on Climate-related Financial Disclosures (TCFD), Global Reporting Initiative (GRI), and others
2. The importance of standardization in sustainable finance reporting
3. Challenges and opportunities in adhering to multiple standards.

Module Four

ESG (Environmental, Social & Governance)

1. Definition and components of ESG
2. Case studies of ESG integration in business and investment
3. Challenges and criticisms of ESG Metrics

Module Five

Financial products and actors supporting sustainable finance.

1. Sustainable Finance Strategies and Products: An Overview
2. The Five Pillars of Sustainable Finance
3. Green Bonds
4. Green Loan Principles
5. Performance-based Instruments
6. In Focus: Sustainable Finance in Kenya
7. Leveraging and mainstreaming sustainable finance and FinTechs

Module six

Risk Management in Sustainable Finance

1. Identifying and assessing ESG risks
2. Climate risk modelling and its impact on financial decisions
3. Strategies for managing and mitigating ESG risks

Module seven:

Impact Investing and Measurement

1. Definition and principles of impact investing
2. Case studies of impact investing projects
3. Methods and challenges of measuring social and environmental impact

Module eight:

Stakeholder Engagement and Participation

1. Importance of stakeholder engagement in sustainable finance
2. Strategies for effective stakeholder communication
3. Reporting and transparency requirements for financial institutions

Module nine:

Ethics and Responsibility in sustainable Finance

1. Ethical considerations in finance and investment
2. Addressing greenwashing and ensuring genuine commitment
3. The fiduciary duty of financial professionals in the context of sustainability

Module ten:

Trends, Challenges and Future Outlook

1. Analyzing current trends in sustainable finance
2. The potential role of technology (e.g., AI, blockchain) in shaping the future.
3. Predictions and implications of global challenges, e.g., climate change, for the finance sector

Module Eleven:

Practical Applications and Case studies

1. Real-world examples of sustainable finance in action
2. Analysis of sustainability reports from major corporations
3. Group projects or simulations to design sustainable investment strategies.

LEARNING OUTCOMES AND BENEFITS

At the end of this course, participants will be able to:

Understand the Basics:

- Define sustainable finance and its importance in the modern economic landscape.
- Distinguish between traditional finance and sustainable finance.

Knowledge of ESG criteria

- Gain and apply knowledge and skills in measurement and evaluation of the key elements of ESG.
- Integrate ESG factors into financial decisions.

Integration in Financial Decisions

- Assess the risk and return implications of integrating sustainability factors.

Frameworks and Standards

- Work confidently within the confines of local and international conventions that regulate and shape sustainable finance practices.

Practical Application:

- Design a sustainable investment strategy for a given scenario.
- Evaluate the sustainability performance of an investment.

Market Trends

- Analyze the growth and trends in the sustainable finance sector.
- Recognize drivers behind increasing demand for sustainable investments.

Ethical Implications

- Reflect on the ethical considerations and responsibilities of financial professionals in promoting sustainability.
- Address potential conflicts of interest and devise approaches to mitigate them.

Financial Products and Instruments

- Identify and evaluate sustainable finance products such as green bonds, social bonds, and sustainable linked loans.
- Understand the advantages and challenges of various sustainable financial instruments.

Impact Measurement and Reporting

- Measure the environmental and social impact of investments.
- Evaluate the effectiveness and transparency of sustainability reports from corporations and financial institutions.

Certificate in Trade Finance

Mode of delivery:
Online & Face to Face.



Duration:
3 Months



Course Fees:
UGX 900,000

Provider:
UIBFS

PROGRAM DESCRIPTION

This course is aimed at all professionals who are looking to develop their knowledge of trade finance. It provides you, as a trade finance specialist, with a thorough understanding of international trade procedures, practices, and legislation.

TARGET AUDIENCE

The course is intended for individuals who wish to develop professional understanding of the main principles associated with international trade and finance.

COURSE COVERAGE

- The international trade environment.
- Parties involved in international trade and finance and their roles.
- Documents used in international trade and the Incoterms® 2020 rules.
- Contracts.
- Trade-based financial crime compliance.
- Methods of settlement.
- Documentary collections.
- Documentary credits
- Guarantees and standby letters of credit.
- Principles of Supply Chain Finance.
- Other forms of finance.
- Export credit insurance.
- Foreign exchange risk management
- Digital disruption and innovation.

LEARNING OUTCOMES AND BENEFITS

At the end of this course, participants will be able to:

- Understand the key principles and groups of international trade finance and the roles and responsibilities of the various parties involved.
- Interpret and apply the different methods of settlement and the rules that govern international trade.
- Investigate the various methods of financing international trade.
- Interpret the different documents used in international trade and their purposes.
- Understand the impact of digitization on international trade and finance.

Credit Courses

PROVIDER



ISO 9001:2008 CERTIFIED

**THE UGANDA INSTITUTE
OF BANKING AND
FINANCIAL SERVICES**

Advanced Credit Management

Mode of delivery:
Online & Face to Face.



Duration:
15 Hours



Course Fees:
UGX 750,000

Provider:
UIBFS

PROGRAM DESCRIPTION

This course introduces the advanced aspects of credit management tailored for banking professionals. Participants will explore contemporary risk assessment techniques, both quantitative and qualitative, and understand the intricacies of credit portfolio management. The course also introduces participants to the evolving digital landscape of credit management and emphasizes the importance of regulatory compliance, ethics, and future trends.

TARGET AUDIENCE

- Banking professionals involved in credit risk assessment and management.
- Financial analysts and consultants specializing in credit services.
- Bank executives seeking to understand the broader credit risk landscape.

COURSE COVERAGE

Introduction:

- Brief refresher on basic credit management principles
- Importance of advanced credit management in modern banking

Credit Risk Analysis:

- Definition and types of credit risks
- Advanced credit risk modeling
- Stress testing and scenario analysis
- Mitigating concentration risk

Quantitative Techniques in Credit Assessment:

- Probability of Default (PD)
- Loss Given Default (LGD)
- Exposure At Default (EAD)
- Credit Value at Risk (CVaR)
- Advanced statistical and machine learning models for credit scoring

Qualitative Credit Risk Assessment:

- Evaluating management and corporate governance
- Analyzing industry risks
- Socio-political and environmental risks in credit assessment

Credit Portfolio Management:

- Diversification and risk-return trade-offs
- Portfolio credit risk measurement
- Active vs. passive credit portfolio management

Credit Derivatives and Risk Transfer:

- Introduction to credit derivatives
- Credit default swaps (CDS)
- Collateralized debt obligations (CDOs)
- Risk participation agreements
- Pros and cons of risk transfer techniques

Advanced Collateral Management:

- Types of collateral and their evaluation
- Legal and operational considerations
- Haircuts and over-collateralization
- Monitoring collateral value and mitigating risks

Problem Loans and Restructuring:

- Early warning indicators
- Strategies for managing problem loans
- Restructuring and recovery techniques
- Impact of non-performing loans on bank's health

Regulation and Compliance in Credit Management:

- Basel accords and their implications.
- Credit risk-related regulatory reporting requirements
- Compliance and its role in advanced credit management

Digital Transformation in Credit Management:

- Fintech and its implications for credit management
- Big data, AI, and machine learning in credit assessment
- Automation in credit decision processes
- Cybersecurity concerns in digital credit operations

Ethical Considerations in Credit Management:

- Fair lending and discrimination
- Transparency and disclosure requirements
- Balancing profitability and social responsibility

Future Trends and Challenges in Credit Management:

- Evolving economic landscapes and their implications
- Emerging risks and uncertainties
- Continuous learning and skill development for credit professionals

LEARNING OUTCOMES AND BENEFITS

At the end of this training, participants will be able to:

- Conduct advanced credit risk assessments, considering both quantitative and qualitative factors.
- Employ state-of-the-art quantitative models to assess default probabilities and potential losses.
- Build and manage diversified credit portfolios, optimizing risk-reward trade-offs.
- Effectively utilize credit derivatives and risk transfer instruments to mitigate credit risk exposure.
- Implement collateral management techniques to safeguard lending activities.
- Successfully manage problem loans, implement restructuring strategies, and enhance recovery rates.
- Ensure compliance with relevant regulations and industry standards in credit risk management.
- Leverage digital tools and technologies for more efficient and data-driven credit decisions.
- Address ethical considerations in credit management, promoting responsible lending.

Advanced Debt Recovery Management

Mode of delivery:
Online and Face-to-Face.



Duration:
15 Hours



Course Fees:
UGX 550,000

Provider:
UIBFS



PROGRAM DESCRIPTION

In the ever-evolving banking landscape, mastering the intricacies of debt recovery is pivotal to a bank's profitability and reputation. "Advanced Debt Recovery for Bankers" delves deep into the sophisticated strategies, techniques, and technologies that drive effective and ethical debt recovery in the modern banking environment.

Spanning a comprehensive range of topics, this course takes participants from the foundational principles of credit risk management to the cutting-edge technologies transforming the debt recovery arena. With a keen focus on both theoretical understanding and practical application, participants will explore the legal and regulatory frameworks that shape the industry, delve into the nuances of non-performing loans, and master advanced collection techniques.

TARGET AUDIENCE

- Bank Executives and managers
- Collection Team Leads
- Credit Analysts
- FINTECH professionals
- Asset reconstruction professionals

COURSE COVERAGE

Introduction

- Background of Debt Recovery
- Importance of Efficient Debt Recovery for Financial Institutions

Legal and Regulatory framework

- Relevant Laws and Regulations
- Rights of the Creditor and Debtor

Advanced Credit Risk Assessment

- Importance of Credit Risk Assessment
- Advanced Techniques and Tools for Credit Risk Management
- Predictive Models for Default

Early warning signs of problematic Loans

- Financial Indicators
- Behavioral Indicators
- Industry and Economic Indicators

Non-performing Loan (NPL) Management

- Classification of NPLs
- Provisioning and Collateral Valuation
- Strategies for Reducing NPLs

Advanced Collection Techniques

- Traditional vs. Digital Collections
- Behavioral Techniques in Debt Recovery
- Collection Channels: Phone, Email, SMS, Legal
- Negotiation Techniques

Role of Technology in Debt Recovery

- Fintech Solutions and Digital Platforms
- Data Analytics and Machine Learning in Debt Recovery
- Automating the Debt Collection Process

Debt Recovery Models and Strategies

- In-house vs. Outsourcing
- Recovery for Different Types of Loans: Retail, Corporate, SMEs
- Sale of Distressed Assets

Litigation and Legal Recovery Process

- The Legal Process: From Summons to Execution
- Alternative Dispute Resolution Methods
- Costs, Benefits, and Risks of Litigation

Asset Recovery and Restructuring

- Techniques for Asset Tracking and Recovery
- Role of Asset Reconstruction Companies
- Strategies for Loan Restructuring and Refinancing

International Debt Recovery

- Cross-border Collection Challenges
- International Laws and Treaties
- Working with International Collection Agencies

Ethical Considerations in Debt Recovery

- Fair Debt Collection Practices
- Balancing between Effective Recovery and Customer Relations
- Ethical Dilemmas in Debt Recovery

Case Studies

- Real-life scenarios of problematic loans and effective recovery strategies
- Lessons learned from major banking crises related to debt issues.

Future of Debt Recovery in Banking

- Emerging Trends and Challenges
- Role of Cryptocurrencies and Blockchain in Debt Transactions
- Debt Recovery in a Post-COVID Economy

Workshops and Role-Playing Exercises

- Simulated Negotiation Sessions
- Strategy Development for Real-life Debt Cases

LEARNING OUTCOMES AND BENEFITS

At the end of this training, participants will be able to:

- Grasp the importance and complexities of efficient debt recovery in modern banking.
- Identify and operate within the legal and regulatory parameters of debt recovery in their jurisdiction.
- Utilize advanced tools and techniques to evaluate creditworthiness and predict loan defaults.
- Detect early indicators of problematic loans to initiate timely intervention.
- Apply sophisticated strategies and communication methods to maximize debt recovery.
- Choose and execute the most suitable debt recovery strategy, whether in-house, outsourced, or a hybrid model.
- Understand the complexities and techniques of cross-border debt recovery.
- Ensure all recovery efforts are executed within ethical guidelines, respecting debtor rights, and maintaining a positive customer relationship.
- Effectively represent the bank's interests in disputes and negotiations, ensuring favorable outcomes.

Asset Financing Enterprises

Mode of delivery:
Online & Face to Face.



Duration:
15 Hours



Course Fees:
UGX 550,000

Provider:
UIBFS

PROGRAM DESCRIPTION

The course is fundamental and provides the opportunity to acquire high level of knowledge and skills, and demonstrate greater professionalism in Asset financing, managing risks and adapting to trends in Asset Financing.

TARGET AUDIENCE

- Credit officers
- Credit Analysts
- Relationship officers
- Relationship Managers

COURSE COVERAGE

- Overview of Asset Financing
- The equipment and projects work Asset Financing
- Managing Risk in project and Asset Financing
- Strategies and ways for managing Asset Financing Clients
- Trends in Asset Financing
- Challenges encountered in Asset Financing
- Structural Asset Finance Deals

LEARNING OUTCOMES AND BENEFITS

- Know and handle Asset Financing.
- Understand the equipment and project worth asset Financing
- Understand how to manage risk in project and Asset Financing
- Understand the strategies and safest ways of engaging a client on Asset Financing.

Business Models for Decentralised Renewable Energy Technologies

Mode of delivery:
Online



Duration:
15 Hours



Course Fees:
UGX 550,000

Provider:
UIBFS

PROGRAM DESCRIPTION

This module takes the participants through the analysis of the financial performance of investments in decentralised RE systems. The Course provides an overview of existing business models generally applied in different market segments, while challenges such as customers' limited ability to pay or providers' limited investment capacity are considered. The course further introduces participants to business plan development and highlights the attributes of a good business plan that leads to credit approval

TARGET AUDIENCE

- Microfinance Institutions
- Other decentralised finance providers.
- Commercial Banks,
- Insurance Companies,
- Development Finance Institutions
- Managers/Team leaders in an NGO
- Staff of Private companies involved in the implementation process and operations of an RE project or the development of a financial product for sustainable energy and climate-related investments.

COURSE COVERAGE

- Understanding the Borrower's Investment Project
- Structuring of Business Models
- Viable investments in DRE systems
- Risk Mitigation
- Critical aspects and financial risks to be considered while carrying out the due diligence of loan applications
- Business plans for green energy investments
- Case studies in one of the following: solar irrigation systems, in solar cooling, commercial and industrial solar power in Uganda

LEARNING OUTCOMES AND BENEFITS

- Specify how business models are structured in the various DRE market segments to mitigate the risks and to make investments in DRE systems profitable and bankable.
- Explain to what extent investments in DRE systems are viable and how risks can be mitigated and managed.
- Lenders learn to identify critical aspects and financial risks to be considered while carrying out the due diligence of loan applications.
- Borrowers learn to name and structure aspects to be taken into account to elaborate a business plan for green energy investments or businesses.

Credit Analysis and Risk Management in Corporate Lending

Mode of delivery:
Online and Face-to-Face.



Duration:
15 Hours



Course Fees:
UGX 550,000

Provider:
UIBFS

PROGRAM DESCRIPTION

The course is designed to give participants the skills and strategies to book and manage lending portfolios in the context of an ever-changing banking environment.

TARGET AUDIENCE

The course is designed for:

- Credit analysts
- Credit managers,
- Corporate relationship managers
- Accountants.

COURSE COVERAGE

The course is designed to cover the following:

- The business environment and associated risks
- Marketing and mobilization of credit business for the bank
- Customer Service and Ethical conduct by Credit Staff
- The main elements of Credit Analysis
- An overview of the Banks' Lending Policies
- Loan Security and Covenants
- The loan appraisal process
- Financial Statements and Ratio Analysis to uncover key credit issues
- The role of non-financial analysis in credit assessment
- Cash Flow cycle and Analysis
- Breakeven and Debt Service
- Elements of a good loan proposal from bank customers

- Loan structuring
- Portfolio Management
- Problem Loan Management
- Documentation and Security Analysis in lending
- The Role of Credit Officers in the Credit department
- Completing a Credit Application

LEARNING OUTCOMES AND BENEFITS

At the end of the course the participant will be able;

- Understand various banking products on retail and corporate front
- Appreciate the risk and credit Processes followed by a banker.
- Understanding the documentation and monitoring processes of any credit
- Understanding the key concepts of credit analysis from a micro perspective.
- Know the various products and processes in retail & corporate lending.
- Learn to take decision on how, whom and what to lend, controlled, monitored and managed manner.

Climate Finance

Mode of delivery:
Online



Duration:
15 Hours



Course Fees:
UGX 550,000

Provider:
UIBFS



PROGRAM DESCRIPTION

This course introduces the participant to the world of climate finance. The course explains the climate finance structure and players and describes specific climate finance terminology and mechanisms.

TARGET AUDIENCE

- Microfinance Institutions
- Other decentralized finance providers.
- Commercial Banks,
- Insurance Companies,
- Development Finance Institutions
- Managers/Team leaders in an NGO
- Staff of Private companies involved in the implementation process and operations of an RE project or the development of a financial product for sustainable energy and climate-related investments.

COURSE COVERAGE

- Main Players and Institutions involved in the climate Finance landscape
- Sources of Climate finance
- Mechanism of climate finance
- Accessing the green climate fund
- The role of Renewables in Green Recovery Programmes
- Sustainable Finance

LEARNING OUTCOMES AND BENEFITS

- Introduction to SME finance
- Main aspects of a loan assessment for financing a green energy system
- Factors and financial ratios to make a positive decision to disburse a green energy small and medium enterprise (SME) loan

Credit Management Essentials

Mode of delivery:
Online & Face to Face.



Duration:
15 Hours



Course Fees:
UGX 550,000

Provider:
UIBFS

PROGRAM DESCRIPTION

This course aims to provide a strong foundation in credit management, preparing bankers to make sound credit decisions, manage risks effectively, and operate ethically in the financial industry. Participants will gain practical knowledge and skills that are directly applicable to their roles within banking institutions.

TARGET AUDIENCE

Entry-Level Banking Employees: Recent graduates or individuals new to the banking industry looking to develop a strong foundation in credit management can use this course to kickstart their careers.

COURSE COVERAGE

Introduction to Banking and Credit Management

- Historical background of banking
- Role and importance of credit in banking
- Basic terminology in banking and credit management

Principles of Credit

- The five C's of Credit: Character, Capacity, Capital, Collateral, and Conditions
- Importance of credit assessment

Understanding the Borrower

- Types of borrowers: Individuals, businesses, governments
- Customer profiling and credit scoring
- Assessing borrower's creditworthiness

Loan Products and Facilities

- Overview of various loan products: Personal loans, mortgages, auto loans, commercial loans, etc.
- Structured finance and syndicated loans
- Overdrafts and revolving credits

The Credit Process

- Loan origination
- Credit assessment and underwriting
- Documentation and legal considerations
- Loan disbursement and monitoring

Risk Management in Credit

- Introduction to credit risk
- Techniques for managing and mitigating credit risk
- Portfolio management and diversification
- Problem loans and non-performing assets: Identification, management, and recovery

Pricing of Loans

- Components of the interest rate: Base rate, spread, risk premium, etc.
- Factors influencing loan pricing
- Impact of external economic factors on loan pricing

Credit Monitoring and Control

- Early warning signals and covenants
- Loan reviews and audits
- Restructuring, refinancing, and rescheduling

Regulatory and Compliance Framework

- Banking regulations related to credit
- Compliance considerations for lenders
- Role of credit bureaus

Digital Transformation in Credit Management

- Impact of technology on credit processes: Fintech, AI, Big Data
- Automation in credit scoring and risk assessment
- Opportunities and challenges in digital credit management

Ethics in Credit Management

- Ethical considerations for lenders
- Transparency, fairness, and non-discrimination in credit decisions
- Ethical dilemmas and case studies

Case Studies and Group Discussions

- Real-life cases illustrating various aspects of credit management
- Group projects and presentations
- Q&A sessions with industry experts

LEARNING OUTCOMES AND BENEFITS

By the end of the of this program, participants will be able to:

- Apply the five C's of credit (Character, Capacity, Capital, Collateral, and Conditions) to assess borrower creditworthiness and make informed lending decisions.
- Analyse and differentiate between various loan products and facilities offered by banks.
- Demonstrate proficiency in the credit process, from loan origination to disbursement and monitoring.
- Employ risk management techniques to reduce credit risk and enhance portfolio quality.
- Accurately price loans considering various factors, ensuring competitiveness and profitability for the bank.
- Implement effective credit monitoring and control measures to prevent and manage non-performing loans.
- Navigate and adhere to banking regulations and compliance requirements, mitigating legal risks.
- Understand the implications of technological advancements on credit management, allowing for adaptation to the changing financial landscape.
- Integrate ethical principles into credit decision-making, promoting fairness and ethical conduct in lending operations.
- Develop critical thinking and problem-solving skills through case studies and real-life scenarios in the field of credit management.

Credit Origination and Analysis

Mode of delivery:
Online & Face to Face.



Duration:
15 Hours



Course Fees:
UGX 550,000

Provider:
UIBFS



PROGRAM DESCRIPTION

The course in Credit Origination and Analysis is an important course for team working in credit department. It furnishes them with knowledge that steers the credit initiation stage to recovery stage. It further provides a broader overview of the different stages that a borrower must go through before acquiring a loan facility.

TARGET AUDIENCE

- Graduate trainee,
- Relationship Officers,
- Credit officers,
- Credit Analysts,
- Recovery team

COURSE COVERAGE

- Overview of the Credit Process
- Credit Procedures
- Credit Analysis
- Credit Products and corresponding customer segment and needs
- The Role of Credit administration, Policies and Procedures
- Effective selling marketing and Productivity
- Qualitative and Quantitative/Financial Analysis
- Legal and Regulatory issues in the Credit Process

LEARNING OUTCOMES AND BENEFITS

- Minimize on unacceptable level of failed loan applications
- Reduce on Loan applications lacking supporting information for timely loan application processing and approval
- Get rid of wasted time (man hours) spent on reviewing loan applications at each stage
- Minimize Long turnaround time due insufficient information provided during the loan applications
- Avoid poor customer experience caused by delays in loan processing

Intermediate Credit Management

Mode of delivery:
Online & Face to Face.



Duration:
15 Hours



Course Fees:
UGX 550,000

Provider:
UIBFS



PROGRAM DESCRIPTION

This intermediate-level credit management course is designed to equip participants with the knowledge and skills necessary to navigate the complexities of credit management in a business context. Building upon the fundamentals, this course delves into advanced concepts and strategies to effectively assess credit risk, make informed credit decisions, manage existing credit relationships, and optimize debt collection processes. Participants will explore emerging trends, ethical considerations, and the impact of technology on credit management practices.

TARGET AUDIENCE

- Employees in the banking and financial services sector who need in-depth knowledge of credit management.
- Professionals responsible for debt collection, negotiation, and settlements.
- Professionals responsible for evaluating the creditworthiness of individuals and businesses and making credit decisions.

COURSE COVERAGE

Review of Basic Credit Management Concepts

- Recap of fundamental credit management principles.
- Credit policies and procedures.
- Credit risk assessment and scoring.

Advanced Credit Analysis

- Financial statement analysis.
- Industry and market analysis.
- Advanced credit scoring models.

Credit Decision Making

- Strategies for credit decisions.
- Legal and regulatory considerations.
- Credit limits and terms.

Credit Monitoring and Control

- Managing existing credit relationships.
- Credit reviews and updates.
- Handling exceptions and issues.

Debt Collection Strategies

- Techniques for effective debt collection.
- Legal and ethical considerations.
- Negotiation and settlement strategies.

Credit Reporting and Documentation

- Credit reporting agencies and credit reports.
- Credit documentation and record-keeping.
- Credit reporting compliance.

Credit Management Software and Tools

- Overview of credit management software.
- Automation and technology in credit management.

Risk Mitigation and Insurance

- Credit insurance and guarantees.
- Hedging and risk mitigation strategies.
- Protecting against credit losses.

Ethics and Compliance

- Ethical considerations in credit management.
- Compliance with laws and regulations.
- Corporate social responsibility in credit management.

Emerging Trends in Credit Management

- Digital transformation and its impact on credit management.
- Sustainable and ESG (Environmental, Social, and Governance) considerations.

LEARNING OUTCOMES AND BENEFITS

- Understand and apply advanced credit analysis techniques.
- Develop effective credit decision-making strategies.
- Enhance credit monitoring and control processes.
- Master debt collection strategies, including negotiation and settlement techniques.
- Explore international credit management and risk mitigation in the global context.
- Familiarize participants with credit management software and tools.
- Emphasize ethical considerations and compliance in credit management.
- Discuss emerging trends and their impact on the field.

Foundation Debt Recovery Management and Distress Handling

Mode of delivery:
Online and Face-to-Face.



Duration:
15 Hours



Course Fees:
UGX 550,000

Provider:
UIBFS

PROGRAM DESCRIPTION

The banking sector plays a pivotal role in the financial ecosystem, and central to its functioning is the ability to manage and recover debts effectively. This introductory course on Debt Recovery for Bankers is meticulously designed to cater to professionals aiming to gain a comprehensive understanding of the debt recovery process within the banking environment. Spanning eight modules, the course sheds light on the foundational concepts of debt recovery, diving deep into its importance, legal frameworks, best practices, and emerging trends.

TARGET AUDIENCE

- New Bank employees in credit and recovery roles
- Debt collection agencies
- Legal professionals
- Microfinance personnel

COURSE COVERAGE

Introduction to Debt Recovery

- Definition and importance of debt recovery in banking
- The life cycle of a loan
- The cost of bad debts to the banking industry
- Debt classifications: Performing vs. Non-performing loans.

Legal and Regulatory Framework

- Key laws and regulations governing debt recovery.
- Rights and obligations of the creditor and debtor
- Understanding the foreclosure process
- Legal implications and potential challenges

Debt Recovery Strategies and Techniques

Pre-default strategies

- Early warning signs
- Proactive communication with the borrower

Post-default strategies

- Classification of delinquent accounts

Different approaches based on the type and amount of debt.

- Debt restructuring and refinancing options.
- Use of technology in debt recovery
- Role of debt recovery agencies

Communication Skills and Techniques

- Importance of effective communication
- Strategies for effective negotiations
- Managing challenging situations and difficult clients
- Maintaining professionalism and empathy

Documentation and Record-Keeping

- Importance of accurate documentation
- Types of documents involved in debt recovery.
- Proper methods for record-keeping and storage
- Legal implications of documentation in the recovery process

Ethical Considerations and Customer Relations

- Maintaining customer dignity during the recovery process
- Balancing firmness with compassion
- Ethical dilemmas and their resolution
- Building and maintaining trust with clients during the recovery process

Studies and Practical Scenarios

- Real-world scenarios for application of knowledge
- Group discussions and analysis
- Role-playing to practice communication and negotiation techniques

Future Trends and Challenges in Debt Recovery

- The changing landscape of the banking sector and its impact on debt recovery
- Technological innovations in the field
- The future role of AI and machine learning in debt recovery

LEARNING OUTCOMES AND BENEFITS

Upon successful completion of this course, participants should be able to:

- Understand the Basics of Debt Recovery: Define debt recovery and its significance in the banking sector, differentiating between performing and non-performing loans.
- Identify and comprehend key laws and regulations governing debt recovery, including the rights and obligations of both creditors and debtors.
- Design and implement both pre-default and post-default recovery strategies tailored to specific debt scenarios, ensuring maximal recovery chances.
- Utilize negotiation skills and techniques to navigate conversations with debtors, emphasizing the importance of professionalism, empathy, and relationship-building in communications.
- Recognize the importance of accurate record-keeping in the debt recovery process, understanding the types and purposes of various documentation involved.
- Adhere to high ethical standards in all aspects of debt recovery, balancing firmness with compassion, and ensuring respect for debtor rights and dignity.
- Evaluate and derive actionable insights from real-world debt recovery scenarios, leveraging group discussions, role-plays, and case studies.
- Understand the evolving landscape of the banking sector, recognizing the role of technology and emerging trends in the field of debt recovery.

Fundamentals of Mortgage Lending

Mode of delivery:
Online and Face-to-Face.



Duration:
15 Hours



Course Fees:
UGX 550,000

Provider:
UIBFS

PROGRAM DESCRIPTION

Mortgages are a vital part of the financial services sector, and the market relies on qualified lenders, to provide these loans in a fair, reasonable fashion. Either through incompetence or negligence, failure to understand the basics of mortgage lending can significantly undermine an organization's reputation. It's a complicated discipline that can confuse newcomers as much, if not more so, than customers.

TARGET AUDIENCE

- This course is suitable for:
- Loan officers.
 - Mortgages Processors.
 - Loans Underwriters.
 - Bank branch managers.
 - Mortgage Loan Originators.
 - Credit analysers.
 - Mortgage bankers.

COURSE COVERAGE

The course is designed to cover the following:

- History of Mortgage Lending.
- The role of the Mortgage loan Originator.
- The mortgage application form.
- Analysing credit references.
- Supporting documentation.
- Qualifying income.
- Non-traditional mortgage products.
- Pricing and Rate Locks.
- Packaging Mortgage transactions.
- Marketing mortgage products.

LEARNING OUTCOMES AND BENEFITS

At the end of this training, participants will be able to:

- Review a borrower's personal financial information.
- Effectively handle all the details of the mortgage application process.
- Distinguish between the roles of Mortgage originators, processors and underwriters.
- Disclose to clients laws which protect them.
- Determine the advantages and disadvantages of different mortgage products.
- Position mortgage products effectively in a purchase environment.
- Increase your proficiency and chances of success.

Islamic Finance

Mode of delivery:
Online



Duration:
15 Hours



Course Fees:
UGX 550,000

Provider:
UIBFS

PROGRAM DESCRIPTION

This comprehensive course introduces participants to the world of Islamic Finance, a rapidly growing sector that melds financial expertise with Islamic principles. Through a mix of theoretical understanding and real-world case studies, learners will explore the foundational concepts, instruments, and institutions that shape the Islamic financial landscape. From historical origins to cutting-edge innovations in fintech, this course offers an in-depth look at how Islamic Finance operates within and contributes to the global financial system.

TARGET AUDIENCE

- Loan Officers
- Loan underwriters
- Bank Branch managers

COURSE COVERAGE

Introduction to Islamic Finance

- Definition and overview
- Historical development and evolution
- Significance in the modern financial world

Fundamental Principles

- Prohibition of Riba (interest)
- Prohibition of Gharar (excessive uncertainty)
- Prohibition of Haram (forbidden) investments (e.g., alcohol, pork, gambling)
- Profit and loss sharing
- Asset-backed financing
- Ethical considerations and social responsibility

Primary Instruments and Contracts

Murabaha (cost-plus financing)

- Mudaraba (profit-sharing partnership)
- Musharaka (joint venture partnership)
- Ijara (leasing)
- Salam and Istisna (forward and manufacturing contracts)
- Sukuk (Islamic bonds)
- Takaful (Islamic insurance)
- Wakala (agency agreement)
- Qard Hassan (benevolent loan)

Banking and Financial Institutions

- Islamic commercial banks
- Islamic investment banks
- Islamic microfinance institutions
- Regulatory bodies (e.g., Accounting and Auditing Organization for Islamic Financial Institutions - AAOIFI)

Islamic Capital Markets

- Introduction and importance
- Sukuk market: structure, types, and development
- Equity markets: Shariah-compliant stocks and indices
- Funds management: Shariah-compliant funds and portfolios

Takaful and Re-Takaful

- Principles and operations of Takaful
- Difference between Takaful and conventional insurance
- Types of Takaful models (e.g., Mudaraba, Wakala, Hybrid)
- Re-Takaful and its significance

Regulation and Governance

- Regulatory landscape across key Islamic finance markets
- Shariah governance and compliance
- Standard-setting bodies and their roles (e.g., AAOIFI, Islamic Financial Services Board - IFSB)

Economic Impact and Challenges

- Economic benefits of Islamic finance
- Link between Islamic finance and economic growth
- Current challenges facing the industry
- Potential solutions and future outlook

Innovations and Fintech in Islamic Finance

- Digital banking and mobile solutions
- Blockchain and smart contracts in Islamic finance
- Robo-advisory and algorithm-driven investments

Comparative Analysis

- Differences between Islamic and conventional finance
- Synergies and collaborations between both systems
- Areas of potential convergence

LEARNING OUTCOMES AND BENEFITS

At the end of this course, participants will be able to:

- Describe the core principles and concepts underpinning Islamic finance.
- Differentiate between Islamic finance and conventional finance systems.
- Understand the historical evolution and growth trajectory of Islamic finance.
- Identify and explain the key financial instruments and contracts in Islamic finance.
- Analyze the structures and implications of key contracts such as Murabaha, Mudaraba, and Sukuk.
- Assess the suitability and application of various Islamic financial instruments in different contexts.
- Evaluate the role and operations of different Islamic banking and financial institutions.
- Understand the regulatory and governance frameworks governing Islamic financial institutions.
- Explore the structure and significance of the Islamic capital markets.
- Analyze the mechanisms behind Shariah-compliant stocks, Sukuk, and funds management.
- Understand the principles and operations of Takaful and its distinction from conventional insurance.
- Describe the mechanisms and benefits of Re-Takaful in risk management.

Lending to Small and Medium Enterprises

Mode of delivery:
Online



Duration:
15 Hours



Course Fees:
UGX 550,000

Provider:
UIBFS



PROGRAM DESCRIPTION

The course is designed to provide small business lenders the tools, knowledge and skills to screen, analyse, underwrite, structure and monitor loans to small and medium enterprises. The methods include working with small businesses that have “substandard” financial information.

The course was designed by Shore Bank Advisory Services, Chicago in collaboration with the Uganda Institute of Banking and Financial Services.

TARGET AUDIENCE

This course is suitable for:

- Managers of credit departments.
- Bank branch manager.
- Branch supervisors.

COURSE COVERAGE

The course is designed to cover the following:

- Introduction to SME lending and the importance of the cash flow.
- Step by step: The loan process.
- Management, Market and Money (The 3M's).
- Financial statement analysis for lenders (income statement and balance sheet).
- Ratios, loans structuring, closing.
- Loan documentation.
- Portfolio management.
- Monitoring and managing problem loans.
- Marketing and sales of loans.

LEARNING OUTCOMES AND BENEFITS

At the end of this program, participants will be able to:

- Understand the business lending environment.
- Conduct a practical analysis of the credit risk of a loan proposal.
- Develop a loan structure to serve both borrower and lender.
- Appreciate the process of loan monitoring and credit risk management.
- Propose actions required for credit risk management.

National Policies and Characteristics of Green Energy Markets

Mode of delivery:

Online



Duration:

15 Hours



Course Fees:

UGX 550,000

Provider:

UIBFS

PROGRAM DESCRIPTION

This Course introduces the participants to the solar photovoltaic technology as the cost-effective technology for electrifying communities, from households to agricultural and small or bigger commercial sites. The course will focus on examples and common business models of these smaller-scale projects related to solar energy and Green Banking for Recovery

TARGET AUDIENCE

- Microfinance Institutions
- Other decentralised finance providers.
- Commercial Banks,
- Insurance Companies,
- Development Finance Institutions
- Managers/Team leaders in an NGO
- Staff of Private companies involved in the implementation process and operations of an RE project or the development of a financial product for sustainable energy and climate-related investments.

COURSE COVERAGE

- Electricity access in Sub-Saharan Africa recognise the usefulness of decentralized renewable energy solutions and decentralised renewable energy applications
- Solar photovoltaic applications relevant for applications: from small productive use systems in the agricultural value chain to commercial applications and small IPPs
- Application of solar PV in different sectors and use cases
- Policy and Electricity market Framework
- RE technologies, their planning and cost relevant aspects: (Solar. Thermal, Small Wind power planning, Small Hydropower, Biogas planning)
- Systematic approaches to Energy Saving

LEARNING OUTCOMES AND BENEFITS

- Participants who would like to get a better understanding of other relevant technologies, such as solar thermal, small hydropower, small wind and biogas plants
- Understand the situation of electricity access in Sub-Saharan Africa
- Recognise the usefulness of decentralized renewable energy solutions
- Familiarize themselves with examples of decentralised renewable energy applications
- Describe the basics of the solar photovoltaic technology and systems
- Describe potential applications: from small productive use systems in the agricultural value chain to commercial applications and small IPPs
- Illustrate application of solar PV in different sectors and use cases, as well as the CAPEX/OPEX

SME Finance for Small Scale Green Energy

Mode of delivery:
Online



Duration:
15 Hours



Course Fees:
UGX 550,000

Provider:
UIBFS

PROGRAM DESCRIPTION

This Course is directed at financial institutions and clean energy market sector players interested in scaling up lending activities to decentralised renewable energy (DRE) and energy efficient (EE) technologies. Involvement of local financial institutions in access to energy lending is critical to ensure the development of a locally owned renewable energy sector in Uganda. Knowledge in financing RE & EE projects is known to be the key for the sustainable development of clean and secure energy supplies

TARGET AUDIENCE

- Insurance Companies,
- Development Finance Institutions
- Managers/Team leaders in an NGO
- Staff of Private companies involved in the implementation process and operations of an RE project or the development of a financial product for sustainable energy and climate- related investments.
- Commercial Banks,
- Microfinance Institutions

COURSE COVERAGE

- Loan Assessments for financing small- scale energy systems
- Introduction to SME Finance
- Process of loan assessments for green SMEs
- Factors and Financial ratios in decision making for disbursement of green energy loans for SMEs
- Renewable Energy Project Finance
- Introduction to Energy Efficiency Projects

LEARNING OUTCOMES AND BENEFITS

- Introduction to SME finance
- Main aspects of a loan assessment for financing a green energy system
- Factors and financial ratios to make a positive decision to disburse a green energy small and medium enterprise (SME) loan

Trade Finance – Principles and Practice

Mode of delivery:
Online and Face-to-Face



Duration:
15 Hours



Course Fees:
UGX 550,000

Provider:
UIBFS



PROGRAM DESCRIPTION

The course intends to provide a strong understanding of the structure of the main trade finance products (L/Cs, guarantees, bonds, factoring, forfeiting and securitisation). In addition to the role of commodity finance, counter trade and insurance structures.

TARGET AUDIENCE

The course is designed for:

- Newly recruited trade finance bankers
- Executives in Export
- Credit Agencies
- Credit Analysts, Corporate
- Relationship Managers
- Senior Back Office staff.
- Transactional Managers and officers

COURSE COVERAGE

The course is designed to cover the following:

- Overview of international trade
- Incoterms 2012
- Documentation in International Trade
- Methods of Payment
- Letters of Credit
- Contract guarantees, bonds and indemnities
- Structured Trade Finance
- Commodity finance & Warehouse Receipt System
- Risks and Fraud in Trade Finance
- Emerging trends in Trade and Finance.

LEARNING OUTCOMES AND BENEFITS

At the end of the course the participants will be able:

- Identify customer needs and recommend appropriate trade product solutions
- ways of mitigating the underlying risks associated with trade finance transactions
- Understanding the processes involved in documentary collections, documentary letters of credit and guarantees, including the responsibilities of the various parties.
- Develop an understanding of current technical language, methods and practices of trade and finance.

Fintech and Digital Courses

PROVIDER



**THE UGANDA INSTITUTE
OF BANKING AND
FINANCIAL SERVICES**

Cyber Security in Banking

Mode of delivery:
Physical/Online



Duration:
30 Hours



Course Fees:
UGX 900,000

Provider:
UIBFS

PROGRAM DESCRIPTION

This comprehensive course explores the pivotal realm of cybersecurity within the banking sector. As financial institutions increasingly shift to digital platforms, the importance of robust cybersecurity measures becomes paramount. Participants will journey through the diverse IT ecosystems of banks, exploring the ever-evolving threat landscape. Through a combination of theoretical lessons, real-world case studies, and practical labs, students will grasp how to build, implement, and maintain robust security systems within a banking environment.

TARGET AUDIENCE

- Bank IT Professionals
- Application Developers and Engineers
- Cyber Security Specialists
- Banking Executives and decision makers
- Compliance and legal professionals
- Frontline Banking Employees

COURSE COVERAGE

Introduction to Cybersecurity in Banking

- Importance of cybersecurity in the financial sector
- Historical cyber-attacks in banking and lessons learned.
- Regulatory landscape (e.g., GDPR, CCPA, PSD2)

Understanding the Banking IT Ecosystem

- Core banking systems and their architectures
- Digital banking platforms: Web, Mobile, and APIs
- Third-party integrations and partner ecosystems
- Emerging technologies: Blockchain, AI, IoT

Threat Landscape for Banking

- Types of threats: Phishing, ransomware, DDoS, insider threats
- Advanced Persistent Threats (APTs)
- Cybercrime and organized crime syndicates
- Nation-state threats

Security Policies and Governance

- Developing security policies and procedures
- Incident response planning and management
- Risk assessment and management
- Security awareness and training

Securing Banking Infrastructure

- Network security: Firewalls, IDS/IPS, Network segmentation
- Endpoint security: Anti-malware, EDR, Mobile Device Management
- Cloud security considerations for banking
- Secure configurations and patch management

Application Security

- Secure software development life cycle (SDLC)
- Application penetration testing and code reviews
- API security
- Third-party software and open-source components

Identity and Access Management (IAM)

- User authentication and authorization mechanisms
- Multi-factor authentication (MFA)
- Role-based access control (RBAC)
- Privileged access management (PAM)

Data Protection and Privacy

- Data classification and handling
- Encryption standards and best practices
- Data masking and tokenization
- Data breach response and notifications

Fraud Detection and Prevention

- Behavioral analytics and heuristics
- Real-time monitoring and alerts
- Integrating AI and machine learning for fraud prevention

Security Testing and Auditing

- Vulnerability assessments
- Penetration testing
- Red teaming and blue teaming exercises
- Compliance audits: PCI-DSS, ISO 27001, etc.

Emerging Threats and Future Considerations

- Security challenges with quantum computing
- Security for decentralized finance (DeFi) and digital currencies
- AI-driven cyber threats

Case Studies

- Analysis of prominent cyber-attacks in the banking sector
- Lessons learned and remediation steps.

LEARNING OUTCOMES AND BENEFITS

- Articulate the significance of cybersecurity in the banking context, referencing past incidents and regulatory landscapes.
- Distinguish between different components of the banking IT ecosystem, including core banking systems, digital platforms, and emerging technologies.
- Identify and analyse varied threats faced by banks, evaluating their origins, impacts, and mitigation strategies.
- Formulate robust security policies tailored to banking needs and ensure governance structures that promote swift incident responses.
- Implement security measures across different layers, from network and infrastructure to applications and data.
- Optimize Identity and Access Management (IAM) for banking operations, ensuring only authenticated and authorized access.
- Adopt and adapt to evolving data protection and privacy protocols, staying abreast with global standards and regulations.
- Evaluate banking systems for vulnerabilities and threats through testing, audits, and real-world simulation exercises.
- Predict and prepare for future challenges in banking cybersecurity, leveraging insights on emerging technologies and threats.
- Apply acquired knowledge in real-world settings, preventing cyber threats and responding efficiently if breaches occur.

Digital Banking and FINTECH

Mode of delivery:
Physical/online



Duration:
30 Hours



Course Fees:
UGX 900,000

Provider:
UIBFS



PROGRAM DESCRIPTION

The “Digital Banking and FinTech” course offers an in-depth exploration of the revolutionary intersection between traditional banking and modern technology. This course examines the transformation of the financial services industry due to disruptive technologies, emerging business models, and shifting customer expectations. Students will gain insights into the digital tools and platforms reshaping the world of finance and will explore both the opportunities and challenges these changes present.

TARGET AUDIENCE

- Bank IT Professionals
- Application Developers and Engineers
- Cyber Security Specialists
- Banking Executives and decision makers
- Compliance and legal professionals
- Frontline Banking Employees

COURSE COVERAGE

Introduction to Digital Banking and FinTech

- Definition and Evolution of Banking
- Introduction to Financial Technology (FinTech)
- Key Trends and Innovations

Digital Banking Infrastructure

- Core Banking Systems
- Cloud Computing in Banking
- API (Application Programming Interface) Banking
- Open Banking Concepts

Digital Banking Channels

- Mobile Banking
- Internet Banking
- Digital-only Banks (Neobanks)
- Omnichannel Banking

Introduction to FinTech Sectors

- Payments and Transfers (e.g., PayPal, Square, TransferWise)
- Lending Platforms (e.g., Lending Club, OnDeck)
- Robo-Advisors and Wealth Management (e.g., Betterment, Wealthfront)
- InsurTech (e.g., Lemonade)
- RegTech: Regulatory and Compliance Technologies
- Blockchain and Cryptocurrencies (e.g., Bitcoin, Ethereum)

Digital Customer Experience

- Personalized Banking Experiences
- Chatbots and Virtual Assistants
- AI in Customer Insights and Analytics

Security and Privacy in Digital Banking

- Digital Identity and Verification
- Cybersecurity in Banking
- Data Privacy and GDPR

Regulatory Environment and Compliance

- Global FinTech Regulations (e.g., PSD2 in Europe)
- Role of Regulatory Bodies
- Challenges and Opportunities in Regulation

Innovative FinTech Business Models

- Marketplace Banking
- Banking as a Service (BaaS)
- Peer-to-Peer Lending
- Crowdfunding

Strategic Challenges and Opportunities for Traditional Banks

- Digital Transformation in Legacy Banks
- Partnership vs. Competition with FinTechs
- Role of Innovation Labs

Global Perspectives on Digital Banking and FinTech

- Case Studies: Europe, North America, Asia, Africa, Latin America
- Regional Challenges and Innovations

The Future of Digital Banking and FinTech

- Predictions and Emerging Trends
- Role of AI, Big Data, and Advanced Analytics
- The Evolution of Blockchain and Potential Use Cases

LEARNING OUTCOMES AND BENEFITS

By the end of this course, students will be able to:

- Understand the foundational principles of digital banking and the role of FinTech in the modern financial ecosystem.
- Identify the primary technological drivers behind the evolution of the financial services industry.
- Assess the strategic implications of digital banking and FinTech innovations for traditional financial institutions.
- Explain the regulatory frameworks governing digital banking and FinTech globally and recognize the complexities of operating within these frameworks.
- Differentiate between various FinTech sectors, including payments, lending platforms, robo-advisors, InsurTech, RegTech, and more.
- Evaluate the security and privacy concerns associated with digital banking and understand best practices for managing these risks.
- Analyze the business models of successful digital-only banks and FinTech companies, drawing insights from case studies across diverse geographies.
- Predict future trends in the banking and FinTech spaces, backed by current data and emerging technologies.
- Participate knowledgeably in discussions related to financial technology, whether in professional settings, further academic pursuits, or personal investment decisions.

Digital Payment Systems in Banking

Mode of delivery:
Physical/online



Duration:
30 Hours



Course Fees:
UGX 900,000

Provider:
UIBFS

PROGRAM DESCRIPTION

In the age of rapid technological evolution, the ways in which we transact and interact with money have transformed dramatically. This course delves into the mechanisms, technologies, challenges, and opportunities presented by digital payment systems within the banking sector. Participants will gain insight into the types of digital payment methods, the technologies that power them, and the role banks play in this evolving ecosystem. From understanding risks to predicting the future of digital transactions, this course offers a comprehensive look into the world of digital banking payments.

TARGET AUDIENCE

- Bank IT Professionals
- Application Developers and Engineers
- Cyber Security Specialists
- Banking Executives and decision makers
- Compliance and legal professionals
- Frontline Banking Employees

COURSE COVERAGE

Introduction to Digital Payments

- Definition and Overview
- History of Digital Payments
- Importance in the Modern Economy

Types of Digital Payment Methods

- Credit & Debit Cards
- Mobile Wallets (e.g., Apple Pay, Samsung Pay)
- Online Bank Transfers
- Contactless Payments
- Cryptocurrencies and Blockchain-based Payments
- Peer-to-Peer (P2P) Platforms (e.g., Venmo, PayPal)
- QR-code based payments.

Technology Behind Digital Payments

- Secure Socket Layer (SSL) Encryption
- Tokenization
- Near-Field Communication (NFC)
- Real-time Payment Systems
- Distributed Ledger Technology

Role of Banks in Digital Payments

- Issuing Digital Currencies
- Facilitating Interbank Transfers
- Authenticating and Authorizing Transactions
- Ensuring Regulatory Compliance

Digital Payment Ecosystem

- Payment Service Providers (PSPs)
- Payment Gateways
- Merchant Service Providers

Risks Associated with Digital Payments

- Fraud and Unauthorized Transactions
- Data Breaches
- Phishing and Social Engineering Attacks
- System Failures and Downtimes
- Regulatory and Compliance Risks

Security Measures and Best Practices

- Two-factor Authentication (2FA) & Multi-factor Authentication (MFA)
- Biometric Verification
- Secure Coding Practices for Digital Payment Platforms
- Regular Security Audits and Assessments

Regulatory Landscape and Compliance

- Know Your Customer (KYC) and Anti-Money Laundering (AML) Policies
- Payment Card Industry Data Security Standard (PCI DSS)
- GDPR and Data Protection Principles
- Local and Global Regulatory Bodies

Future of Digital Payments

- Integration of Internet of Things (IoT) in Payments
- Role of Artificial Intelligence in Fraud Detection
- Central Bank Digital Currencies (CBDCs)
- Cross-border Payment Solutions
- Evolution of Cryptocurrencies in the Banking Sector

Case Studies

- Success stories of digital payment integrations
- Analysis of major payment breaches and lessons learned
- Innovative digital payment solutions from around the world

LEARNING OUTCOMES AND BENEFITS

By the end of this course, participants will be able to:

- Analyze the historical evolution and modern importance of digital payments in the global economy.
- Differentiate between various digital payment methods, including their benefits, limitations, and appropriate use-cases.
- Understand the underlying technologies, such as SSL encryption, tokenization, NFC, and blockchain, that power digital transactions.
- Assess the role of banks in the digital payment landscape, from transaction authentication to regulatory compliance.
- Identify the primary risks, including fraud, data breaches, and system failures, associated with digital payments and the strategies employed to address them.
- Apply best practices in ensuring security and privacy when dealing with digital payment systems.
- Engage with current trends and innovations in the digital payment space, including the integration of IoT, AI, and the rise of CBDCs.
- Evaluate real-world case studies to understand the practical challenges and solutions in digital payment implementations.

Identity Access Management

Mode of delivery:
Online – Instructor Led



Duration:
15 Hours



Course Fees:
UGX 750,000
per Level

Provider:
UIBFS



PROGRAM DESCRIPTION

Identity Access Management (IAM) is a foundational element in cybersecurity, orchestrating the appropriate access to system resources based on a user's role and responsibilities. This course delves deep into the mechanisms behind IAM, covering key concepts such as roles, permissions, authentication mechanisms, and the lifecycle of identity access. Through a blend of theoretical discussion and practical labs, participants will grasp the importance, implementation strategies, and best practices surrounding IAM.

TARGET AUDIENCE

- Bank IT Professionals
- Application Developers and Engineers
- Cyber Security Specialists
- Banking Executives and decision makers
- Compliance and legal professionals
- Frontline Banking Employees

COURSE COVERAGE

Introduction to Identity Access Management

- Definition and Purpose
- Evolution of IAM
- The Importance of IAM in Cybersecurity

Key Concepts and Components

- Users, Identities, and Credentials
- Roles, Groups, and Permissions
- Policies and Rules
- Single Sign-On (SSO) and Multi-Factor Authentication (MFA)

IAM Lifecycle

- Identity Lifecycle (Provisioning, Review, Modification, and De-provisioning)
- Access Lifecycle (Request, Approval, Certification, and Re-certification)

IAM Solutions and Implementation

- On-premise vs. Cloud IAM
- Directory Services (e.g., Active Directory, LDAP)
- IAM Platforms and Tools (e.g., Okta, Azure AD, AWS IAM)
- Implementation Best Practices

Identity Federation and Single Sign-On (SSO)

- Introduction to SSO
- SAML, OAuth, and OpenID Connect
- Benefits and Challenges of Federation

Multi-Factor Authentication (MFA)

- Definition and Importance of MFA
- Different Methods of MFA (Tokens, SMS, Biometrics)
- Implementing MFA

Role-Based Access Control (RBAC) and Attribute-Based Access Control (ABAC)

- Principles of RBAC
- Advantages of ABAC
- Deciding Between RBAC and ABAC

IAM Governance and Compliance

- Governance Models and Frameworks
- Auditing and Monitoring
- Reporting and Compliance (e.g., GDPR, HIPAA, SOX)

Security Concerns and Best Practices

- Common IAM Threats and Vulnerabilities
- Best Practices for Securing IAM Systems
- IAM and Insider Threats

IAM in the Future: Trends and Challenges

- IAM and Internet of Things (IoT)
- Decentralized Identity and Blockchain
- Continuous Authentication

LEARNING OUTCOMES AND BENEFITS

By the end of this course, participants will be able to:

- Define and explain the fundamental concepts and terminologies associated with IAM.
- Design and implement an effective IAM strategy tailored to specific organizational needs.
- Differentiate between RBAC and ABAC and decide on the appropriate approach for varied situations.
- Configure and deploy Single Sign-On and Multi-Factor Authentication mechanisms for diverse applications.
- Recognize and mitigate common threats and vulnerabilities associated with identity and access management.
- Monitor, audit, and ensure compliance with relevant regulations and standards related to IAM.
- Forecast potential challenges and shifts in the IAM landscape and devise strategies to address these changes proactively.
- Apply hands-on skills in real-world IAM scenarios, ensuring secure, efficient, and compliant access management.

Legal and Regulatory Aspects of Fintechs and Digital Financial Services in Uganda

Mode of delivery:
Online and Face-to-Face



Duration:
15 Hours



Course Fees:
UGX 550,000

Provider:
UIBFS

PROGRAM DESCRIPTION

Innovations in financial services have driven rapid acceleration in digital products such as online banking, mobile money, electronic payments etc. This trend has increased discourse on “the future of banking” and brought to the fore non-bank players such as financial technology (Fintech) firms.

The advent of Fintech and digital financial services (DFS) has increased opportunities for financial inclusion and customer-focused service, but also has generated new risks such as cyber risk, online fraud, and shadow banking. These new challenges have created new legal and regulatory measures that are worth contextualizing in the Ugandan reality.

TARGET AUDIENCE

The course is designed for:

- Bank Legal officers
- Bank managers.
- Supervisors in banks.
- Mid to Senior level Managers
- Human Resource Managers
- Human Resource officers
- Practicing Advocates
- Financial sector innovators
- Regulators
- Individuals aspiring to work in bank legal department

COURSE COVERAGE

The course is designed to cover the following:

1. Overview of Fintechs in Banking and Financial Services
2. Overview of Bank Digital products such as;
 - Online and Mobile banking
 - Electronic payments
 - BACS (Bank Automated Clearing Services)
 - CHAPS (Clearing House Automated Payments System)
 - Home Banking
3. Overview of Digital Banking risks; cyber risk, online fraud, and shadow banking etc.
4. Legal and Regulatory aspects of Fintechs and Digital Financial services in Uganda
 - Electronic Transactions Act, 2011
 - Computer Misuse Act, 2011
 - Data Protection and Privacy Act, 2019
 - Security Interests in Movable Property Act, 2019
 - National Payment Systems Act, 2020
 - Legal Aspects of EFT transactions

LEARNING OUTCOMES AND BENEFITS

At the end of this training, participants will be able to:

- Have an overview of Fintechs and the role in Banking and Financial Services
- Understand the different digital products of Banks and Financial institutions
- Understand the legal and regulatory issues relating to Fintechs, Banks, Financial services and digital products.

Mobile Banking Security

Mode of delivery:
Online – Instructor Led



Duration:
16 Hours
per Level



Course Fees:
UGX 750,000
per Level

Provider:
UIBFS



PROGRAM DESCRIPTION

This course provides a comprehensive examination of mobile banking security, highlighting the evolution, current landscape, and emerging challenges in the domain. Learners will delve deep into the vulnerabilities and threats faced in mobile banking while gaining insights into robust security measures, regulatory frameworks, and advanced protections. Through a combination of lectures, real-world case studies, and hands-on activities, participants will be equipped with the knowledge and skills needed to understand and navigate the ever-evolving world of mobile banking security.

TARGET AUDIENCE

- Bank IT Professionals
- Application Developers and Engineers
- Cyber Security Specialists
- Banking Executives and decision makers
- Compliance and legal professionals
- Frontline Banking Employees

COURSE COVERAGE

Introduction to Mobile Banking

- History and Evolution of Mobile Banking
- The Role of Mobile Banking in Today's Digital Age
- Overview of Mobile Banking Features

Threats and Vulnerabilities in Mobile Banking

- Overview of Cyber Threats
- Malware, Spyware, and Trojans
- Phishing and Social Engineering
- Man-in-the-Middle (MitM) Attacks
- App-based Vulnerabilities
- Mobile Device Vulnerabilities (e.g., OS exploits)

Fundamentals of Mobile Security

- Mobile Operating Systems and Their Security Features
- Mobile App Sandboxing
- Mobile Device Management (MDM)
- Encryption in Mobile Devices

Secure Mobile Banking Practices

- Using Strong and Unique Passwords
- Multi-Factor Authentication (MFA) for Mobile Banking
- Secure Wi-Fi and Data Transmission
- Recognizing and Avoiding Phishing Scams
- Safe Downloading and Installing of Banking Apps
- Regularly Updating Mobile Banking Apps and OS

Mobile Banking Regulatory and Compliance Framework

- Global and Regional Regulatory Bodies
- Key Regulations for Mobile Banking (e.g., GDPR, PSD2, etc.)
- Role of Compliance in Ensuring Security

Advanced Security Measures for Mobile Banking

- Biometric Authentication in Banking
- Tokenization in Mobile Payments
- Behavioural Biometrics
- Advanced Encryption Techniques
- Integration of AI and Machine Learning for Fraud Detection

Security Case Studies

- Real-life Mobile Banking Breaches
- Lessons Learned from Past Breaches
- How Companies Responded and Adapted

Future of Mobile Banking Security

- Emerging Threats and Challenges
- Role of Blockchain in Enhancing Security
- Quantum Computing and Its Implications
- Future Innovations in Mobile Banking Security

LEARNING OUTCOMES AND BENEFITS

- Comprehend the evolution and significance of mobile banking in the modern digital era.
- Identify and describe the common threats and vulnerabilities linked to mobile banking, including malware, phishing, MitM attacks, and more.
- Implement best practices for secure mobile banking, such as using strong passwords, enabling MFA, and ensuring secure data transmission.
- Analyze and evaluate the security features of various mobile operating systems.
- Understand and apply regulatory requirements and compliance standards relevant to mobile banking security.
- Assess the role of advanced technologies like biometrics, tokenization, and AI in fortifying mobile banking security.
- Predict emerging challenges in mobile banking security and consider the implications of future technological innovations, including blockchain and quantum computing.
- Critically analyze real-life case studies of mobile banking breaches, deducing lessons and best practices for prevention.

Certified Digital Payments Expert

Mode of delivery:
Online and Face-to-Face



Duration:
5 Days



Course Fees:
USD 500

Provider:
**UIBFS/
Interswitch**

PROGRAM DESCRIPTION

The Certified Digital Payments Expert program presents best practices in the payments industry, providing knowledge on major concepts and players, key technologies and channels, current day payment technology platforms and processing and securitization of payment transactions. In this course, you will have the opportunity to learn everything on digital payments from industry and subject matter experts.

TARGET AUDIENCE

- Anybody needing a deep dive into Payments, Operations and EMV.
- EBusiness, IT, Engineering and Technical Departments
- Operations Executives.
- Developers and Manufacturers of Cards, Terminals and Payment Systems
- Product Development and Product Marketing Executives.

COURSE COVERAGE

- Introduction to Payment
- EMV Basics, Payment Card Networks & Operations
- Achieving Back Office Excellence in Digital Payments
- Fraud Detection & Prevention in Electronic Payments
- Payments Security

LEARNING OUTCOMES AND BENEFITS

- Build a foundational understanding of the history of payments towards becoming a digital payments expert
- Discover the latest trends and innovations in payment technologies to stay ahead of the curve
- Understand the economics of payments and emerging market
- Learn EMV Fundamentals, Card Processors, Card types and regulations guiding them.
- Understand Settlement patterns, Dispute Resolution and complaints handling.
- Learn how to overcome the operational challenges unique to the sector
- Explore the innovations entering the market, their impact and potential.
- Explain the Payments Landscape in relation to the Nigerian Market
- Identify Types of fraud and review fraud best practices proven effective in reducing fraud losses
- Apply security best practices and track and Address Key Challenges to Payment Security.

Cards & Payments Masterclass

Mode of delivery:
Online and Face-to-Face



Duration:
3 Days



Course Fees:
USD 650

Provider:
**UIBFS/
Interswitch**

PROGRAM DESCRIPTION

The purpose is for delegates to obtain a thorough understanding of how the modern Cards & Payments Industry ecosystem functions. Each module is presented as a stepping stone towards a complete 360° view of how today's Payment Industry ecosystem functions, end-to-end, with thorough, detailed walkthroughs, case studies and real world examples of all the key players that make up today's payments ecosystem.

TARGET AUDIENCE

EBusiness, IT, Engineering and Technical Departments and anyone with an interest in understanding the dynamics of Digitization and Payments Technology and the Financial Industry.

COURSE COVERAGE

- An Introduction to Payments
- How Do Card Schemes & Interchange Networks Work?
- How to Build & Grow Successful Scheme Programs
- Working with Gateways & Payment Services Providers
- Building Trust Through Standards Driven Payments Systems: PCI/DSS Standards
- Open Banking: The New Challenge for Banking
- Mobile Money and the Challenge to the Payments Ecosystem

LEARNING OUTCOMES AND BENEFITS

- A full 360° view of the end-to-end cards and interchange space with an appreciation of the challenges, opportunities and emerging trends
- Insight into the role various participants play, and how they are governed and regulated to ensure the industry remains a safe and predictable to conduct business
- A perspective into how different types of payments methods suit different segments, and which are growing and which are declining, based on socio-economic trends and shifting consumer preferences
- Insight into the sub-industries working behind the scenes to keep e-commerce and the payments economy ticking
- Knowledge into the role card schemes play; how merchant acquiring & issuing works; how the competitive landscape is changing, as well as the changing role financial institutions play in this space, as well as how 3 and 4 party card schemes differ as well as the key features of the various schemes and how Scheme transactions are processed
- Understanding of how key players in the industry collaborate, and the revenue and cost flows across card issuing and acquiring lies, where the opportunities are, and what to expect at various operational scales

Compliance & Risk Management in Payments Systems

Mode of delivery:
Online and Face-to-Face



Duration:
2 Days



Course Fees:
USD 800

Provider:
**UIBFS/
InterSwitch**

PROGRAM DESCRIPTION

For Risk and Compliance professionals, meeting management's expectation can sometimes be a huge task, most especially when expectations exceed the team's capability to deliver, thereby resulting in disappointing outcomes. This program is designed to bridge knowledge gap and provide participants with better understanding of the regulatory compliance needs, potential risks and important stakeholders in the payments industry. The goal of this course is to provide participants with knowledge and skills that can immediately be used upon return to the organization. In an era where support functions are mostly seen as mere cost centres in an organisation, participants will learn to appreciate the extent to which Risk and Compliance functions can positively impact the organization's bottom line through effective Risk-Based management approach.

TARGET AUDIENCE

- Compliance Officers/Managers
- Risk Officers/Managers
- Chief Audit Executives
- Audit Directors/Audit managers and Team Leads
- Business Development Executives
- Anyone who is responsible for risk and compliance affairs or regulatory relationships

COURSE COVERAGE

- Introduction to Compliance & Risk Management
- Regulatory Stakeholders in Electronic Payments Industry
- Compliance in the context of Electronic Payments Industry (Regulatory Requirements)
- Corporate Ethics, Fraud & Compliance Risk Management
- Corporate Control, Internal Audit & Risk Management Benefits & Impact of Compliance on the organization
- Introduction to Anti-Money Laundering & Counter Financing of Terrorism (AML/CFT)

LEARNING OUTCOMES AND BENEFITS

- Define the meaning of risk & compliance in Electronic Payments and can develop an organizational response to its demand.
- Know what drives your compliance exposure both at home and abroad.
- Understand the risk consequences of non-compliance.
- Appreciate the relationship between corporate governance and compliance, including the market expectation of that relationship.

Digital Banking - Business Opportunities

Mode of delivery:

Online



Duration:

15 Hours



Course Fees:

UGX 550,000

Provider:

UIBFS

PROGRAM DESCRIPTION

This course will provide participants with a framework for developing a digital banking mind set, and the opportunity to compare the development of their own institution's digital programme with industry best practice. Participants will understand what transformation and financial technology mean in banking and understand the different ways of operating the channels of the banks.

TARGET AUDIENCE

The course is designed for:

- Bank Executives.
- Divisional and departmental heads.
- Channel managers.
- Innovation officers.
- IT personnel.
- Personnel in marketing department.
- Individuals in personal and business banking roles.
- Anyone interested in a career in a financial institution.

COURSE COVERAGE

The course is designed to cover the following:

- Overview of digital Banking services and the digital business opportunities,
- Digital Transition; Digital Banking Operation trends, Future of Banking, Fintechs and Banking, Digital Channels of banking.
- Digital Banking features; mobile banking options, Unified Payment System (UPI), Digital Wallet, digital rewards and loyalty program(s), Non-Internet Based Phone Banking, digital Coupons and cash back.
- Digital Products & Technologies in Banking; handling Digital products and Services, Digital identity the missing piece of the Puzzle, online payments: Innovation-Arena with High Visibility in a digital Era.
- Online Banking Vs Digital Banking and conventional Banking; simplicity onboarding process, 24/7 banking, Affect cost savings.
- Future of Banking; Increased Personalization, Automation in Banking, Block chain in Banking, virtual Banking and Human Touch.

LEARNING OUTCOMES AND BENEFITS

At the end of this training, participants will be able to:

- Learn best practices working in a digital environment.
- Appreciate the smart phone as one of the leading multi-channel banking devices.
- Reinvent financial services using emerging technologies.
- Learn how smart finance helps financial service institutions respond to new regulations with agility

Key Management on HSM (Hardware Security Module)

Mode of delivery:
Online and Face-to-Face



Duration:
2 Days



Course Fees:
USD 1000

Provider:
**UIBFS/
InterSwitch**

PROGRAM DESCRIPTION

This course uses hands on workshops to explore the operations and security of the Thales PayShield 9000 Host Security Module (HSM) used for the generation and management of encryption keys in an e-payment processing environment and administrative processes necessary for encryption key management. It also covers best practices around key generation, transmission, storage, life cycle, HSM functions & security, HSM commands, disaster recovery and maintenance

TARGET AUDIENCE

- Compliance
- Risk Management
- Internal Control
- Internal Audit
- T Audit
- All Key Officers

COURSE COVERAGE

- Description of Thales Payment HSM
- Built-in flexibility
- Security Features
- Using the Thales Payment HSMs
- Excellence through being standard
- Applying the Thales HSM in the payments industry
- Host Commands- For Functionality
- Console Commands – For Management
- HSM Manager – For Convenience

- Security Recommendation PayShield 9000 Hardware Introduction
- Connecting to Host
- Local Manager
- Configure Alarms
- Smartcards formatting – Eject & LMK
- Enable/Disable Host Commands
- Audit and Error Logs Enable/Disable PIN Blocks Future PCI Requirements & Thales Solutions

LEARNING OUTCOMES AND BENEFITS

At the end of this course, participants will:

- Gain insight into the functions and security features of the HSM
- Learn best practices and policies around to implement against your key management systems
- Learn about the different keys involved in e payment processing and the function(s) each performs
- Learn the process of generating keys using hands-on workshops
- Learn the importance of key management and the effects of not implementing good key management practice
- Evaluate your current practice to ensure alignment and protect the business from future key management failures
- Interact with colleagues from different banks to share experience

Managing Cyber Security and Payments

Mode of delivery:
Online and Face-to-Face



Duration:
15 Hours



Course Fees:
UGX 550,000

Provider:
UIBFS



PROGRAM DESCRIPTION

The course is designed to enable participants acquire skills to help participants gain essential cyber security knowledge and skills, to help in protecting your digital financial institutions.

TARGET AUDIENCE

This course is suitable for:

- Bank Legal officers
- Bank Compliance staff
- Bank Supervisors
- Bank Managers

COURSE COVERAGE

The course is designed to cover the following:

- Security Risk Analysis
- Crime Prevention
- Managing the Security Function
- Leadership and Management Core Skills
- Security Design, Evaluation and Surveying
- Perimeter Protection
- Protecting Buildings
- Access Management

LEARNING OUTCOMES AND BENEFITS

At the end of the course the participant will be able to:

- Gain essential cyber security knowledge and skills.
- Demonstrate knowledge and understand cyber security threats that can affect financial Institution products
- Appreciate the fundamentals, security challenges, standards
- Demonstrate knowledge and understand of how to manage security risks

Security, Audit, Controls & Investigation in Payments Systems

Mode of delivery:
Online and Face-to-Face



Duration:
2 Days



Course Fees:
USD 600

Provider:
**UIBFS/
Interswitch**

PROGRAM DESCRIPTION

This course provides an in depth understanding of audit & control procedures on Electronic Payment Systems, Processing Concepts as well as all inbuilt security controls of the Postilion EFT infrastructure. It lays a strong foundation for participants looking to acquire more knowledge around security around Electronic Payment Systems. It also provides participants with requisite skills necessary to monitor and investigate electronic transactions and take appropriate measures in ensuring their electronic payment channels remain safe and secure for their customers. The class structure is practical enough to ensure that attendees are able to begin applying the principles taught as soon as they return to work. Topics covered here will jump-start your security knowledge on E-Payment Channels that are fundamental to ensuring a safe to use Payment System.

TARGET AUDIENCE

- Fraud & Investigation Unit
- IT Risk and Control, Internal Control, Audit & Control Officers,
- Risk officers
- Bank management staff
- E-business operatives

COURSE COVERAGE

- EFT Channels
- Postilion Overview
- Basic Security Components
- Connectivity Models
- Electronic Channel Environments
- Realtime Overview
- Postcard Overview
- Postilion Office
- Postilion security zones and PIN Translation
- ATMAPP
- Transaction Security
- Pin Verification Schemes
- Understanding Payments Processing Security on the Interswitch Network
- Access Control on Card Holder Data
- All you need to know on EMV
- Investigation Techniques

LEARNING OUTCOMES AND BENEFITS

At the end of this course, participants will:

- Gain insight into the functions and security features of EFT Channels
- Learn best practices and policies around PIN security and verification
- Learn about the different investigation techniques
- Interact with colleagues from different banks and financial institutions to share experience

ICDL Programmes

PROVIDER



ICDL PROGRAMES

Provider:



PROGRAM	DURATION	FEES (UGX)
Presentations (Advanced)	1 Month	750,000
2D Design	1 Month	750,000
Websites	1 Month	750,000
Documents (Advanced)	1 Month	750,000
3D Design	1 Month	750,000
Image Editing	1 Month	750,000
Financial Spreadsheets	1 Month	750,000
Data Analytics	1 Month	750,000
Databases	1 Month	750,000
Management Spreadsheets	1 Month	750,000
Coding Principles	1 Month	750,000
Databases (Advanced)	1 Month	750,000
Project Planning	1 Month	750,000
Digital Marketing	1 Month	750,000
Ecommerce	1 Month	750,000
CRM Systems	1 Month	750,000

Forums and Conferences

PROVIDER



ISO 9001:2008 CERTIFIED

**THE UGANDA INSTITUTE
OF BANKING AND
FINANCIAL SERVICES**

Annual Banking and Financial Inclusion Conference and Exhibition

Mode of delivery:
Online and Face-to-Face



Duration:
2 Days



Course Fees:
UGX 300,000

Provider:
UIBFS

PROGRAM DESCRIPTION

The Annual Banker's Financial Inclusion Conference (ABFICE) is a premier gathering of banking professionals, policy makers, NGOs, and tech innovators dedicated to promoting financial inclusivity in Uganda. This conference offers an amalgamation of thought leadership, innovation, and policy formulation with the goal of ensuring that financial services are accessible to all, particularly the underserved and marginalized sections of society.

TARGET AUDIENCE

- Banking professionals and executives.
- Financial technology companies and startups.
- Policy makers and government representatives.
- NGOs and organizations working in the domain of financial inclusivity.
- Researchers and academicians studying the financial sector.
- Investors and venture capitalists interested in fintech and social impact.

COURSE COVERAGE

Day 1: Setting the Stage

Inaugural Session:

- Welcome address by the chairperson.
- Conference objectives overview

Keynote Address:

- "The National Landscape of Financial Inclusion: Where We Stand Today"

Panel Discussion:

- "Challenges & Opportunities in Financial Inclusion in the 21st Century"

Case Study Presentation:

- "A Deep Dive into a Successful Financial Inclusion Initiative"

Workshop Sessions: (Participants can choose one)

- "Innovative Fintech Solutions for Inclusivity"
- "Policy Making for Financial Inclusion: Global Best Practices"

Open Mic:

- Participants share quick insights or questions on the day's content.

Networking Cocktail Dinner

Day 2: Innovation and Solutions

Keynote Address:

- "The Role of Technology in Bridging the Financial Divide"

Panel Discussion:

- "Collaborations between Banks, Fintechs, and NGOs: A Synergistic Approach"

Spotlight Session:

- Showcase of cutting-edge fintech solutions promoting financial inclusivity

Networking Lunch

Breakout Sessions: (Participants can choose one)

- "Microfinance and Its Role in Financial Inclusion"
- "Financial Literacy and Education: Building the Foundation"
- "The Future of Digital Banking for Underserved Communities"

Interactive Workshop:

- "Investment and Funding Opportunities in Financial Inclusion Startups"

Closing Remarks:

- Summary of conference learnings
- Thank you notes and acknowledgments.
- Announcement of next year's dates

Post-Conference Networking Tea/Coffee

LEARNING OUTCOMES AND BENEFITS

- Understand the current landscape of financial inclusion worldwide.
- Gain insights into the latest technological innovations promoting inclusivity.
- Learn about the regulatory challenges and opportunities in diverse markets.
- Foster networks and collaborations for future initiatives.
- Gain a deeper appreciation of the socio-economic impacts of financial inclusion.

Annual Banking Transformation and New Trends Summit

Mode of delivery:
Online and Face-to-Face



Duration:
1 Day



Course Fees:
UGX 750,000

Provider:
UIBFS

PROGRAM DESCRIPTION

The Bankers Transformation Summit is a premier event dedicated to the future of banking. As the financial sector undergoes unprecedented changes due to technology, regulatory shifts, and changing customer expectations, this summit aims to address the transformation, challenges, and trends that will define the next era of banking. The summit will equip participants with tools and techniques to navigate the fast-changing landscape of banking, implement transformational strategies, and capitalize on emerging opportunities.

TARGET AUDIENCE

- C-suite executives from banks and financial institutions
- Bank managers and department heads
- Fintech startups and entrepreneurs
- Regulatory bodies and policymakers
- Technology providers and IT professionals in the banking sector
- Financial analysts and consultants
- Banking academics and researchers
- Investors in the financial technology sector

COURSE COVERAGE

- The Evolving Landscape of Banking: Historical perspective and current transformation.
- Challenges in Modern Banking: Regulatory changes, security concerns, and customer expectations.
- Emerging Trends: Digital banking, blockchain, AI, open banking, and neo banks.

- Strategies for Transformation: Implementing technological changes, staff training, and cultural shifts.
- Future of Payments: Mobile payments, cryptocurrencies, and cashless societies.
- Risk Management in the Digital Age: Cybersecurity, fraud prevention, and data protection.
- Case Studies: Success stories and lessons learned from banks around the world.
- Panel Discussion: Navigating the future: Predictions and strategies for the next decade.

LEARNING OUTCOMES AND BENEFITS

- Gain a deeper understanding of the current challenges and transformations taking place in the banking sector.
- Learn about the latest technological trends, innovations, and their implications for the future of banking.
- Develop strategies to cope with regulatory changes and customer expectations.
- Foster connections with peers, industry leaders, and innovators.
- Acquire insights into the successful implementation of new banking models and technologies

Annual Ethics and Professionalism Seminar

Mode of delivery:
Online and Face-to-Face



Duration:
1 Day



Course Fees:
UGX 195,000

Provider:
UIBFS



PROGRAM DESCRIPTION

The Annual Banking Ethics and Governance Seminar is an enlightening program dedicated to bringing together banking professionals, regulatory authorities, academics, and governance experts to reflect upon, debate, and share best practices related to ethics and governance in the banking sector. In today's ever-evolving financial landscape, the need for robust ethical standards and solid governance structures is paramount. This seminar aims to address these needs by fostering a culture of integrity, transparency, and accountability in the industry.

TARGET AUDIENCE

- Banking professionals (from junior executives to C-level management).
- Regulatory and compliance officers.
- Members of the board of directors in banking institutions.
- Academics and researchers focused on banking ethics and governance.
- Banking consultants and advisors.
- Students aspiring to join the banking sector.

COURSE COVERAGE

- 1. Introduction to Ethics and Governance in Banking**
 - Historical perspective
 - Importance in the modern banking sector
- 2. Global Best Practices & Standards**
 - Case studies of successful ethical and governance frameworks
 - International regulations and standards
- 3. Ethical Dilemmas in Banking**
 - Recognizing ethical dilemmas
 - Decision-making frameworks
- 4. Governance Structures**
 - Board responsibilities and oversight
 - Decision making frameworks.

5. Governance structures

- Board responsibilities and oversight
- Role of internal audit and risk management

6. Technology, Ethics, and Governance

- Digital transformation and its implications
- AI, blockchain, and ethics

7. Role of Regulatory Bodies

- Monitoring and compliance
- International cooperation and regulatory alignment

8. Building an ethical culture

- Employee training and development
- Whistleblower policies and protections

LEARNING OUTCOMES AND BENEFITS

- Understand the historical and contemporary relevance of ethics and governance in banking.
- Identify and navigate through ethical dilemmas using sound decision-making frameworks.
- Recognize the role of regulatory bodies in shaping banking governance.
- Implement best practices related to ethics and governance in their respective institutions.
- Anticipate future trends and challenges in the realm of banking ethics and governance.
- Cultivate a proactive approach to fostering an ethical culture within their institutions.

Anti Money Laundering and Counter Financing of Terrorism Forum

Mode of delivery:
Online and Face-to-Face



Duration:
1 Day



Course Fees:
UGX 200,000

Provider:
UIBFS

PROGRAM DESCRIPTION

A comprehensive forum designed for bankers to address the critical aspects of AML and CFT. This event seeks to empower participants with the knowledge and skills required to combat money laundering and terrorist financing, in line with global best practices and regulatory frameworks.

TARGET AUDIENCE

- Banking professionals
- Regulators and policy makers
- Fintech and Regtech companies
- Legal professionals
- Law enforcement agencies
- Financial Intelligence Units
- Non-banking financial Institutions
- International and regional financial bodies

COURSE COVERAGE

Introduction to AML/CFT

- History and evolution of AML/CFT
- Global perspectives and implications

Regulatory Framework and Compliance

- Current AML/CFT regulations: An overview
- Regional variations and implications

Risk Assessment and Management

- Identifying and assessing AML/CFT risks
- Effective strategies for risk mitigation

Detection and Monitoring

- Tools and technologies in AML/CFT
- Case studies: Learning from real-life scenarios

Reporting and Collaboration

- Best practices in reporting suspicious activities
- Strengthening collaborative efforts with regulators and law enforcement agencies

Future of AML/CFT in Banking

- Predictive analytics and AI in AML/CFT
- Emerging challenges and opportunities

LEARNING OUTCOMES AND BENEFITS

- Understand the nuances and complexities of AML/CFT regulations.
- Apply best practices in detecting, monitoring, and reporting suspicious activities.
- Assess the AML/CFT risks associated with various banking products and services.
- Collaborate effectively with peers and stakeholders to promote stringent AML/CFT measures.
- Keep abreast of the latest tools, technologies, and methods to counter money laundering and terrorist financing.

Digital and Cyber Forum

Mode of delivery:
Online and Face-to-Face



Duration:
1 Day



Course Fees:
UGX 750,000

Provider:
UIBFS

PROGRAM DESCRIPTION

The Digital and Cyber Forum for Bankers (DCFB) is a premier gathering for banking professionals aimed at equipping participants with the latest tools, strategies, and insights into the rapidly evolving digital and cybersecurity landscape. This forum is tailored to empower banking institutions to tackle the challenges and leverage the opportunities that arise from the digital revolution and an increasingly complex cyber environment.

TARGET AUDIENCE

- Banking professionals
- Digital Transformation leaders
- Cyber Security Personnel
- IT Managers and Professionals
- Regulatory and Compliance Officers
- Fintech Starts and Entrepreneurs

COURSE COVERAGE

Digital Banking Trends & Innovations

- The future of digital banking
- Emerging technologies: Blockchain, AI, IoT, and more
- Digital customer experience enhancements

Cybersecurity in Banking

- Threat landscape for banking institutions
- Best practices in cybersecurity for banks
- Case studies of cyber incidents in the banking sector

Regulatory and Compliance Aspects

- Impact of digital innovations on regulatory compliance
- Global cybersecurity regulations and their implications for banks

Networking & Collaboration Sessions

- Panel discussions
- Workshops and hands-on labs
- Vendor showcases.

Emerging Technology Demonstrations

- Demos of the latest tools and solutions in digital banking and cybersecurity

LEARNING OUTCOMES AND BENEFITS

Upon conclusion of the forum, participants should:

- Have a deeper understanding of the opportunities and challenges presented by digital transformation in the banking sector.
- Be aware of the latest cybersecurity threats targeting the banking industry and the methods to combat them.
- Have expanded their network of peers and experts in the fields of digital banking and cybersecurity.
- Be knowledgeable about the latest tools and solutions available for digital banking and cybersecurity.
- Understand the regulatory implications of digital innovations and cybersecurity measures in banking.

ESG and Sustainability Forum

Mode of delivery:
Online and Face-to-Face



Duration:
1 Day



Course Fees:
UGX 500,000

Provider:
UIBFS

PROGRAM DESCRIPTION

The ESG and Sustainability Forum for Bankers aims to convene banking professionals from various spheres to discuss and evaluate the increasing importance of environmental, social, and governance (ESG) factors in the banking sector. This forum will provide a platform for participants to share best practices, challenges, and opportunities related to sustainable banking and will offer insights into how to integrate ESG into their operational and strategic frameworks. It represents a comprehensive initiative to propel the banking sector forward, ensuring that it is equipped to handle the challenges and opportunities presented by an increasingly sustainability-conscious world.

TARGET AUDIENCE

- Bank Executives and Decision Makers

COURSE COVERAGE

Introduction to ESG:

- Background and History
- Importance in Today's World
- Relevance to the Banking Sector

The Role of Banks in Promoting Sustainability:

- Green Financing and Lending
- Risk Management and ESG
- Sustainable Investment Strategies

Operational Integration of ESG:

- Policies and Procedures
- Technology and Data Analysis
- Stakeholder Engagement

Challenges and Opportunities:

- Regulatory Frameworks and Compliance
- Global Trends and Market Demands
- The Road Ahead: Projections and Predictions

Case Studies and Best Practices:

- Success Stories from Leading Banks
- Lessons Learned from Failed Initiatives
- Innovations and Pioneering Efforts

LEARNING OUTCOMES AND BENEFITS

By the end of this forum, participants will be able to:

- Identify key ESG factors relevant to the banking sector.
- Understand the potential risks and opportunities associated with ESG integration.
- Apply best practices for embedding sustainability into their operations.
- Collaborate effectively with stakeholders to address ESG challenges.
- Develop and refine strategies for sustainable banking.

Strategy Master Class

Mode of delivery:
Online and Face-to-Face



Duration:
2 Days



Course Fees:
UGX 1,500,000

Provider:
UIBFS

PROGRAM DESCRIPTION

This master class is designed for professionals in the banking industry seeking to broaden their understanding of contemporary strategic challenges and opportunities. Delve deep into the world of banking strategy, understand evolving market dynamics, regulatory landscapes, and technological advancements. By the end of this program, participants will be equipped with tools and frameworks to shape their bank's strategic directions effectively.

TARGET AUDIENCE

- Mid to Senior Level Bank Executives
- Bank Strategy Teams
- Digital Transformation Teams
- Risk management Professionals

COURSE COVERAGE

Introduction to Banking Strategy

- Historical Perspective
- The Changing Landscape: Traditional vs. Modern Banking

Understanding the Competitive Environment

- SWOT and PESTEL Analysis in Banking
- The Five Forces of Banking Competition

Digital Transformation & Innovation in Banking

- Rise of FinTech & Implications for Banks
- Digital Banking Platforms & Services
- Data-Driven Decision Making & AI in Banking

Regulation and Compliance in Strategy

- Impact of Global and Local Regulations on Strategy
- Navigating Compliance while Innovating

Designing and Implementing a Strategic Roadmap

- Strategic Planning Frameworks for Banks
- Change Management & Organizational Culture
- Metrics, KPIs, and Balanced Scorecards

Future of Banking: A Glimpse into the Horizon

- The Role of Cryptocurrencies and Blockchain
- Sustainable Banking & Green Finance
- Banking 2030: Predictions and Preparations

LEARNING OUTCOMES AND BENEFITS

By the end of the course, participants will be able to:

- Evaluate the current strategic position of their bank in the global landscape.
- Design a forward-looking strategy, considering the potential disruptions and innovations.
- Implement strategic decisions in line with regulatory and compliance frameworks.
- Understand the nuances of digital banking, FinTech collaborations, and emerging technologies.
- Lead cross-functional teams in executing strategic projects and initiatives.

Women in Banking

Mode of delivery:
Online and Face-to-Face



Duration:
1 Day



Course Fees:
UGX 250,000

Provider:
UIBFS

PROGRAM DESCRIPTION

The “Women in Banking” forum is a dynamic and interactive event aimed at celebrating the contributions of women in the banking sector, addressing the unique challenges they face, and strategizing for a more inclusive future. Designed for women at every stage of their banking career, from fresh entrants to seasoned executives, this program facilitates networking, knowledge sharing, and professional development in a supportive and empowering environment.

TARGET AUDIENCE

- Entry-level employees (tellers, customer service reps, analysts)
- Mid-level managers and specialists (branch managers, risk analysts, financial advisors)
- Senior executives (Directors, C-suite)
- Back-end roles (operations, IT, human resources)
- Front-end roles (sales, relationship managers, advisors)
- Senior professionals focusing on leadership, strategy, or mentorship.
- Those looking for mentorship opportunities or to be mentors themselves.

COURSE COVERAGE

Introduction

- Welcome note.
- Overview of the current state of women in the banking sector
- Objective of the forum

Historical Perspective

- A brief history of women in banking
- Evolution of their roles over the decades

Keynote Addresses

- Success stories of prominent women in banking
- Emerging trends in banking and opportunities for women

Challenges Faced by Women in Banking

- Glass ceiling and barriers to top executive positions
- Balancing work-life dynamics
- Gender bias and stereotypes

Strategies for Success

- Building personal and professional networks
- Navigating corporate politics and advocacy
- Importance of mentorship and sponsorship
- Continuous learning and upskilling

Work-Life Balance

- Strategies for managing work and family life.
- The importance of self-care and mental health
- Time management techniques

Panel Discussion: Gender Diversity and Inclusion

- Benefits of a diverse workforce in banking
- Case studies on successful gender-inclusive initiatives
- Recommendations for fostering diversity and inclusion in banks.

Workshops

- Leadership training for women in banking
- Financial acumen and skill-building
- Personal branding and visibility in the corporate world
- Navigating negotiations and advocating for oneself

Closing Remarks

- Summary of the forum's discussions
- Call to action for participants and organizations
- Acknowledgments and thank-yous

Feedback and Next Steps

- Collecting feedback from participants for future improvements
- Announcements of follow-up events or initiatives

LEARNING OUTCOMES AND BENEFITS

This forum will help foster:

- Understanding of the historical context and evolution of women's roles in the banking sector.
- Insights into the current state of gender diversity in banking globally.
- Identification of challenges and barriers that women face in banking and potential solutions.
- Analysis of best practices from leading banks that have successfully promoted gender inclusivity.
- Development of strategies to navigate personal career advancement in the banking world.
- Evaluation and advocacy for policies and practices that can enhance gender equity within their own organizations.
- Connections with mentors, peers, and industry leaders.
- Enhancement of leadership, negotiation, and networking skills through workshops and interactive sessions

Board Programs

PROVIDER



ISO 9001:2008 CERTIFIED

**THE UGANDA INSTITUTE
OF BANKING AND
FINANCIAL SERVICES**

Audit

Mode of delivery:
Online and Face-to-Face



Duration:
3 Hours



Course Fees:
UGX 1,000,000

Provider:
UIBFS

PROGRAM DESCRIPTION

Audit Training for Board of Banks offers a comprehensive exploration of auditing in the banking sector, tailored specifically for board members. The course navigates the critical interplay between governance, risk management, internal and external audit processes, and regulatory compliance. Drawing from real-world case studies and current events, participants will gain a deep understanding of their roles and responsibilities in ensuring the bank's adherence to best practices and regulations.

TARGET AUDIENCE

- Board of Directors.

COURSE COVERAGE

Introduction to Auditing in Banking

- Importance and objectives of auditing in banks
- Historical perspective: Key banking crises and the role of audit

Role and Responsibilities of the Board

- Governance and oversight
- Relationship between the board and internal/external auditors
- Regulatory expectations for board involvement in auditing

Regulatory Audits and Supervision

- Regulatory environment in banking
- Common regulatory audits and what they entail.
- Expectations of the board in regulatory audits

Key Audit Areas in Banking

- Credit risk management
- Operational risk management
- Market risk management
- Liquidity risk management
- Anti-money laundering (AML) and combating the financing of terrorism (CFT) controls.
- Information technology and cybersecurity audits

Audit Reporting

- Components of audit reports
- How the board should interpret and act on audit findings
- Communicating with stakeholders on audit outcomes

Audit Committees

- Role and responsibilities of the audit committee
- Best practices for audit committee operations
- Relationship between audit committee and full board

Challenges in Banking Audits

- Evolution of the banking sector and implications for auditing
- Technological innovations and their audit implications (e.g., fintech, blockchain, artificial intelligence)
- Global operations and complexities in auditing multinational banks

Ethical Considerations

- Importance of ethics in auditing
- Ethical dilemmas in banking audits
- Role of the board in ensuring ethical conduct

LEARNING OUTCOMES AND BENEFITS

By the end of the course, participants will:

- Understand the historical context and current importance of auditing in the banking sector.
- Appreciate the critical roles and responsibilities of the board concerning auditing.
- Recognize the key areas in banking operations susceptible to risks and how they are audited.
- Analyse and act on audit reports, ensuring that findings are addressed appropriately.
- Operate within the regulatory environment, understanding the expectations of regulators and the implications of non-compliance.
- Promote and uphold the ethical standards in banking audits.
- Engage in constructive dialogue with both internal and external auditors, ensuring that their functions align with the bank's objectives.
- Apply best practices in situations of ambiguity or when faced with ethical dilemmas in the realm of auditing.

AML-CFT Board and Senior Management

Mode of delivery:
Online and Face-to-Face



Duration:
4 Hours



Course Fees:
UGX 550,000

Provider:
UIBFS



PROGRAM DESCRIPTION

This Board/Senior Management session will offer a compelling understanding of the fundamentals of AML-CFT Risk control framework (local & global) and equip them to have a clear compliance understanding in order to effectively exercise their oversight responsibilities, as mandated by all the national financial regulatory authorities but also adherence to their concomitant duties.

TARGET AUDIENCE

- Board Members
- C-Suite Executives

COURSE COVERAGE

- Introduction & Overview
- The Financial crimes Concept & Control duties
- AML-CFT Compliance Program & Responding to Investigations

LEARNING OUTCOMES AND BENEFITS

At the end of this course participants will be able to:

- Supervise money laundering controls and requisite governance for AML-CFT risks.
- Understand organizational vulnerabilities and flaws in AML-CFT compliance program, and measures to tighten the controls.
- Appreciate Law enforcement investigations, what triggers them, methods of dealing with them and possible remedies.
- Undertake executive and personal liability for a compliance failure, possible scenarios, what are the next steps and damage control.
- Learn to strategize not only AML risks but various corporate risk mitigation in a structured manner and build a system to monitor, avoid and counter.

Artificial Intelligence

Mode of delivery:
Online and Face-to-Face



Duration:
3 Hours



Course Fees:
UGX 1,000,000

Provider:
UIBFS

PROGRAM DESCRIPTION

The main objective is to provide an understanding of the basics of AI, its various applications, and the potential benefits and risks associated with AI implementation in governance. The course would aim to equip governance board members with the knowledge and skills necessary to make informed decisions about AI adoption in their organizations.

TARGET AUDIENCE

- Board Members
- C-Suite Executives

COURSE COVERAGE

- Introduction to AI: What is AI, its history, and the current state of AI technology.
- AI Applications: An overview of the various applications of AI in governance, including decision-making, risk assessment, and process optimization.
- AI Ethics: The ethical and social implications of AI, including issues such as bias, privacy, and accountability.
- AI Governance: Best practices for governing AI systems, including risk management, oversight, and regulation.
- AI Strategy: Developing an AI strategy for organizations, including considerations for implementation, adoption, and scaling.
- Case Studies: Real-world examples of AI implementation in governance, including successes and failures.

LEARNING OUTCOMES AND BENEFITS

- Understand the basic concepts and terminology related to AI.
- Evaluate the potential benefits and risks associated with AI implementation in governance.
- Identify ethical and social considerations related to AI implementation.
- Develop effective governance and risk management strategies for AI systems.
- Develop an AI adoption and scaling strategy for their organization.

Board Induction Training

Mode of delivery:
Online and Face-to-Face



Duration:
15 Hours



Course Fees:
UGX 1,500,000

Provider:
UIBFS

PROGRAM DESCRIPTION

This Board of Directors Induction Training ensures that directors are provided with the insights and knowledge to become as effective as possible in their role within the shortest practicable time.

It further explores the requirements of good corporate governance including the legislative and regulatory framework guiding the roles and responsibilities of a governing body.

Through their acquired knowledge directors will be empowered to contribute meaningfully towards the achievement of the organization's strategic objectives and role as a good corporate citizen.

TARGET AUDIENCE

This course is ideal for newly appointed or potential board member of a public or private entity.

COURSE COVERAGE

- Business concepts of the organization and the functioning of the Board
- The Board's role in ethics and leadership mastery
- Strategic thinking process and continuous improvement in service/product delivery
- The composition, roles, and responsibilities of the Board
- Fiduciary duties of the Board
- Introduction to the principles of corporate governance
- Risk and mitigation management -governance of risk
- Performance management - audit function and internal controls
- Reporting obligations - integrity of integrated budgeting and reporting
- Board effectiveness and efficiency in obtaining stakeholder delight.

LEARNING OUTCOMES AND BENEFITS

At the end of this course participants will be able to:

- Integrate the Boards functions and capabilities with the business concepts of the organization.
- Understand the ethical and leadership requirements to be provided by the Board members.
- Conduct the strategic thinking process in continuous improvement actions.
- Understand and execute your responsibilities and fiduciary duties as a member of the Board.
- Understand the principles of good corporate governance.
- Identify and manage the risk factors the organization is experiencing or eliminate potential risk elements.
- Effectively manage the performance of the organization.
- Ensure the integrity of the required integrated budgeting and reporting.
- Enhance the Boards effectiveness and efficiency in obtaining stakeholder delight.

Board Leadership Training

Mode of delivery:
Face-to-Face



Duration:
3 Days



Course Fees:
UGX 2,000,000

Provider:
UIBFS

PROGRAM DESCRIPTION

This program has arisen out of the recognition that there is a critical need in Uganda to enhance the opportunities for learning and development of directors and company secretaries in private and public companies as well as state-owned organizations. The program focuses on key boardroom acumen and includes critical topics such as corporate governance and ethics in business, risk management, and the impact of global regulatory standards on company results.

TARGET AUDIENCE

- Directors (executive and non-executive).
- Company secretaries of public and private companies (including state-owned entities).
- Representatives of large shareholder groups and investor relations executives will also benefit from this program.

COURSE COVERAGE

Day one:

- Ramifications of updated legislation for board members.
- Global leadership issues.
- Strategy at board level.
- Implications for a non-executive director in the context of the Companies Act, 2012.

Day two:

- The purpose of the board.
- Social and ethics committee considerations with an emphasis on health and safety.
- Ethics in the boardroom; and
- Board performance and remuneration.

Day three:

- IT governance and its role in a company strategy.
- Risk frameworks.
- Ethics in practice.
- Assessment of the board – back at the company.

LEARNING OUTCOMES AND BENEFITS

At the end of this training participants will be able to:

- Gain insight into, the Companies Act (2008) and the Consumer Protection Act 2011.
- Understand the changing expectations of directors and the personal consequences thereof.
- Conduct dynamic, constructive board meetings with time-efficient agendas.
- Compile appropriate documentation for board consideration.
- Analyse the sourcing, selecting, and remunerating of board members.
- Understand the impact of global regulatory standards on company results.
- Discuss risk management and dealing with crises.
- Unpack corporate governance and ethics in business.
- Learn how to effectively discharge your duties as a director and the incumbent legal responsibilities thereof.
- Manage the role of the board as change agent and strategic planner.

Credit

Mode of delivery:
Online and Face-to-Face



Duration:
3 Hours



Course Fees:
UGX 1,000,000

Provider:
UIBFS

PROGRAM DESCRIPTION

This course provides board members of a bank with an in-depth understanding of credit principles, products, risk management, and regulatory standards. Through a blend of theoretical insights, case studies, and industry best practices, participants will develop the expertise required to oversee and make informed decisions related to the bank's credit portfolio.

TARGET AUDIENCE

- Board members of financial institutions

COURSE COVERAGE

Introduction

- The importance of credit in banking

Credit Risk Management

- Definition and types of credit risk
- Credit concentration risk

Credit Policies and Procedures

- Purpose and structure of a credit policy
- Credit audit and review processes

Regulatory Environment and Compliance

- Key regulations impacting credit (Basel guidelines, local regulatory framework)
- Importance of compliance and potential penalties

Credit Portfolio Management

- Portfolio diversification and its importance
- Monitoring aggregate exposures
- Asset and liability management in the context of credit

Role of the Board in Credit Oversight

- Strategic vs. operational roles
- Ensuring independence of credit risk functions
- Regular reviews and updates on credit risk and exposure

LEARNING OUTCOMES AND BENEFITS

At the end of the course participants will be able to:

- Define and explain the importance of credit in banking operations.
- List and explain the core components of a bank's credit policy and procedures.
- Evaluate credit portfolios to identify associated risks and opportunities.
- Advocate for the importance of compliance and ethical considerations in credit operations.
- Promote a proactive approach to credit risk management, ensuring it aligns with the bank's strategic vision.
- Emphasize the role of continuous learning and staying updated with industry best practices and regulations.

Conversational Artificial Intelligence

Mode of delivery:
Online and Face-to-Face



Duration:
3 Hours



Course Fees:
UGX 1,000,000

Provider:
UIBFS

PROGRAM DESCRIPTION

The main objective of this course is to equip participants with the necessary knowledge and skills to make informed decisions about implementing conversational AI in their organizations. Specifically, the course would aim to help participants understand the potential benefits and risks of conversational AI, how it works, how to select the right technology and vendors, and how to ensure that the technology is used ethically.

TARGET AUDIENCE

- Board Members
- C-Suite Executives

COURSE COVERAGE

- Introduction to Conversational AI.
- Technical Aspects of Conversational AI.
- Use Cases for Conversational AI in Governance.
- Ethics and Governance of Conversational AI.
- Vendor Selection and Implementation
- Evaluation and Optimization of Conversational AI.

LEARNING OUTCOMES AND BENEFITS

At the end of this course participants will be able to:

- Understand the potential benefits and risks of conversational AI in governance settings.
- Understand the technical aspects of conversational AI and its applications.
- Make informed decisions about vendor selection and implementation.
- Develop and implement ethical and governance policies for conversational AI.
- Evaluate and optimize conversational AI to ensure it is delivering the desired outcomes.

Cyber Security

Mode of delivery:
Online and Face-to-Face



Duration:
2 Days



Course Fees:
UGX 1,000,000

Provider:
UIBFS

PROGRAM DESCRIPTION

The course is designed to provide Board members with practical strategies for implementing effective cybersecurity governance practices.

TARGET AUDIENCE

- Board Members
- C-Suite Executives

COURSE COVERAGE

- Introduction to Cybersecurity Governance for Governance Boards
- Understanding Cybersecurity Risks and Threats
- Cybersecurity Regulations and Standards
- Building a Cybersecurity Governance Framework
- Cybersecurity Governance Roles and Responsibilities
- Risk Assessment and Management
- Incident Response and Business Continuity Planning
- Cybersecurity Governance Metrics and Reporting
- Emerging Cybersecurity Risks and Trends
- Best Practices in Cybersecurity Governance

LEARNING OUTCOMES AND BENEFITS

- Overall, the course will provide governance board members with a comprehensive understanding of cybersecurity risks, threats, and governance practices, allowing them to effectively oversee and manage cybersecurity risks within their organizations.

Data Governance

Mode of delivery:
Online and Face-to-Face



Duration:
3 Hours



Course Fees:
UGX 1,000,000

Provider:
UIBFS

PROGRAM DESCRIPTION

This intensive training is tailored specifically for board members, highlighting the strategic importance of data protection in today's digital age. The course offers a comprehensive overview of key data protection regulations, principles, and best practices, emphasizing the board's role and responsibilities. Through a combination of theoretical insights, real-world case studies, and interactive discussions, participants will be equipped with the knowledge and tools to lead their organizations towards robust data protection and compliance.

TARGET AUDIENCE

- Board Members

COURSE COVERAGE

What is Data Governance?

- Definition of data protection.
- The relevance of data protection laws and regulations.

Key Data Protection Principles

- Overview of principles like consent, purpose limitation, data minimization, and accountability.

Personal Data

- Definition and examples of personal data.
- The importance of personal data protection.

Overview of Key Data Protection Regulations and Acts

- The General Data Protection Regulation (GDPR).
- Other relevant local and international regulations.

Compliance Requirements

- Board responsibilities for ensuring compliance with data protection laws.
- Consequences of non-compliance.

Role of the Board in Data Protection

- Responsibilities and accountability.
- Setting the tone from the top.
- Ensuring adequate resources for data protection.
- Integration with business strategy and risk management.
- The Board's relationship with the Data Protection Officer

Board-Level Decision Making

Privacy Impact Assessments (PIAs)

- The importance of conducting PIAs for new projects and initiatives.

Budgeting for Data Protection

- Allocating resources for data protection initiatives.
- Balancing data protection costs with business needs.

LEARNING OUTCOMES AND BENEFITS

By the end of this training, participants will be able to:

- Recognize the strategic importance of data protection in the context of business operations, reputation, and regulatory compliance.
- Identify and explain key data protection principles and the rights of data subjects as stipulated in major global regulations.
- Distinguish the board's distinct responsibilities in data protection, ensuring that the organization remains proactive and compliant.
- Evaluate real-world data breach scenarios to discern key lessons and pro-emptively address potential vulnerabilities within their own organizations.
- Formulate actionable steps to refine or develop a data protection strategy that aligns with both business objectives and regulatory requirements.
- Champion a data-centric organizational culture, promoting data protection as an integral aspect of business strategy and risk management.

Data Analytics for Governance

Mode of delivery:
Online and Face-to-Face



Duration:
3 Hours



Course Fees:
UGX 1,000,000

Provider:
UIBFS

PROGRAM DESCRIPTION

The course is designed to equip board members with the knowledge and skills needed to make data-driven decisions that improve organizational performance and achieve strategic objectives. The course would also aim to help board members understand how to use data analytics to mitigate risks and ensure compliance with relevant regulations.

TARGET AUDIENCE

- Board Members
- C-Suite Executives

COURSE COVERAGE

- Introduction to data analytics: What is data analytics and why is it important for governance boards?
- Data management: How to collect, store, and manage data for analytics purposes.
- Data analysis techniques: How to analyse data using tools such as Excel, SQL, and Tableau.
- Data visualization: How to present data visually to communicate insights effectively.
- Data governance and ethics: Understanding the ethical and legal implications of using data in decision-making and ensuring data privacy and security.
- Case studies: Reviewing real-world examples of organizations that have successfully used data analytics to achieve their objectives.

LEARNING OUTCOMES AND BENEFITS

- Understand the importance of data analytics for effective decision-making in governance.
- Identify the appropriate data sources and tools for analysing and visualizing data.
- Evaluate the ethical and legal implications of using data in governance decisions.
- Make data-driven decisions that improve organizational performance and achieve strategic objectives.
- Identify and mitigate risks using data analytics.
- Evaluate the effectiveness of data analytics initiatives in their organization.

E - Procurement

Mode of delivery:
Online and Face-to-Face



Duration:
2 Days



Course Fees:
UGX 1,000,000

Provider:
UIBFS

PROGRAM DESCRIPTION

The course is intended to show how technology can be used to improve the procurement process and reduce costs for an organization.

TARGET AUDIENCE

- Board Members
- C-Suite Executives

COURSE COVERAGE

- Introduction to e-procurement and its advantages.
- Legal and regulatory frameworks governing e-procurement.
- Procurement planning and market research.
- Procurement methods and procedures in e-procurement.
- Technology and e-procurement.
- Contract management and monitoring in e-procurement.
- Case studies and group discussions.

LEARNING OUTCOMES AND BENEFITS

At the end of this course, participants will be able to:

- Participants will have an understanding of the e-procurement process and its advantages over traditional procurement methods.
- Participants will be aware of legal and regulatory frameworks governing e-procurement.
- Demonstrate knowledge of procurement planning and market research in e-procurement.
- Apply procurement methods and procedures in e-procurement.
- Identify and utilize technology to improve the procurement process and reduce costs.
- Monitor e-procurement.

Environment, Social and Governance

Mode of delivery:
Online and Face-to-Face



Duration:
3 Hours



Course Fees:
UGX 1,000,000

Provider:
UIBFS

PROGRAM DESCRIPTION

This comprehensive training is tailored for board members of banks aiming to deepen their understanding of Environmental, Social, and Governance (ESG) principles and its relevance in the banking sector. The course encompasses a range of topics, from global ESG trends and regulatory landscapes to integration techniques within banking operations. Through a blend of lectures, interactive sessions, and real-world case studies, participants will gain insights into the strategic importance of ESG, ensuring that they are equipped to provide oversight and drive ESG initiatives within their institutions.

Course objectives

TARGET AUDIENCE

- Board members

COURSE COVERAGE

Introduction to ESG (Environmental, Social, and Governance)

- Definition and history of ESG.
- Importance of ESG in the context of banking.
- Global trends and growing relevance of ESG in the financial sector.

The Business Case for ESG

- ESG as a risk management tool.
- How ESG can create competitive advantages.
- ESG's impact on the long-term profitability and sustainability of the bank.
- Understanding stakeholders' expectations and demands regarding ESG.

Regulatory and Compliance Landscape

- Overview of global and regional ESG regulations.
- ESG reporting standards (e.g., GRI, SASB, TCFD).
- Regulatory implications and potential penalties.

Environmental Considerations

- Understanding climate-related risks and the bank's exposure.

Social Considerations

- The bank's role in social issues like financial inclusion.

Governance Practices

- Good governance as a pillar of ESG.
- Ethics, transparency, and accountability.
- Role of the board in setting and overseeing ESG policies.

ESG Reporting and Disclosure

- Importance of transparency in ESG initiatives.
- Frameworks and methodologies for ESG reporting.
- Effective communication of ESG performance to stakeholders.

The Board's Role in ESG Oversight

- Establishing clear ESG objectives and metrics.
- Aligning ESG strategies with the bank's overall business strategy.
- Ensuring proper ESG risk management and monitoring.

LEARNING OUTCOMES AND BENEFITS

By the end of this course, participants will be able to:

- Articulate the significance of ESG principles in the contemporary banking landscape.
- Recognize the business, ethical, and societal imperatives driving ESG integration in banks.
- Identify and navigate the major ESG regulatory and compliance requirements relevant to banking.
- Implement robust governance practices that promote transparency, ethics, and accountability.
- Construct and oversee ESG reporting mechanisms that foster trust and transparency with stakeholders.
- Apply lessons from real-world case studies to enhance ESG practices and strategies within their institutions.
- Champion and oversee ESG initiatives, ensuring alignment with the bank's overarching strategic goals.

Governance

Mode of delivery:
Online and Face-to-Face



Duration:
3 Hours



Course Fees:
UGX 1,000,000

Provider:
UIBFS

PROGRAM DESCRIPTION

This comprehensive training program is designed for board members of banks, offering in-depth knowledge and practical insights into the realm of governance in the banking sector. Participants will explore the role and responsibilities of a bank's board, ethical dilemmas, stakeholder engagement, strategic planning, and more. Through a mix of lectures, case studies, workshops, and role-playing activities, board members will be better equipped to steer their banking institutions towards ethical and successful futures.

TARGET AUDIENCE

- Board Members

COURSE COVERAGE

Introduction to Governance

- Definition of governance
- The importance of governance in banking
- Key principles of good governance

The Role and Function of the Board

- Composition and structure of the board
- Role of the chairman vs. the CEO
- Duties and responsibilities of board members

Ethical Considerations and Integrity

- The role of the board in ensuring ethical behaviour
- Importance of a code of conduct and ethics for the board
- Case studies of ethical breaches and lessons learned.

Stakeholder Engagement and Communication

- Identifying and engaging with key stakeholders
- Best practices for transparent and effective communication

- The role of shareholder meetings
- ### Board Dynamics and Performance
- The importance of diversity and inclusion on the board
 - Board evaluation and performance metrics
 - Dealing with conflicts of interest

Strategic Direction and Vision

- The board's role in strategic planning
- Aligning bank strategy with global banking trends and challenges
- Monitoring and evaluating the bank's performance against strategic goals

Board and Management Relations

- The balance of power and authority between the board and management
- Collaborative decision-making processes
- Handling disputes and differences of opinion

LEARNING OUTCOMES AND BENEFITS

Upon successful completion of this course, participants will:

- Possess a thorough understanding of the core principles and significance of governance in banking.
- Critically assess the ethical implications of board decisions and actions.
- Implement best practices in board governance, risk management, and stakeholder engagement.
- Collaborate effectively with fellow board members and bank executives in decision-making processes.
- Communicate transparently and constructively with a variety of stakeholders, including shareholders, employees, regulators, and the public.
- Exhibit strong ethical judgment and leadership in governance roles.

Human Resource Management

Mode of delivery:
Online and Face-to-Face



Duration:
3 Hours



Course Fees:
UGX 1,000,000

Provider:
UIBFS

PROGRAM DESCRIPTION

This course is specially designed for board members of banks to provide a comprehensive understanding of the pivotal role of Human Resources in governance, risk management, and strategic alignment. Through interactive discussions, case studies, and expert-led sessions, participants will gain insights into key HR challenges and opportunities in the banking sector, including regulatory compliance, talent management, compensation, and succession planning.

TARGET AUDIENCE

- Board members

COURSE COVERAGE

Governance and HR's Role

- Overview of bank governance
- The significance of HR in governance
- Responsibilities of the board concerning HR

Succession Planning

- Importance of succession planning in banks
- Processes and best practices
- Board's role in ensuring smooth leadership transitions.

Diversity, Equity, and Inclusion (DEI)

- Business case for DEI in banking
- Current trends and best practices
- Board's role in fostering an inclusive work environment.

Training and Development

- The significance of continuous learning in the banking sector
- Board's role in ensuring robust training programs.

Employee Well-being and Mental Health

- Overview of current challenges and trends
- Board's role in promoting a healthy work environment.

Risk Management in HR

- Identifying and assessing HR risks
- Board's responsibility in overseeing HR risk management

LEARNING OUTCOMES AND BENEFITS

By the end of this course, participants will be able to:

- Understand the integral connection between HR and bank governance.
- Recognize the regulatory landscape and its implications for HR functions.
- Evaluate compensation structures, ensuring they align with both performance and risk.
- Understand and advocate for robust succession planning within their institutions.
- Appreciate the importance of Diversity, Equity, and Inclusion in the banking sector.
- Promote ethical considerations within all HR processes and decisions.
- Recognize the significance of continuous training and development.
- Advocate for and support initiatives that promote employee well-being and mental health.
- Understand HR-related risks and the board's role in managing those risks.

Hybrid Cloud

Mode of delivery:
Online and Face-to-Face



Duration:
2 Days



Course Fees:
UGX 1,000,000

Provider:
UIBFS

PROGRAM DESCRIPTION

This course is designed to equip the governance boards with knowledge on how to evaluate the suitability of hybrid cloud for their organizations, how to design, deploy and manage hybrid cloud solutions and how to ensure compliance with relevant laws, regulations, and standards.

TARGET AUDIENCE

- Board Members
- C-Suite Executives

COURSE COVERAGE

- 1. Introduction to Hybrid Cloud**
 - Definition of hybrid cloud and its benefits
 - Understanding the components of hybrid cloud
 - Comparison with other cloud deployment models (public and private)
- 2. Business Benefits and Risks of Hybrid Cloud**
 - Identifying the business benefits of hybrid cloud
 - Understanding the potential risks associated with hybrid cloud.
 - Analysing the business case for adopting hybrid cloud
- 3. Designing Hybrid Cloud Solutions**
 - Assessing organizational needs and requirements
 - Designing hybrid cloud architecture
 - Identifying potential integration issues and solutions
 - Evaluating cloud service providers

4. Deployment and Management of Hybrid Cloud

- Understanding hybrid cloud deployment and management methodologies
- Planning for hybrid cloud deployment
- Managing hybrid cloud environment
- Monitoring and maintaining hybrid cloud solutions.

5. Compliance and Governance

- Understanding relevant laws, regulations, and standards
- Ensuring compliance with data privacy and security requirements
- Developing a governance framework for hybrid cloud solutions
- Conducting audits and risk assessments

LEARNING OUTCOMES AND BENEFITS

At the end of this course, participants will be able to:

- Understand the basics of hybrid cloud technology and its benefits.
- Evaluate the suitability of hybrid cloud for their organizations.
- Design, deploy and manage hybrid cloud solutions.
- Ensure compliance with relevant laws, regulations, and standards.
- Develop a governance framework for hybrid cloud solutions.
- Conduct audits and risk assessments.
- Make informed decisions about adopting hybrid cloud technology.

Internal Capital Adequacy Assessment Process

Mode of delivery:
Online and Face-to-Face



Duration:
3 Hours



Course Fees:
UGX 1,000,000

Provider:
UIBFS

PROGRAM DESCRIPTION

The ICAAP Training for Board of Banks provides board members with a comprehensive understanding of the Internal Capital Adequacy Assessment Process (ICAAP) as delineated in the Basel II and Basel III frameworks. It equips participants with knowledge about the integral role ICAAP plays in risk management and capital adequacy within their banking institutions. The course integrates conceptual discussions with practical case studies, ensuring board members can effectively oversee and engage with ICAAP-related matters.

TARGET AUDIENCE

- Board Members

COURSE COVERAGE

Basics of ICAAP

- Definition and objectives
- Role in the Basel framework
- Brief overview of the Basel framework (Basel II and Basel III)
- Key differences between Pillar 1 and Pillar 2

Risk Types Addressed by ICAAP

- Credit risk
- Market risk
- Operational risk
- Liquidity risk
- Interest rate risk in the banking book (IRRBB)
- Other risks specific to the bank

Role of the Board in ICAAP

- Governance and oversight
- Understanding the bank's risk appetite
- Ensuring alignment with business strategy
- Responsibilities in ensuring effective controls and risk management.

Regulatory Expectations

- Supervisory review and evaluation process (SREP)
- Regulatory capital requirements vs. internal capital targets
- Reporting and disclosure requirements

Practical Implications for the Bank

- Implementing and maintaining ICAAP
- Ensuring alignment with bank's strategic planning
- Impact on bank's growth, dividends, and capital actions

LEARNING OUTCOMES AND BENEFITS

Upon successful completion of the course, participants will be able to:

- Articulate the key components of the ICAAP framework and its significance in the broader Basel context.
- Identify and categorize various banking risks and assess their capital adequacy implications.
- Evaluate an ICAAP report, recognizing its strengths, weaknesses, and potential areas of concern.
- Oversee the implementation and maintenance of ICAAP in their institutions, ensuring alignment with the bank's risk appetite and business strategy.
- Engage effectively with regulatory bodies on ICAAP matters, meeting both the spirit and letter of the regulations.
- Foster a culture of risk awareness and prudent capital management within their institutions.

Legal

Mode of delivery:
Online and Face-to-Face



Duration:
3 Hours



Course Fees:
UGX 1,000,000

Provider:
UIBFS

PROGRAM DESCRIPTION

This comprehensive training course offers an in-depth exploration of the legal landscape governing banks. It is designed specifically for board members, providing essential insights into banking laws, governance best practices, risk management, compliance, and other pivotal topics. Participants will also delve into real-world case studies and interactive workshops, bolstering their understanding of the unique challenges and opportunities present in the banking sector.

TARGET AUDIENCE

- Board of Directors

COURSE COVERAGE

Banking Laws and Regulations

- History and evolution of banking laws.
- Key regulatory bodies
- Major banking laws

Corporate Governance

- Role of the board in corporate governance.
- Best practices for bank board governance.
- Key governance policies and structures.

Compliance and Ethics

- Importance of a compliance culture.
- Anti-money laundering (AML) and combating the financing of terrorism (CFT) regulations.
- Ethical considerations for board members.

Fiduciary Responsibilities

- Understanding fiduciary duties.
- Balancing shareholder interests with other stakeholders.
- Liability considerations for board members.

Crisis Management and Contingency Planning

- Board's role during banking crises.
- Planning and executing a crisis response.
- Communication strategies during a crisis.

Financial Reporting and Audits

- Legal obligations related to financial disclosures.
- Board's role in overseeing financial transparency.

LEARNING OUTCOMES AND BENEFITS

At the end of the training participants can:

- Articulate the Principles of effective corporate governance in banking and identify best practices for driving good governance.
- Champion a Culture of Compliance and Ethics, recognizing the implications of anti-money laundering, fair lending practices, and other compliance imperatives.
- Formulate and implement effective crisis management strategies, emphasizing contingency planning and effective communication.
- Understand Consumer Protection mandates and ensure the bank upholds fair and transparent practices in its dealings with customers.
- Oversee Cybersecurity Efforts by understanding the board's role in digital security and the overarching importance of data protection.
- Appraise and Approve Financial Reporting, emphasizing the importance of financial transparency and the role of audits.

Procurement

Mode of delivery:
Online and Face-to-Face



Duration:
3 Hours



Course Fees:
UGX 1,000,000

Provider:
UIBFS

PROGRAM DESCRIPTION

This course offers an in-depth exploration of the critical role procurement plays within the banking sector, specifically tailored for board members. Participants will gain an understanding of the procurement lifecycle, the regulatory landscape, risk management, and the strategic alignment of procurement within the bank's objectives. Through a combination of lectures, case studies, and interactive sessions, board members will be equipped with the knowledge and tools needed to oversee effective, ethical, and efficient procurement practices.

TARGET AUDIENCE

- Board Members

COURSE COVERAGE

Understanding Procurement

- Definition and Types of Procurement
- The Procurement Lifecycle
- Procurement vs. Purchasing: Key Distinctions

Regulatory Landscape

- Banking Procurement Regulations and Standards (local and global)
- Compliance and Risk Considerations
- Audit and Review Mechanisms

Strategic Procurement

- Aligning Procurement with Bank's Strategic Objectives
- Procurement Planning and Budgeting
- Vendor Management and Relationship Building

Operational Efficiency

- Process Standardization and Automation
- Monitoring and Evaluating Procurement Operations
- Key Performance Indicators (KPIs) in Procurement

Ethical Considerations

- Ethics and Integrity in Procurement
- Conflict of Interest and Transparency
- Code of Conduct and Whistleblower Policies

Contracts and Agreements

- Elements of a Good Procurement Contract
- Monitoring and Enforcement of Contracts

Sustainable and Inclusive Procurement

- The Concept of Sustainable Procurement
- Socially Responsible Procurement Practices
- Inclusivity in Vendor Selection: Promoting Diversity

Role of Board in Procurement Oversight

- Establishing a Procurement Oversight Committee
- Regular Reporting and Reviews
- Ensuring Continuous Improvement in Procurement Practices

LEARNING OUTCOMES AND BENEFITS

- Upon successful completion of this course, participants will:
- Analyse procurement contracts and identify potential areas of risk.
- Use strategic planning tools to align procurement activities with the bank's broader objectives.
- Evaluate the effectiveness of procurement processes using key performance indicators.
- Advocate for ethical, transparent, and inclusive procurement practices.
- Prioritize the alignment of procurement activities with the bank's strategic goals and societal responsibilities.

Compliance Courses

PROVIDER



**THE UGANDA INSTITUTE
OF BANKING AND
FINANCIAL SERVICES**

AML-CFT for Risk, Compliance & Audit Officer

Mode of delivery:
Online and Face-to-Face



Duration:
2 Days



Course Fees:
UGX 550,000

Provider:
UIBFS

PROGRAM DESCRIPTION

Anti-Money Laundering and Countering the Financing of Terrorism (AML/CFT) is typically designed to provide individuals with a comprehensive understanding of the principles, regulations, and best practices in the field of AML and CFT. While the specific course outline may vary depending on the institution or organization offering the certificate, here is a general outline of topics that are commonly covered in such a program:

TARGET AUDIENCE

- Money laundering Control Officers
- Risk officers/analysts
- Compliance officers
- Auditors
- Anti-financial crime analysts
- KYC analysts,
- Fraud analysts
- Legal team

COURSE COVERAGE

- Compliance Program Requirements
- Suspicious Transaction Indicators
- Reporting Requirements
- Client Identification & Record-keeping Requirements
- The Players
- Implementing Controls, Monitoring Control Performance & AML Audits

LEARNING OUTCOMES AND BENEFITS

At the end of this course participants will be able to:

- Learn the key elements in the domestic and global AML-CFT regulatory ecosystem and frameworks; enforcement agencies functions and requirements.
- Understand the key elements of AML-CFT compliance program, and Financial Crimes prevention history and related regional & global cases.
- Learn the key elements in developing risk-based approach, risk rating process and its application; develop and document a risk-based approach independent audit;
- Be equipped for implementing money laundering controls and requisite governance for AML-CFT risks;
- Law enforcement investigations, what triggers them, methods of dealing with them and possible remedies;
- Identify potential suspicious transactions and the mechanisms for monitoring, investigating and reporting suspicious activity;
- Personal liability for compliance failure, possible scenarios, & damage control;
- Learn to incrementally contribute not only AML risks but various corporate risk mitigation in a structured manner and build a system to monitor, avoid and counter;
- Review case studies and scenarios to support AML-CFT theory and practice.

Anti-Money Laundering

Mode of delivery:
Online and Face-to-Face



Duration:
15 Hours



Course Fees:
UGX 550,000

Provider:
UIBFS

PROGRAM DESCRIPTION

This course, will enable participants appreciate the nature of financial crimes and anti-money laundering, how to detect and investigate these practices, laws and regulations applicable and how to prevent and apply appropriate measures in preventing financial crimes and money laundering.

TARGET AUDIENCE

This course is suitable for all professionals working in a financial services environment irrespective of department.

COURSE COVERAGE

- AML-CFT (financial crime risk management.
- Financial crimes Concept.
- ML-TF Control duties
- AML-CFT Risk assessment.
- AML-CFT Program.
- ML-TF reg flags
- Case studies and Group Dynamics

LEARNING OUTCOMES AND BENEFITS

At the end of this course, participants will be able to:

- Be aware of their legal obligations to recognize and report suspicious activity.
- Contribute to making our financial systems a more hostile environment for criminals to successfully launder their proceeds.
- Garner requisite expertise about the subject from an educational, regulatory and ethical perspective.
- Learn the key elements in the domestic and global AML-CFT regulatory ecosystem and frameworks, enforcement agencies functions and requirements.
- Understand the key elements of AML-CFT compliance program, and Financial Crimes prevention history and related regional & global cases.
- Be equipped for implementing money laundering controls and requisite governance for AML-CFT risks.
- Law enforcement investigations, what triggers them, methods of dealing with them and possible remedies.
- Identify potential suspicious transactions and the mechanisms for monitoring, investigating and reporting suspicious activity.

Ethics and Professionalism in Financial Services

Mode of delivery:
Online and Face-to-Face



Duration:
15 Hours



Course Fees:
UGX 550,000

Provider:
UIBFS

PROGRAM DESCRIPTION

This course is designed to raise moral standards as a counter to potential or real misconduct within a banking environment. The focus is on ethics and corporate governance; it requires application of knowledge of legislation and codes that contain references to ethics for the financial services sector and analysis and interpretation of the implementation of a code within an organisation.

TARGET AUDIENCE

- The course is designed for:
- Senior managers.
 - Company secretaries.
 - Compliance officers.
 - Human Resources practitioners.
 - Risk managers.
 - Directors of companies.
 - Individuals interested in the regulatory framework of financial institutions.

COURSE COVERAGE

- The course is designed to cover the following:
- Codes of practice and standards of reporting in an organization.
- Specific industry related legislation Viz: Bank of Uganda Acts, Supervision Acts, Supervision Regulations and other Acts and Regulations.
- Codes and standards for employees, customers, providers, and related stakeholders.
- Internationally accepted principles relating to the ethical question of doing what's good, right and fair.
- African value systems relating to collaborative and participative models of governance and ethics.

LEARNING OUTCOMES AND BENEFITS

- At the end of this training, participants will be able to:
- Demonstrate knowledge and insight into legislation, regulations and codes relating to corporate governance and ethics in the financial services sector.
 - Explain internationally accepted principles that are the basis of a good code of conduct.
 - Analyse the impact of African value systems on codes of ethics.
 - Explain the business case for compliance with codes and the ethical code of an organisation.

Environmental, Social and Governance

Mode of delivery:
Online and Face-to-Face



Duration:
15 Hours



Course Fees:
UGX 550,000

Provider:
UIBFS

PROGRAM DESCRIPTION

ESG (Environmental, Social, Governance) is a framework that guides businesses to create and grow value for all stakeholders sustainably, focusing on people, planet and profits and most recently aligned to the UN Sustainable Development Goals. ESG standards help companies measure and showcase their impact as increasingly consumers choose where to buy and investors where to invest.

TARGET AUDIENCE

- Compliance managers and officers
- ESG officers
- Risk managers and officers
- Credit Managers
- Relationship Managers
- Product Development Teams

COURSE COVERAGE

- Definition of ESG and the drivers for its increasing importance
- ESG regulators at local and global scale
- Principles and reporting frameworks of ESG (UNSDG, B Corp, PRI, UN Global Impact, Bank of Uganda (BOU))
- The role of banks in relation to ESG
- ESG and credit analysis process using models like the UN SDG
- Types of ESG lending including Green-Loans and sustainability linked loans.
- The role of a credit manager in assessing client progress on ESG related issues
- Methods banks use to integrate ESG Data in commercial lending decision.

LEARNING OUTCOMES AND BENEFITS

By the end of the course participants will be able to.

- Define ESG and understand the key drivers for the increasing importance of ESG in the business environment.
- Identify and act upon the main ESG issues impacting businesses.
- Integrate ESG into organizational strategy.
- Interpret latest company reporting requirements in relation to ESG Report and make appropriate reports.
- Apply the appropriate methods banks use to integrate ESG data into commercial lending decisions.

Financial Consumer Protection Guidelines

Mode of delivery:
Online and Face-to-Face



Duration:
15 Hours



Course Fees:
UGX 550,000

Provider:
UIBFS



PROGRAM DESCRIPTION

This programme is intended to equip staff of Supervised Financial Institutions with the knowledge and skills to handle consumer information and complaints with due respect to consumer rights as per guidelines set out by the regulating bodies like, Central Bank (Bank of Uganda).

TARGET AUDIENCE

The course is designed for:

- All staff in supervised institutions at all levels
- Clients/ Customers of supervised institutions

COURSE COVERAGE

The course is designed to cover the following:

- Overview of supervised institutions
- Overview of FCPGs
- Purpose of having FCPGs in place.
- Understanding Stakeholders
- The Supervisory Approach
- The Bank of Uganda FCPGs
- Fairness – Lending Recklessly
- Fairness – Giving Advice and Cooling – Off
- Reliability Transparency
- Complaint Handling

LEARNING OUTCOMES AND BENEFITS

At the end of the course the participants will be able:

- Exhibit fair and equitable financial services practices
- Acquire knowledge and skills to handle consumer information and complaints with due respect to consumer rights as per guidelines.
- Promote transparency in order to inform and empower consumers of financial services users and providers.
- Foster confidence in the financial services sector.
- Appreciate mechanisms for handling consumer complaints relating to the provision of financial products and services.

Internal Capital Adequacy Assessment Process

Mode of delivery:
Online and Face-to-Face



Duration:
1 Month



Course Fees:
UGX 1,200,000

Provider:
UIBFS

PROGRAM DESCRIPTION

This training course intends to arm risk practitioners with a tool kit to go through the comprehensive ICAAP process covering all material risks their banks face along with the required tools & techniques to efficiently work with ICAAP components.

TARGET AUDIENCE

- Managers especially Audit Committee members, CFOs, and CROs
- Risk management managers and staff
- Internal Auditors
- Basel Implementation Officers

COURSE COVERAGE

Day 1

- Brief overview of Basel Standards
- Three pillars of Basel Standards
- Pillar 1: Credit Risk
- Pillar 1: Market Risk
- Pillar 1: Operational Risk
- Pillar 2: ICAAP and SREP
- Minimum Capital Requirements

Day 2

- Overview of Structure and Objectives of ICAAP
- Principles of Pillar 2
- Levels of Application within the Bank and the Banking Group
- The ICAAP Risk Management Process
- Risk Policy Principles and Risk Appetite
- Risk Identification
- Risk Monitoring and Risk Controls

- Processes and Internal Control Mechanisms

Day 3

- Defining Specific Assessment Procedures for All Material Risks
- Pillar 1 and Pillar 2 Interaction and Residual Risk
- Measurement Methods for Pillar 2 Risks – IRRBB
- Measurement Methods for Pillar 2 Risks – Concentration Risk
- Measurement Methods for Pillar 2 Risks – Strategic/Business Risk

Day 4

- Measurement Methods for Pillar 2 Risks – Reputation Risk
- Measurement Methods for Pillar 2 Risks – Sovereign Risk
- Measurement Methods for Pillar 2 Risks – Regulatory Risk
- Overview of models used in ICAAP and stress testing process.
- Stress testing and scenario analysis
- Reverse stress testing

Day 5

- Risk aggregation and diversification
- ICAAP Validation and Internal Audit
- Use Test of ICAAP
- Critical Success Factors in ICAAP Implementation, Critical Roles and Responsibilities
- Challenges in ICAAP Implementation

LEARNING OUTCOMES AND BENEFITS

- Give information about the Basel Standards
- Apply the ICAAP conceptual framework along with its different applications
- Drill down ICAAP components
- Observe and apply ICAAP processes
- Explain latest banking industry approaches and regulatory trends with respect to ICAAP
- Appreciate internal control roles played by different controlling units within a bank program Outline

Internal Liability Adequacy Assessment Process

Mode of delivery:
Online and Face-to-Face



Duration:
1 Month



Course Fees:
UGX 1,200,000

Provider:
UIBFS

PROGRAM DESCRIPTION

In the ever-evolving landscape of the banking sector, maintaining adequate liquidity is paramount to ensure sustainable operations and meet regulatory requirements. This course offers an in-depth exploration of ILAAP, a vital tool for banks to assess and manage their liquidity risks. Through a blend of theoretical knowledge, real-world case studies, and practical exercises, participants will gain a comprehensive understanding of liquidity risk management and the intricacies of ILAAP. Designed for professionals in the banking and financial sectors, this course will equip participants with the skills to develop, implement, and monitor effective ILAAP frameworks.

TARGET AUDIENCE

- Risk Management Teams: Those directly involved in risk assessment, particularly liquidity risk, will find the course essential to enhancing their skills and understanding.
- Treasury and Finance Teams: Professionals responsible for managing the bank's assets, liabilities, and overall liquidity position.
- Internal Audit Teams: Those responsible for ensuring adherence to regulatory requirements and internal risk processes.

COURSE COVERAGE

Introduction

- Definition of ILAAP
- Purpose and importance of ILAAP in banking operations
- Regulatory context and guidance

Overview of Liquidity Risks

- Definition of liquidity risk
- Different types of liquidity risks: Market liquidity risk, funding liquidity risk, operational liquidity risk

Liquidity Risk Management Framework

- Governance structure (role of board, senior management)
- Policies and procedures
- Internal controls and audit

Liquidity Risk Measurement and Monitoring

- Key liquidity metrics: LCR (Liquidity Coverage Ratio), NSFR (Net Stable Funding Ratio), and others
- Stress testing and scenario analysis
- Early warning indicators

ILAAP Reporting

- Internal reporting requirements
- External reporting to regulators and stakeholders

Contingency Funding Plan (CFP)

- Objectives of a CFP
- Triggers for activating the CFP
- Action steps when CFP is activated
- Regular testing and updates

ILAAP Scenario Analysis and Stress Testing

- Importance of scenarios and stress tests
- Designing various stress scenarios (idiosyncratic, systemic, combined)
- Assessing impacts and defining potential responses

Role of Collateral in ILAAP

- Types of collateral
- Collateral valuation and management
- Potential challenges in mobilizing collateral

Interaction with Other Risk Types

- Connection between liquidity risk and credit risk, market risk, operational risk
- Overview of the Integrated Risk Management approach

ILAAP Review and Enhancement

- Importance of periodic reviews
- Feedback loop and continuous improvement
- Regulatory reviews and audits

Case Studies

- Real-world examples of liquidity crises
- Lessons learned and best practices

LEARNING OUTCOMES AND BENEFITS

At the end of this training, participants will be able to:

- Describe the nature and types of liquidity risks faced by banks.
- Differentiate between market liquidity risk, funding liquidity risk, and operational liquidity risk.
- Explain the regulatory context and importance of ILAAP in the banking sector.
- Detail the governance structures supporting ILAAP, including roles of boards and senior management.
- Design and interpret key liquidity metrics, such as LCR and NSFR.
- Apply best practices in setting up internal controls, policies, and procedures for liquidity risk management.
- Design a range of stress scenarios to test liquidity adequacy.
- Evaluate the impact of various scenarios and develop appropriate responses.
- Describe the objectives and triggers of a CFP.
- Formulate action steps and regularly test the efficacy of the CFP.
- Identify and value different types of collateral.
- Recognize challenges in mobilizing collateral and devise solutions.
- Evaluate the intersection of liquidity risk with credit, market, and operational risks.
- Promote an integrated risk management approach.
- Evaluate the need for periodic reviews of ILAAP frameworks.
- Implement feedback loops for continuous improvement and adhere to regulatory requirements.

Intellectual Property (IP) in Financial Services

Mode of delivery:
Online and Face-to-Face



Duration:
15 Hours



Course Fees:
UGX 550,000

Provider:
UIBFS

PROGRAM DESCRIPTION

Uganda is shifting towards knowledge-based economy status. This means that sectors like banking and financial services will progressively depend on access to and use of IP to generate wealth and social good. This UIBFS course is specially intended to build capacity of financial services institutions to evaluate IP as collateral for credit.

TARGET AUDIENCE

- Bankers
- Asset valuers
- Lawyers specializing in financial services
- Anyone interested in gaining knowledge about intellectual property

COURSE COVERAGE

- Introduction to Intellectual Property
- Intellectual Property in financial services
- Types of intellectual property e.g., Trademarks, patents, utility models, copyrights, industrial designs, geographical indications and trade secrets.
- Intellectual property as an asset for financing innovation
- Concept of audit and valuation of intellectual property
- Methodology of Intellectual Property Valuation
- Intellectual property as Collateral

LEARNING OUTCOMES AND BENEFITS

By the end of the training, participants will be expected to.

- Understand the concept of intellectual property and the different types of Intellectual Property.
- Understand intellectual property as an asset for financing innovation.
- Explain the audit process of intellectual property, benefits, reasons for taking audits of intellectual property in a business and the different types of audits of Intellectual property.
- Understand valuation methods and limitations, the traditional methods (cost, income and market valuation methods) and the emerging valuation methods.
- Intellectual property as collateral – Security Interest in Movable Property Act, 2019
- Understand the importance of intellectual property in financial services.

Law Relating to Banking Practice and Management

Mode of delivery:
Online and Face-to-Face



Duration:
15 Hours



Course Fees:
UGX 550,000

Provider:
UIBFS

PROGRAM DESCRIPTION

The course is designed to cover the fundamental knowledge about the law relating to banking practice and Management.

TARGET AUDIENCE

The course is designed for:

- Middle Management
- Senior Management Staff
- Front office staff
- Relationship Managers
- All staff in the credit and securities departments

COURSE COVERAGE

The course is designed to cover the following:

- Overview of the Code of Banking Practice.
- The impact of the Financial Institutions Act on management and bank staff
- The position of a bank as an agent of its customers
- The banker's legal relationship with the bank customers
- Electronic banking and its legal implications.
- Law related to the common securities pledged by bank customers
- Law related to the bank negotiable instruments
- Forgery and fraud in banking business
- Money laundering and the law
- Legal aspects associated with insolvency and winding up of the borrower's business

LEARNING OUTCOMES AND BENEFITS

At the end of the course the participant will be able;

- Manage legal aspects related to banking practice and management.
- Appreciate the contractual relationship between financial institutions and Customers.
- Delve into legal issues surrounding banking practice and Management.

Leadership Training Courses

PROVIDER



**THE UGANDA INSTITUTE
OF BANKING AND
FINANCIAL SERVICES**

Emerging Leaders

Mode of delivery:
Online & Face-to-Face



Duration:
20 Hours



Course Fees:
UGX 2,500,000
for Ugandans

Provider:
UIBFS



PROGRAM DESCRIPTION

This intensive emerging leaders' course is meticulously designed for middle-level managers in the banking sector. It aims to bridge the gap between junior management and senior leadership by imparting essential leadership skills, understanding of banking trends, and advanced decision-making competencies. The course delves into the nuances of banking-specific challenges, helping managers become effective leaders, drive innovation, and make a meaningful impact on their teams and the institution.

TARGET AUDIENCE

- Mid-level managers or supervisors including branch managers, department heads, and those in similar roles with potential for higher-level management roles.
- Professionals in the banking sector aspiring to move into middle management roles.

COURSE COVERAGE

Banking Landscape and Trends

- Current global banking trends
- Technological advancements and the role of digital banking
- Regulatory and compliance challenges
- Financial crises and their implications on leadership

Leadership Fundamentals

- Leadership vs. Management
- Leadership styles and their relevance in banking
- Emotional Intelligence in leadership
- Effective communication and negotiation skills

Effective Communication

- Basics of communication
- Active listening and its importance
- Non-verbal communication cues
- Providing clear and constructive feedback
- Tools and technologies for effective communication

Leading in Times of Change

- Change management principles.
- Leading during digital transformation
- Implementing and adapting to new banking policies and regulations
- Leading through change: strategies and best practices
- Evaluating the impact of change

Leadership in the Digital Age

- Impact of technology on leadership
- Leading remote teams: challenges and strategies
- Digital communication etiquette and best practices
- Role of social media in leadership

Human Resource Management and Team Leadership

- Building and leading high-performing teams
- Managing conflicts and improving team dynamics

- Talent acquisition, training, and retention in banking
- Performance management and feedback

Customer-Centric Leadership

- Importance of customer experience in banking
- Building a customer-centric culture
- Leading customer service and relationship teams

Ethical Leadership and Corporate Social Responsibility (CSR)

- Understanding ethics in banking
- Role of leadership in promoting and upholding ethics
- Role modeling ethical behavior
- Addressing ethical dilemmas and challenges

Leadership Challenges and Case Studies

- Analysing real-life banking leadership challenges
- Role-playing and scenario-based learning
- Learning from successes and failures in the banking world

Personal Development and Growth

- Developing a personal leadership philosophy
- Identifying areas for self-improvement
- Setting career goals and a roadmap

Innovation and Futureproofing

- Fostering a culture of innovation in banking
- Preparing for the future: AI, blockchain, and beyond
- Continuous learning and adaptability as leadership traits

Conclusion and Action Planning

- Reflecting on learning and insights from the course
- Creating a personal leadership action plan for the next steps in their banking career

LEARNING OUTCOMES AND BENEFITS

Upon completion of this course, participants will be able to:

- **Understand Banking Leadership:** Gain a deep understanding of the role of leadership in the banking industry, its evolving nature, and its impact on organizational success.
- **Navigate Industry Trends:** Stay informed about the latest trends and technologies in banking and develop strategies to adapt to changes in the financial landscape.
- **Enhance Leadership Skills:** Cultivate leadership skills, including communication, decision-making, problem-solving, and emotional intelligence, to lead teams effectively.
- **Lead During Change:** Develop change management strategies to lead teams through digital transformation, regulatory shifts, and other industry changes.
- **Optimize Human Resources:** Master the art of building and leading high-performing teams, managing conflicts, and fostering a culture of excellence within the bank.
- **Prioritize Customer-Centricity:** Understand the importance of customer experience and learn how to build a customer-centric culture within the organization.
- **Drive Innovation:** Foster innovation in banking and prepare for the future by embracing emerging technologies and trends.
- **Promote Ethics and CSR:** Instil a strong sense of ethics in leadership practices and contribute to corporate social responsibility initiatives.
- **Analyse Leadership Challenges:** Apply critical thinking to real-world banking leadership challenges and learn from both successes and failures.

IFRS 16

Mode of delivery:
Online



Duration:
15 Hours



Course Fees:
UGX 550,000

Provider:
UIBFS

PROGRAM DESCRIPTION

Financial reporting standards are changing in line with prudential requirements in the modern market space. The IASB published IFRS16-the new leases standard that came into effect on January 1 2019. All financial institutions in Uganda use rentals or leasing as a means to obtain access to assets and are therefore affected by the new standard.

TARGET AUDIENCE

This course is suitable for:

- Financial and management accountants in the financial services sector seeking in-depth
- Accounting staff and management of banks
- Internal and external auditors
- Staff and management of Central Banks, Deposit Insurance Entities, and other agencies with regulatory responsibility in the financial services sector

COURSE COVERAGE

The course is designed to cover the following:

- Objective of IFRS 16.
- The impact of the new leases standard
- Commonly used financial metrics redefined in IFRS 16.
- The scope of IFRS 16.
- Changes to business model as a result of IFRS 16 implementation
- Changes to business data and processing
- Reporting requirements under the new standard

LEARNING OUTCOMES AND BENEFITS

At the end of this program, participants will be able to:

- Apply the principles in IFRS 16's lease accounting model and analyse its impact on the financial statements
- Provides a basis for users of financial statements to assess the amount, timing and uncertainty of cash flows arising from leases

"LEAD" Leadership Development Programme

Mode of delivery:
Online and Face-to-Face



Duration:
6 Weeks



Course Fees:
USD 1,000

Provider:
UIBFS

PROGRAM DESCRIPTION

"LEAD" is a world class leadership development programme expertly curated to skill, re-skill and up-skill leaders to lead strategic performance while influencing and inspiring their teams to achieve their full potential. LEAD is based on the John Maxwell leadership ethos and develops the leader from the core – self leadership.

The programme includes classroom presentations, intensive assessments, innovative exercises, peer feedback and one-on-one coaching to help re-inforce learning. It will be delivered both online and physically over a period of 6 weeks.

TARGET AUDIENCE

Senior Management, Middle managers, professionals and individuals who aspire to be leaders effectively and productively.

COURSE COVERAGE

Module 1: Introduction to Leadership

- Leadership theories and styles
- Core Leadership Principles and Skills
- Introduction to the 21st century leader (intergenerational and Virtual leadership)
- Leadership and management – Two peas in a pod?

Module 2: Self Leadership

- Mastering yourself and developing your Emotional Intelligence
- Develop your self-awareness for enhanced leadership potential
- Branding yourself for leadership success
- The Power of Influence and Persuasion
- Communicating with impact
- Unleash your leadership potential through Executive Presence

Module 3: Building highly effective Teams

- The Principles of Highly Effective Teams (HET)

- Knowing Your Team
- Enhancing Team engagement and motivation
- Leading in diversity (age, gender, race, tribes etc)
- Strategic Problem solving and decision-making frameworks for leaders
- Effective Performance Management tools
- Giving constructive performance feedback
- Managing under-performance
- Dealing with difficult team members
- Setting your team for success - Mentorship, coaching & succession planning

Module 4: "Leading for the next level of organization effectiveness"

- Harnessing 360-degree leadership
- Ethics & values for a leader
- Navigating organizational politics
- Entrepreneurial leadership
- Stakeholder engagement & Networking
- Transformational leadership: Aspiring for more

BONUS

Leadership Improvement Action Plan

LEARNING OUTCOMES AND BENEFITS

LEAD will:

- Transform you from a manager into a leader.
- Motivate your growth in personal power, influence and impact.
- Empower you with critical interpersonal skills essential for leading others.
- Equip you with critical skills to build strong, formidable and sustainable teams.
- Sharpen your decision making and problem-solving skills.
- Arm you with the right skills to drive sustainable performance and profitability.
- Prepare you to take on even higher leadership positions.

Leadership and Branch Supervision

Mode of delivery:
Online & Face-to-Face



Duration:
15 Hours



Course Fees:
UGX 550,000

Provider:
UIBFS

PROGRAM DESCRIPTION

Organizations and institutions increase productivity through investing in competent and reliable leadership.

The course is intended to build a culture of performance at each leadership level in the different functions of the organization.

- The Value of the Balanced Scorecard (BSC)
- Conducting a Training Needs Assessment in the department
- Delegation of Development and Productivity
- Leadership and Supervision

TARGET AUDIENCE

The course is designed for:

- Individuals
- Team Leaders
- Leaders of Enterprise

COURSE COVERAGE

- Overview of Leadership and Supervision
- The Context and Business Case for Leadership and Supervisory Management
- The Importance of Establishing a Culture of High Performance in an institution
- The Principles and Building Blocks of Effective Performance Management
- The Role of HR and Management team within Performance Management
- Motivational Theories, Models and their Role in Leadership and Supervision
- Quantitative and Qualitative Objectives
- Developing SMART Objectives
- Setting Objectives
- Achieving Holistic Organization Integration – Vertical, Horizontal and Functional
- Developing the Best KPIs for Your Organization

LEARNING OUTCOMES AND BENEFITS

- Establish a Culture of High Performance in the bank
- Understand Principles and Building Blocks of Effective Performance Management
- Learn to develop SMART Objectives
- Appreciate Holistic Organization Integration – Vertical, Horizontal and Functional
- Acknowledge the leadership and Supervision in Crisis times.

Managing Team Productivity

Mode of delivery:
Online and Face-to-Face



Duration:
15 Hours



Course Fees:
UGX 550,000

Provider:
UIBFS



PROGRAM DESCRIPTION

This course aims at equipping staff with team management skills

TARGET AUDIENCE

- Managers
- Supervisors
- Officers
- Administrators

COURSE COVERAGE

- Overview of team Management
- Adopting open team communication
- Conducting team Member Analysis
- Creating a conducive work environment for teams
- Productivity team mental models
- Goal setting and Strategic thinking
- Emotional Intelligence
- Mutual trust and respect
- Inclusion and Diversity

LEARNING OUTCOMES AND BENEFITS

At the end of the course the participants will be able to;

- Understand and appreciate the value of working as a team
- Appreciate how to effectively and efficiently work in teams
- Understand emotional intelligence
- Understand how to set team goals and to become a strategic thinker

New to leadership

Mode of delivery:
Online & Face-to-Face



Duration:
30 Hours



Course Fees:
UGX 1,900,000
for Ugandans

Provider:
UIBFS



PROGRAM DESCRIPTION

This course provides a comprehensive introduction to leadership within the dynamic world of banking. Participants will gain insights into the evolving landscape of the banking sector, from traditional operations to modern digital transformations. The curriculum combines theoretical frameworks with practical case studies, ensuring learners gain both conceptual understanding and hands-on experience.

TARGET AUDIENCE

Newly appointed leaders in supervisory roles or aspiring leaders who wish to rise to positions of leadership in a bank or financial services organization.

COURSE COVERAGE

The Role of Leadership in Banking:

- The importance of leadership in financial institutions.
- Leadership vs. management.
- Challenges faced by leaders in the banking sector.

Key Leadership Competencies in Banking:

- Strategic vision and foresight.
- Risk management and decision-making.
- People management and team leadership.
- Change management, especially given digital transformations.
- Communication and stakeholder management.
- Ethical considerations and integrity.

Personal Development and Self-awareness

- Identifying personal strengths and weaknesses
- Understanding your leadership personality type
- Emotional Intelligence: components and importance
- Feedback: giving, receiving, and acting upon it
- Growth mindset vs. Fixed mindset

Understanding Banking Operations:

- An overview of bank operations: front office, middle office, and back office.
- Importance of customer service and relationship management.
- Digital banking and the move towards online platforms.

Risk Management:

- Understanding different types of risks: credit risk, market risk, operational risk, and liquidity risk.
- Role of a leader in ensuring robust risk management practices.
- Crisis management and response strategies.

Financial Analysis and Performance Metrics:

- Understanding bank financial statements.
- Key performance indicators (KPIs) for banks.
- The importance of profitability, liquidity, and solvency metrics.

Digital Transformation in Banking:

- The rise of fintech and its impact on traditional banking.
- Digital banking trends: mobile banking, blockchain, artificial intelligence, etc.
- Leading digital transformation initiatives.

Ethics and Compliance:

- Importance of ethical leadership in banking.
- Regulatory compliance and its implications.
- Preventing financial crimes, fraud, and money laundering.
- Role modelling ethical behaviour.
- Addressing ethical dilemmas and challenges

People Management:

- Building high-performing teams.
- Talent management and succession planning.
- Navigating organizational politics and building influence.
- Leading through change: strategies and best practices

LEARNING OUTCOMES AND BENEFITS

Upon successful completion of the “New to Leadership” course, participants will be able to:

- Analyze bank operations and performance metrics to make informed decisions.
- Design and implement robust risk management strategies tailored to banking operations.
- Understand and capitalize on digital trends and technologies impacting the banking sector.
- Act with integrity and ensure compliance with banking regulations and ethical considerations.
- Develop a strategic vision for banking operations, considering both current challenges and future opportunities.
- Lead and motivate teams within a banking environment, fostering a culture of excellence and continuous improvement.
- Effectively communicate with various stakeholders, including customers, regulators, and executives, to build trust and achieve organizational goals.

Performance Enhancement

Mode of delivery:
Online & Face-to-Face



Duration:
15 Hours



Course Fees:
UGX 550,000

Provider:
UIBFS

PROGRAM DESCRIPTION

This course aims at equipping staff with performance Enhancement skills that help them in achieving their targets and improving on their performance.

TARGET AUDIENCE

- Managers
- Supervisors
- Officers
- Administrators

COURSE COVERAGE

- Over view of performance Management.
- Developing individual strategies
- Developing Department and Institutional scorecards
- Portfolio Management
- Assessment Improvement and development
- Diagnosing /identifying resource gaps
- Assessing available resources, systems and processes

LEARNING OUTCOMES AND BENEFITS

At the end of the course the participants will be able to;

- Appreciate how to develop strategies at both individual and institutional.
- Assess available resources, systems and processes.
- Diagnose and identify resource gaps

Performance Management and Leadership

Mode of delivery:
Face-to-Face



Duration:
15 Hours



Course Fees:
UGX 550,000

Provider:
UIBFS

PROGRAM DESCRIPTION

Performance Management is ensuring that the employee and the organization are focused and aligned towards strategic priorities. This UIBFS Performance Management training course will show you how to integrate Performance Objectives, Critical Success Factors and Key Performance Indicators into a performance management system applied by a highly skilled leadership, managerial, and supervisory team. This training course will also prove invaluable for experienced leaders who want to build their skills to the next level, and for managers who have had no formal experience or training with regards to managing performance.

TARGET AUDIENCE

- Human Resource Managers
- Employment Relations
- Personnel Staff
- All Line Managers
- Team Leaders
- Supervisors
- Learning & Development
- Training Officers
- Supervisors who are or will be accountable for the use and application of performance management and appraisal techniques

COURSE COVERAGE

- The Context and Business Case for Performance Management
- The Importance of Establishing a Culture of High Performance
- The Principles and Building Blocks of Effective Performance Management
- The Role of HR and Leaders within Performance Management

- Motivational Theories, Models and their Role in Performance Management
- Quantitative and Qualitative Objectives
- Developing SMART Objectives
- Setting Objectives
- Achieving Holistic Organization Integration – Vertical, Horizontal and Functional
- Developing the Best KPIs for Your Organization
- The Value of the Balanced Scorecard (BSC)
- Managing Challenges with the Employee Appraisal
- Monitoring Employee Performance with Ongoing Review
- Addressing the Performance Gap
- Performance Appraisal and the Link to Rewards and Recognition
- Impact of Giving and Receiving Useful Feedback
- Coaching for Effective Performance
- Continuing Professional Development: Personal Development Planning (PDP)

LEARNING OUTCOMES AND BENEFITS

- By the end of the course participants will be able to;
- Design, develop and implement a strategy-based performance management action plan that aligns to sustaining a high-performance culture and optimal financial business outcomes
 - Understand how motivation in the workplace can produce expected results from your employees
 - Learn proven ways to reward and sustain excellent performance
 - Manage expectations on how staff's progress will be measured
 - Provide useful constructive feedback and continuous coaching for results
 - Adequately prepare for the performance review
 - Develop, contribute and sustain a High-Performance Culture

Project Management for Financial Services

Mode of delivery:
Face-to-Face



Duration:
3 Days



Course Fees:
UGX 600,000

Provider:
UIBFS

PROGRAM DESCRIPTION

This course is designed to address both the professional project-manager who is seeking to expand his knowledge of the subject as well as management and staff of banks and financial institutions that need training in the practicality of project management.

TARGET AUDIENCE

Managers, supervisors, senior and junior staff and even those with project experience will all benefit from this easy to follow, practical course on project management taught by experienced practitioners with actual project management experience under their belts.

COURSE COVERAGE

- Principals of Project Management
- Big Bang vs Staged releases
- Project Roles and Responsibilities
- Project Budgeting
- Project Definition
- Risk Management
- Estimating
- Planning
- Phase agreement
- Project Support
- Tracking, Controlling and Reporting
- Change and Issue Management
- Quality Management
- Phase and of Project End

LEARNING OUTCOMES AND BENEFITS

At the end of this training participants will be able to:

- Define a project and it's characteristics
- Successfully undertake a banking and financial services project.
- Monitor and evaluate adherence to established project standards.
- Effectively establish a project reporting structure.
- Create a project budget
- Solicit project support from relevant stakeholders.

PRINCE2® Project Management

Mode of delivery:
Online and Face- to- Face.



Duration:
3 Months



Course Fees:
Foundation
-USD 1,500/
Practitioner-USD
1,000

Provider:
UIBFS

PROGRAM DESCRIPTION

PRINCE2®, an acronym for PProjects in Controlled Environments, is a structured and integrated method for the effective management of projects. It is an effective process-based method for project management that ensures that no information vital for the success of the project is overlooked. PRINCE2® is recognized as a world-class international product and can be applied to any type of project regardless of Project Scale, Type, Organization, Geography or Culture. There are two levels of qualification; Foundation and Practitioner.

TARGET AUDIENCE

- Project Management Teams; Project Managers, Team Managers, Project Team members.
- Project Support: Accountants/Finance Teams, Human Resource teams, Procurement Teams, Legal teams.
- Project Steering Committees; Senior Management.

COURSE COVERAGE

PRINCE2 Principles:

- Continued Business Justification,
- Learn from Experience, Defined roles and responsibilities,
- Manage by Stages, Manage by Exception,
- Focus on products and Tailor to suit the project environment.

PRINCE2 Themes:

- Business Case,
- Organization,
- Quality, Plans,
- Risk, Change, and Progress.

PRINCE2 Processes:

- Starting up a Project,
- Directing a Project,
- Initiating a Project,
- Controlling a Stage,
- Managing Product Delivery,
- Managing a Stage Boundary and Closing a Project.

LEARNING OUTCOMES AND BENEFITS

At the end of this course, participants will be able to:

- PRINCE2 certification will give you the skills to feel confident in managing projects successfully within the workforce thus a structured and streamlined way of doing things.
- Using PRINCE2 in your projects will give you common systems, procedures, and language. You will make fewer mistakes, learn from those that you do make, and ultimately save money and effort.
- PRINCE2 provides benefits to the managers and directors of a project and to an organization, through the controllable use of resources and the ability to manage business and project risk more effectively.
- A route to increasing the project management skills and competences of the organization's staff at all levels.
- PRINCE2 certification is an invaluable asset to anyone's career as it increases employment prospects and helps individuals do their jobs more effectively, becoming an advantage to their employers.

Senior Management Leadership Program

Mode of delivery:
Online & Face-to-Face



Duration:
20 Hours



Course Fees:
UGX 3,500,000

Provider:
UIBFS



PROGRAM DESCRIPTION

The Advanced Bank Leadership course delves deep into the intricacies of leading in the modern banking environment. It covers a holistic range of topics from strategic and financial management to innovation, regulation, and risk oversight. The course aims to provide participants with a comprehensive view of leadership challenges and opportunities in the banking sector, supplemented by real-world case studies, hands-on simulations, and expert-led sessions.

TARGET AUDIENCE

- Senior Bank Executives: Individuals who are already in a leadership role but are seeking to enhance their skills, update their knowledge, or navigate the challenges of the modern banking environment.
- Department Heads: Managers who are leading specific departments within the bank, such as operations, finance, risk management, or human resources, and are looking to expand their leadership competencies and cross-departmental understanding.

COURSE COVERAGE

Introduction to Advanced Bank Leadership

- Overview of leadership in the banking sector
- Key challenges faced by bank leaders today.

Banking Landscape & Trends

- Global banking trends
- Technological disruptions in banking
- Regulatory changes and challenges

Interpersonal Dynamics & Emotional Intelligence

- Deepening self-awareness and self-regulation
- Understanding others: empathy and organizational awareness
- Building authentic relationships and effective communication

Leading in a Diverse & Inclusive Environment

- The business case for diversity and inclusion
- Overcoming unconscious biases and promoting inclusivity
- Building diverse teams and fostering a culture of belonging

Leading Change & Organizational Development

- Strategies for effective change management
- Diagnosing organizational issues and designing interventions

Leadership in Crisis & Conflict Resolution

- Assessing and navigating crises: making difficult decisions under pressure
- Strategies for effective conflict resolution and negotiation

Strategic Leadership & Visioning

- Setting a vision and mission for the organization
- Aligning strategy with execution and managing organizational complexity

LEARNING OUTCOMES AND BENEFITS

Upon successful completion of the Advanced Leadership Course, participants will be able to:

- **Craft and Execute Effective Strategies:** Develop and implement strategic plans that respond to market conditions and organizational goals.
- **Optimize Financial Performance:** Apply advanced financial analysis techniques to enhance decision-making, capital allocation, and risk management.
- **Streamline Operations:** Implement process improvements and leverage technology to enhance operational efficiency while managing risks effectively.
- **Embrace Technological Advancements:** Lead digital transformation efforts, understanding and leveraging fintech and innovation to gain a competitive edge.
- **Lead High-Performance Teams:** Cultivate a motivating workplace culture, manage talent effectively, and build high-performing teams.
- **Prioritize Customer-Centricity:** Create and execute customer-focused strategies that drive loyalty, satisfaction, and business growth.
- **Enhance Communication and Stakeholder Management:** Develop robust communication strategies for diverse stakeholders, including media, investors, and regulators.
- **Demonstrate Ethical Leadership and Governance:** Make ethical decisions in line with banking industry standards and best governance practices.
- **Anticipate and Adapt to the Future:** Be prepared to face evolving challenges in the banking industry and adapt to an uncertain future with agility and innovation.

Staff Engagement, Communication and Team Building

Mode of delivery:
Face-to-Face



Duration:
15 Hours



Course Fees:
UGX 550,000

Provider:
UIBFS

PROGRAM DESCRIPTION

The course is designed to help institutions have a polarizing reputation through the various staff engagements and team building activities. The course creates stronger and winning teams in institutions.

TARGET AUDIENCE

The course is designed for:

- Bank supervisors
- Bank Managers
- Talent and Development managers and officers
- Learning and Development Managers and officers
- Human resource Managers and officers

COURSE COVERAGE

The course is designed to cover the following:

- Over view of staff engagement
- Overview of team building
- Team building games (communication activities, problem solving and/or decision-making activities, adaptability and planning activities).
- A healthy work-life balance
- Identifying, developing, engaging, and retaining a talented workforce
- Communication and productivity
- Team coaching

LEARNING OUTCOMES AND BENEFITS

At the end of the course the participants will be able:

- Will enable staff stay in touch regularly to get a better understanding of each other, no matter in which department/section they work.
- Build collaborations among employees
- Build a culture of trust and transparency among fellow staff.
- Develops a sense of community within your employees.
- Feel connected and work collaboratively in a more engaging & fun way.
- To make the most value out of this person's skills.
- To improve both social interaction and workplace culture.

Training Needs Analysis, Evaluation and Assessment

Mode of delivery:
Online and Face-to-Face



Duration:
15 Hours



Course Fees:
UGX 550,000

Provider:
UIBFS

PROGRAM DESCRIPTION

This practical online training provides the latest thinking, methods and tools to be able to complete two of the most important areas of training – Training Needs Analysis (TNA) and Evaluation. It will also show those attending how to demonstrate the benefit of training activities. These two areas will really make a difference to any training function in linking training more directly to the needs and outcomes of the organisation.

TARGET AUDIENCE

- Anyone in training or HR who needs to master either TNA or evaluation
- HR Professionals who need to understand how training can be measured
- Those interested in maximising the training budgets
- Those responsible for training budgets and who need to know what's required
- Training Managers
- Training Coordinators
- Supervisors who are involved with training and development

COURSE COVERAGE

- The Modern Approach to Training Needs Analysis
- Linking Training to the Organizational Strategy and Business Plan
- Using Competency Frameworks
- The Need for Data in Assessing Departmental TNA
- Understanding the Technical Ladder and Its Implications for Training and Development
- Tools for Analysing Team Training Needs
- Mastering the Evaluation Process
- Embedding Evaluation into the Training Cycle and How to do it
- Practical Tips in Evaluating Training

LEARNING OUTCOMES AND BENEFITS

- At the end of this training, participants will be able to:
- Identify and be able to use the 4-level model for doing Training Needs Analysis and be able to manage the portfolio of needs
- Master competency frameworks to
- maximise their usage and value to the delegate's own organization
- Measure the Return on Investment (ROI) on a training course
- Understand how to embed evaluation into the training cycle so that the ROI can be measured
- Assess which training is suitable for ROI measurement
- Practice measuring ROI on a range of training situations

Sales & Marketing Courses

PROVIDER



**THE UGANDA INSTITUTE
OF BANKING AND
FINANCIAL SERVICES**

Account Management

Mode of delivery:
Online and Face-to-Face



Duration:
15 Hours



Course Fees:
UGX 550,000

Provider:
UIBFS

PROGRAM DESCRIPTION

Many companies spend the majority of their time, efforts and revenue in acquiring new business, but very few have an effective “game plan” for their Account Managers on what to do once these customers have been acquired, to ensure value and retain and grow these accounts.

Several non-negotiable disciplines are required to ensure ongoing value for you and your customers. The ability of Account Managers to understand, implement and measure these disciplines, is critical to achieving ongoing Account Management success.

TARGET AUDIENCE

The course is designed for:

- Relationship Managers
- Relationship Officers
- Credit officers
- Sales officers
- Bank Operations officers
- Team leaders
- Personal Bankers
- Anyone tasked with maintaining and developing business through existing customers.

COURSE COVERAGE

- The course covers the following topics:
- How to create a written strategic key account management plan, including goal setting
- How to grade your customers for retention and opportunities

- How to identify your customer’s current expectations and assess if you are meeting and exceeding these
- What are the ongoing outcomes your customers are looking to achieve and by when?
- What is the critical information that you require, to understand your customers?
- How to build and grow long term relationships of joint value with your customers
- Are you engaging with all the right people at the right level? How to get access to the decision makers
- The cross sell / up sell matrix and defining existing growth opportunities
- Communication – how and when?
- How to strengthen your position against your competition, build loyalty and trust

LEARNING OUTCOMES AND BENEFITS

At the end of the training participants will be able to;

- Create a written strategic key account management plan, including goal setting
- Engage productively with customers at account meetings.
- Assess customer expectation and understand if they are being met.
- How to obtain critical information from a customer relevant to account success.

Customer Relationship Management

Mode of delivery:
Online and Face-to-Face



Duration:
15 Hours



Course Fees:
UGX 550,000

Provider:
UIBFS

PROGRAM DESCRIPTION

The real reason for the fear of cold calling, is because most sales people have not been shown why and how to prospect effectively, in a way that will give them the confidence to do so. Understanding how to prospect effectively is one of the most important skills that any sales person requires to reduce rejection, increase appointments and exceed their sales targets.

TARGET AUDIENCE

- Sales people,
- Appointment makers,
- Call Centre sales people,
- Sales managers and
- Anyone who wants to develop new business through successful cold calling.

COURSE COVERAGE

- Why prospecting is crucial to sales success
- Understanding your customers buying motives and why these are important before calling
- What you sell, your real USP's, features and benefits
- Your target market and how to define this
- The different ways to generate leads
- How to time block for prospecting
- The structure of an effective cold call
- How to craft questions related to their buying motives
- The top 3 objections and how to address these
- Maintaining a full diary, understanding sales ratios and pipeline management

LEARNING OUTCOMES AND BENEFITS

- At the end of this training, participants will be able to:
- Understanding the relevancy of prospecting to the selling profession.
 - Define a target market.
 - Identify different ways of lead generation
 - Structure an effective cold call

Customer Service Excellence

Mode of delivery:
Online and Face-to-Face



Duration:
15 Hours



Course Fees:
UGX 550,000

Provider:
UIBFS

PROGRAM DESCRIPTION

Customer Service Excellence
Enhances business positioning in the highly competitive banking environment. It is therefore vital to ensure that time is spent on acquiring knowledge and skills to effectively build a strong customer base with valued and lasting relationships that shall enhance long-term customer loyalty.

TARGET AUDIENCE

- The course is designed for:
- Relationship Managers
 - Relationship Officers
 - Bank tellers
 - Credit officers
 - Sales officers
 - Bank Operations officers
 - Team leaders
 - Personal Bankers
 - Cashiers
 - Front desk officers

COURSE COVERAGE

The course is designed to cover the following:

- Introduction to Customer Service Excellence in the banking environment
- Effective time management in customer service
- Expanding communication skills in customer service
- Enhancing Personalized Listening Skills and strengths
- Dealing with bank customer's inquiries/complaints and giving feedback confidently.
- What we can do better: Aligning individual work with the bank's overall objective.

LEARNING OUTCOMES AND BENEFITS

At the end of the training participants will be able to;

- Demonstrate an understanding of providing exceptional customer service.
- Gain a deeper understanding of the opportunities to the bank that arise from customer service excellence.
- Identify the real value of customer service in supporting productivity and strengthening customer loyalty towards the bank.
- Demonstrate an understanding of the different techniques that can be used to deal with different bank customers
- Analyse objectively the level of customer service in their bank.

Deposit Marketing

Mode of delivery:
Online



Duration:
15 Hours



Course Fees:
UGX 550,000

Provider:
UIBFS

PROGRAM DESCRIPTION

Understanding deposit marketing is highly critical to any Bank to ensure effective management of resources to fund their businesses by making loans so as to continue to maintain the bottom line as well as diversify & manage various risks. With competition amongst banks heating up ever more coupled with a rapid advancement in technology, in order to stay relevant, Banks need to review their deposit products and deposit marketing strategies. This is more so important now that we are in the midst of a global pandemic that has completely changed the way banks & customers will do banking now and going forward.

TARGET AUDIENCE

This course is suitable for:

- Bank staff in front office roles.
- Sales executives.
- Business development personnel.
- Relationship management officers.
- Channel managers.
- Account managers

COURSE COVERAGE

- Importance of deposit function in a Bank.
- Fractional Reserve Banking. Money creation and impact on overall economy.
- General types of deposit products (segment wise).
- Objectives to achieve an optimal deposit mix (risk mitigation & cost management).
- The importance of sales and marketing of deposits.
- Distinction between deposit marketing & sales.
- Soliciting new account relationships.
- Making profitability assessments and submitting offer letters.
- Managing customer loyalty for effective customer retention.
- Cross-selling & up selling.
- Use of technology for effective product development.
- Understanding & implementing new sales & marketing capabilities with an increasing use of technology.
- Achieving optimal lending mix for revenue maximization & risk minimization.

LEARNING OUTCOMES AND BENEFITS

At the end of this course, participants will be able to:

- Appreciate the role of the deposit function in a bank.
- Ensure better compliance with the fractional reserve-banking rule.
- Generate business and deliver on revenue targets.
- Assess risk associated with marketing and sales of deposit products.
- Increase customer value to the organization through cross selling and up selling.

Digital Marketing and Corporate Communications

Mode of delivery:
Online and Face-to-Face



Duration:
2 Weeks



Course Fees:
UGX 900,000

Provider:
UIBFS



PROGRAM DESCRIPTION

This course will provide a strategic framework to assess and implement various digital marketing tactics; explore the most up-to-date, best-practices for Search Marketing, Social Media Marketing, Mobile Marketing, Digital Strategy and Planning and Digital Marketing as a whole.

TARGET AUDIENCE

This course is suitable for:

- Website owners who are struggling to get traffic and sales
- Anyone looking to start a pick up highly paid freelancing skills
- Pre-launch business owners who don't know where to get started

COURSE COVERAGE

The course is designed to cover the following:

- Digital Marketing in business & its relevance
- Hands-on in-depth understanding of the discipline
- Integration digital marketing initiatives with other overall marketing plan
- Optimize digital spending and get the right return

LEARNING OUTCOMES AND BENEFITS

Upon successful completion of this paper, you should be able to:

- Describe the role of information and communication technology in modern business, as it relates to marketing practice at both the strategic and tactical levels.
- Plan and execute an online IMC (Integrated Marketing Communications) campaign using Google AdWords, Google Analytics, HootSuite and MailChimp, and be aware of the design principles for websites and other digital content.
- Apply marketing analytics to guide marketing action at both the strategic and tactical levels

Effective Sales and Persuasion Skills

Mode of delivery:
Online



Duration:
15 Hours



Course Fees:
UGX 550,000
for Ugandans

Provider:
UIBFS



PROGRAM DESCRIPTION

The course aims to give knowledge of management, together with the ability to handle the practical demands placed on the manager and employee in the sales and marketing environment. It will produce knowledgeable, skilled sales champions who are able to contribute to improved productivity and efficiency within the marketing and sales functions.

TARGET AUDIENCE

- This course is suitable for:
- Bank staff in front office roles.
 - Sales executives.
 - Business development personnel.
 - Relationship management officers.
 - Channel managers.
 - Account managers.

COURSE COVERAGE

The course is designed to cover the following:

- Principles of selling.
- Preparing to succeed.
- Persuasive conversations.
- The principles and Mind-set of success.
- The sins of selling. How to fail the practice of selling?
- Key account management.
- Dealing with the tough staff.
- Dealing with Mr Nasty.
- Dealing with competition.
- Handling objections.
- Using telephone, Internet and email.
- Customer relationship management.

LEARNING OUTCOMES AND BENEFITS

At the end of this course, participants will be able to:

- Select and Lead a team of marketers / sales people.
- Develop and implement a sales plan.
- Identify product features and benefits to the customer.
- Distribute the product effectively.
- Manage customer requirements and service impact.
- Build and maintain rapport.
- Coach others on the principles of selling.
- Close a deal with the customer.

Sales Prospecting

Mode of delivery:
Online and Face-to-Face



Duration:
15 Hours



Course Fees:
UGX 550,000

Provider:
UIBFS



PROGRAM DESCRIPTION

The real reason for the fear of cold calling, is because most sales people have not been shown why and how to prospect effectively, in a way that will give them the confidence to do so. Understanding how to prospect effectively is one of the most important skills that any sales person requires to reduce rejection, increase appointments and exceed their sales targets.

TARGET AUDIENCE

- Sales people,
- Appointment makers,
- Call Centre sales people,
- Sales managers and
- Anyone who wants to develop new business through successful cold calling.

COURSE COVERAGE

- Why prospecting is crucial to sales success
- Understanding your customers buying motives and why these are important before calling
- What you sell, your real USP's, features and benefits
- Your target market and how to define this
- The different ways to generate leads
- How to time block for prospecting
- The structure of an effective cold call
- How to craft questions related to their buying motives
- The top 3 objections and how to address these
- Maintaining a full diary, understanding sales ratios and pipeline management

LEARNING OUTCOMES AND BENEFITS

At the end of this training, participants will be able to:

- Understanding the relevancy of prospecting to the selling profession.
- Define a target market.
- Identify different ways of lead generation
- Structure an effective cold call

Tender and Contract Negotiation

Mode of delivery:
Online and Face-to-Face



Duration:
15 Hours



Course Fees:
UGX 550,000
for Ugandans

Provider:
UIBFS



PROGRAM DESCRIPTION

No organisation can be successful without appointing the best suppliers and ensuring that contractual agreements maximise value for money. Having the right knowledge and skills in tendering and negotiation is essential for any organisation to be successful and requires appropriate planning and preparation. Everyone involved in contracting with suppliers and service providers must understand the entire process, the keys to success, and what is required of their role if contracts are to be effective in managing supply risks.

TARGET AUDIENCE

The course is designed for:

- Contracts, purchasing and project personnel.
- Procurement personnel responsible for negotiations.
- Any individuals involved in procurement related tasks.

COURSE COVERAGE

The course is designed to cover the following:

- Overview of tendering and contracts within an organization.
- Determining the bidding process.
- Preparing the bid packages, pre-qualification and issuing the ITT.
- Bid opening and bid evaluation process.
- Awarding the contract and post tender negotiations.
- Managing the contract post award and performance management.
- The negotiation process.

LEARNING OUTCOMES AND BENEFITS

At the end of this training, participants will be able to:

- Prepare tender documents.
- Evaluate tenders bids.
- Develop methods of contractor performance appraisal.
- Setup and review contract strategies.
- Negotiate better with contractors and relevant internal stake holders.

Emerging Fields

PROVIDER



ISO 9001:2008 CERTIFIED

**THE UGANDA INSTITUTE
OF BANKING AND
FINANCIAL SERVICES**

Artificial Intelligence in Banking

Mode of delivery:
Online



Duration:
30 Hours



Course Fees:
UGX 900,000

Provider:
UIBFS

PROGRAM DESCRIPTION

This course delves into the evolving landscape of banking in the age of artificial intelligence. Participants will unravel how AI technologies such as machine learning, natural language processing, and robotics are transforming banking operations, customer service, risk management, and more. The curriculum offers a mix of theoretical understanding, practical applications, and ethical considerations of AI in banking, preparing students for a future where AI-driven solutions dominate the banking sector.

TARGET AUDIENCE

- IT and Tech professionals in banking.
- Banking professionals
- Financial consultants and advisors
- Regulatory and compliance professionals
- Startup founders in FINTECH.

COURSE COVERAGE

Use Cases of AI in Banking

- Credit scoring and risk assessment
- Fraud detection and prevention
- Customer service and chatbots
- Personalized marketing and recommendations

Data and Analytics for AI in Banking

- Data collection and preparation for AI
- Data privacy and regulatory compliance (GDPR, CCPA)
- Data-driven decision-making in banking
- Exploratory data analysis and feature engineering

Module 5: Challenges and Ethical Considerations

- Bias and fairness in AI
- Regulatory challenges and compliance

- Explainability and transparency in AI models
- Security concerns and cybersecurity in AI-powered systems

Module 6: Implementing AI in Banking

- Integration of AI into banking systems
- Case studies of successful AI implementations
- Managing AI projects and teams
- Cost-benefit analysis of AI adoption

Module 7: Future Trends and Emerging Technologies

- Quantum computing in banking
- Edge AI and IoT applications
- AI in investment and wealth management
- AI and blockchain technologies in banking

LEARNING OUTCOMES AND BENEFITS

Upon successful completion of this course, students will be able to:

- **Understand & Articulate:** Describe the core concepts of AI and machine learning and discuss their significance in modern banking.
- **Evaluate:** Critically assess the advantages, challenges, and risks associated with various AI technologies used in banking.
- **Apply:** Demonstrate the ability to apply AI-driven solutions to solve specific banking problems, such as credit scoring, fraud detection, or customer service.
- **Analyze:** Evaluate data sources, data quality, and the potential for data-driven decision-making in banking scenarios.
- **Ethical Reasoning:** Recognize and address the ethical dilemmas related to the use of AI in banking, including issues of bias, transparency, and data privacy.
- **Project Management:** Plan and execute a basic AI project related to banking, ensuring alignment with stakeholder requirements and industry standards.
- **Future Vision:** Predict and discuss future trends in AI and banking, highlighting possible opportunities and disruptions.

Master Class Oil & Gas Management

Mode of delivery:

Online



Duration:

5 Days



Course Fees:

UGX 1,500,000

Provider:

UIBFS

PROGRAM DESCRIPTION

This Master in Oil & Gas Management provides delegates with a broader understanding of the key concerns facing the petroleum industry and furnishes them with skills and knowledge to effectively identify and tackle these issues. In depth awareness of the current advances in Oil & Gas project management techniques addressing risk management, planning, and scheduling approaches and project finance and economics will ensure a successful management of future Oil & Gas energy projects.

TARGET AUDIENCE

- Business Development Professionals
- Corporate Planners, Investment Analysts
- Managers in industries and professions supplying or serving the industry who would like a deeper understanding of oil and gas, e.g., bankers, lawyers, analysts, service majors, etc

COURSE COVERAGE

- Introduction to Oil & Gas Industry.
- The Oil & Gas Supply Chain.
- Project Finance and Economics.
- Oil & Gas Industry Strategic Analysis.
- Oil & Gas Industry future prospects.

LEARNING OUTCOMES AND BENEFITS

- Appreciate the important issues facing the industry and the strategies to effectively address them
- Gain a clear understanding of the companies that make up the petroleum industry
- Learn about the geopolitical issues surrounding global Oil & Gas supply, transportation and pricing
- Gain specific skills in budgeting finance and strategic planning whilst assessing the commercial viability of Oil & Gas Projects
- Understand the management of resource allocation (money, time, people, technology)
- Develop an understanding of how derivative markets can be utilized in risk management
- Acquire an understanding and compare various international fiscal systems
- Explain the nature and fundamental of Oil & Gas Projects and Project Management
- Function more effectively and efficiently in today's competitive Oil & Gas business environment
- Evaluate the strategic challenges facing the industry and implications for their organization

Bank Operations Courses

PROVIDER



**THE UGANDA INSTITUTE
OF BANKING AND
FINANCIAL SERVICES**

Agency Banking

Mode of delivery:
Online



Duration:
15 Hours



Course Fees:
UGX 550,000
for Ugandans

Provider:
UIBFS



PROGRAM DESCRIPTION

This course is designed to inform the design, operations and management of branchless banking activities. It takes the participants through, current trends in branchless banking including developments in mobile money and agency banking.

TARGET AUDIENCE

This course is suitable for:

- Branch managers.
- Agency banking managers.
- Internal Auditors.
- Bank agents.
- Financial officers and managers.
- Individuals wishing to broaden their understanding in the field of Agency Banking.

COURSE COVERAGE

The course is designed to cover the following:

- Current trends in branchless banking.
- Mobile Money.
- Mobile Phone banking.
- Agency Banking.
- Liquidity Management.
- Risk Management in Branchless Banking.
- Working with the Regulator.
- Consumer protection.

LEARNING OUTCOMES AND BENEFITS

At the end of this program, participants will be able to:

- Define an agency banking model that is practical to implement.
- Implement appropriate controls for mitigation of agency risks.
- Identify, select and procure appropriate technology solutions for the agency.
- Perform reconciliation of agency transactions.
- Establish and manage agency networks effectively.
- Set an agency banking back office operation.

Bank Branch Operations

Mode of delivery:
Online and Face-to-Face



Duration:
15 Hours



Course Fees:
UGX 550,000

Provider:
UIBFS

PROGRAM DESCRIPTION

Branch operations form the key element of the financial service provider's infrastructure, with an objective to augment customer service systems and improve internal efficiencies. Thus, this course is specially designed to equip participants with both technical and soft skills relevant in an effective branch management role.

TARGET AUDIENCE

The course is designed for:

- Bank branch managers.
- Supervisors in banks.
- Accountants in banks.
- Individuals aspiring to bank branch management roles.

COURSE COVERAGE

The course is designed to cover the following:

- Product features and eligibility.
- Account opening documentation and general policies.
- Customer due diligence.
- Account operating and maintenance.
- Classifications of accounts.
- Cheque book management.
- Cash management.
- Cash deposit and withdrawal.
- Inward and out ward clearing
- Inward/Outward bills for collection.
- Internal funds transfer.
- Utility bills management.
- Foreign wire transfer.
- Financial and human resource management.

LEARNING OUTCOMES AND BENEFITS

At the end of this training, participants will be able to:

- Comply with legal requirements and understand implications.
- Communicate banking product information and provide product support.
- Control and manage cash and security documents in the branch of a bank.
- Describe and apply the management functions of an organization.
- Manage cash in till or under counter safe in a banking environment.
- Process customer requests for cheque.

Business-Drafting Contracts and Advanced Negotiations

Mode of delivery:
Online



Duration:
15 Hours



Course Fees:
UGX 550,000
for Ugandans

Provider:
UIBFS



PROGRAM DESCRIPTION

The course in Business-Drafting Contracts and Advanced Negotiation Skills is designed to identify the forming of enforceable contracts, common drafting errors, improve and practice writing and drafting skills, practice and master advanced negotiation skills in a business setting. In addition address current practice in key areas of business law as used in international commercial protocols.

TARGET AUDIENCE

- The course is designed for:
- Commercial Managers
 - Directors.
 - In-house counsel.
 - Senior Business Development
 - Executives.
 - Heads of legal.

COURSE COVERAGE

The course is designed to cover the following:

- Drafting general contractual terms and specific clauses.
- Drafting pre-contractual documentation.
- Negotiation skills, tactics and techniques.
- Negotiating key clauses.
- Forming a binding enforceable contract.
- Warranties, representations and entire agreement clauses.
- Liability risk protection.
- Remedial clauses and damages.
- Force majeure.
- Termination.
- Boiler plate clauses.

LEARNING OUTCOMES AND BENEFITS

At the end of the course the participant will be able; Equipped with skills, updated knowledge, confidence and familiarity with contracts required to tackle the most important aspects of commercial contract law from formation to damages to termination and highlighted areas of potential exposure. Backed up by enhanced negotiation skills and techniques

Clearing, Payment Systems and Collection

Mode of delivery:
Online and Face-to-Face



Duration:
15 Hours



Course Fees:
UGX 550,000

Provider:
UIBFS



PROGRAM DESCRIPTION

The course is designed to enhance participants with knowledge/skills on how money moves from the drawer's account to the payee's account where payment is made by cheque, bank draft or Electronic Fund Transfer (EFT).

TARGET AUDIENCE

The course is designed for:

- Bank Cashiers /tellers
- Bank Clerks
- Bank Supervisors
- Management Trainees of cash departments
- All bank staff in back-office operations
- Bank administrative staff

COURSE COVERAGE

The course is designed to cover the following:

- Background to the concept of clearing
- The payment system
- The origin of clearing
- Clearing and collection
- Clearing types and documentation
- Uganda's recent developments in clearing
- Real time gross settlement system
- Accounting for clearing transactions
- Site visit or practical session on the central bank clearing house

LEARNING OUTCOMES AND BENEFITS

At the end of the course the participants will be able:

- Appreciate the payment systems and settlement mechanisms
- Foster transparency and efficiency in the remittances markets.
- Explore emerging products and revenue opportunities, such as mobile wallets.
- Understand mobile services and how they affect service delivery in financial institutions
- Appreciate mobile banking and payments
- Understand trends in mobile wallet use

Contract Risk Management and Compliance

Mode of delivery:
Online and Face-to-Face



Duration:
15 Hours



Course Fees:
UGX 550,000

Provider:
UIBFS



PROGRAM DESCRIPTION

One of the major functions of contracting is to ensure that risks to owners and contractor are identified and managed in a way that both parties are satisfied with the project outcome. While a contract cannot, of itself, make risk "go away", it can, and should, identify the risks, determine who is responsible for managing each individual risk and for the consequences should the risk occur.

TARGET AUDIENCE

- Contracts, Tendering, Purchasing, Procurement, and Project Personnel
- Contract Administration, Engineering, Operational and Maintenance Personnel
- Risk, Claims, Financial, and Audit Personnel
- Project Management Professionals
- And all others who are involved in the planning, evaluation, preparation and management of tenders, specifications, awards and contracts

COURSE COVERAGE

The course is designed to cover the following:

- Types and Management of Risk
- Minimizing and Transferring Risk
- Risk Related Terms & Conditions
- Dealing with Financial Risks
- Remedies When Bad Stuff Happens

LEARNING OUTCOMES AND BENEFITS

At the end of this training participants will be able to:

- Provide an understanding of how risk arises
- Compare different methods of identifying and assessing risk
- Review the impacts of different approaches to risk allocation
- Explore different Contract types to transfer risks
- Consider the contractual techniques to ensure effective risk allocation
- Review risk management techniques during the life of a contract

Cyber Risk Management

Mode of delivery:
Online and Face-to-Face



Duration:
15 Hours



Course Fees:
UGX 550,000

Provider:
UIBFS



PROGRAM DESCRIPTION

This is an introductory program designed to provide a uniquely comprehensive awareness of Cyber Risks within an organization. This course is suitable for any key cyber risk management stakeholder including first and second line managers who need to understand the threat so they can

TARGET AUDIENCE

- CISO/CSO/CIO or CRO
- Head of IT/Security
- Compliance Managers
- Cyber Security/Risk/Compliance Teams
- Legal
- Procurement
- Head of Business Units
- Technology Leaders / Project Managers
- Management Professionals /Team Leaders
- Digital Consultants

COURSE COVERAGE

Understanding cyber risks and a little technology

- Cyber strategy – the business case
- Cyber risk quantification and metrics
- Cyber leadership and culture
- Cyber risk and the law
- Cyber resilience and incident management
- Third party cyber risk – vendors and remote workers
- Putting it together: developing a cyber-risk strategy

LEARNING OUTCOMES AND BENEFITS

At the end of this course, participants will be able to:

- Understand the cyber threat landscape
- Gain the knowledge, skills and confidence required to protect the digital assets of your organization
- Support the efforts of or lead the implementation of a cyber-risk framework

Foreign Business and Foreign Exchange Operations

Mode of delivery:
Online and Face-to-Face



Duration:
15 Hours



Course Fees:
UGX 550,000

Provider:
UIBFS



PROGRAM DESCRIPTION

The course is designed to enable the Forex dealers appreciate the market forces at play, make good business decisions, provide appropriate foreign business information to bank customers and realise healthy margins on trading operations.

TARGET AUDIENCE

This course is suitable for:

- Foreign Exchange Traders / Dealers,
- Account Officers
- Relationship Managers
- Corporate Treasurers
- Financial Executives
- Corporate Finance Specialists
- Accountants
- Fund Managers
- Financial Analysts

COURSE COVERAGE

The course is designed to cover the following:

- Market overview
- Market risks
- Overview of the impact of foreign exchange on bank operations
- Overview of products in International business
- Setting exchange rates
- Mark to Market, Spot trading, forward, swaps and options Foreign currency remittances
- Outward foreign bills for collections
- Inward foreign bill for collection
- Electronic remittance
- Detecting and preventing fraud in foreign business
- Managing Foreign Exchange Exposure
- Liquidity management
- Code of Conduct
- Settlement mechanisms

LEARNING OUTCOMES AND BENEFITS

At the end of the course the participant will be able to;

- Address the problems faced by small business firms in handling foreign exchange (FX) transactions.
- Examine the working of FX markets and the settlement systems
- Understand how exchange rates are determined and how these rates can be predicted.
- Measure exposure to exchange rates.
- Appreciate the financial risks faced with delays in foreign exchange settlements.

Operational Risk Management

Mode of delivery:
Online and Face-to-Face



Duration:
15 Hours



Course Fees:
UGX 550,000

Provider:
UIBFS

PROGRAM DESCRIPTION

This course will give participants an advantage in the growing area of operational risk and is designed to deliver a pragmatic understanding of the subject matter. Main focus is on practical insight in mitigation, reducing and avoiding enterprise-wide operational risk in financial institutions.

TARGET AUDIENCE

This course is suitable for:

- Operational risk officers.
- Financial controllers.
- Operations manager.
- Compliance and Legal Officers.
- Individuals wishing to start a career in risk.

COURSE COVERAGE

The course is designed to cover the following:

- What is Operational Risk?
- Operational Risk Events/ Operational Loss Events.
- Regulation and Operational risk.
- Importance of Operational Risk as part of the firms risk inventory
- Understanding the nature of operational risk"
- Current industry drivers of increasing operational risk in financial institutions; complexity, innovation, technology, transaction velocity and litigation
- Motivations to manage operational risk: financial loss, legal and regulatory requirements, reputational risks, capital management and planning
- Management perspectives/requirements; understanding the risk, information systems, quantification, mitigation and hedging decisions, cultural and behavioural aspects
- Identifying categories of operational risk in financial institutions

LEARNING OUTCOMES AND BENEFITS

At the end of this programs, participants will be able to:

- Develop an Operational Risk Management Framework
- Review the methods of management and mitigation of operational risks
- Recommend techniques to manage and mitigate operational risks.
- Build an understanding of the importance of operational risk management within the Banking and Finance industry.
- Identify the sources of operational risk and how these arise within the context of financial institutions main business activities

Regulatory Frameworks, Reporting and Policy Compliance for Commercial Banks

Mode of delivery:
Online and Face-to-Face



Duration:
15 Hours



Course Fees:
UGX 550,000

Provider:
UIBFS



PROGRAM DESCRIPTION

This course is designed to empower people already working, or who intend to work, in any setting relevant to policy and compliance in financial institutions. It offers participants the competencies they need to act as change agents and add value in the practice and implementation of regulatory regimes. The acquired proficiencies assist the participants to contribute to improved adherence to policies and diminish chances of penalty for reckless conduct.

TARGET AUDIENCE

The course is designed for:

- Bank employees in compliance and audit functions.
- Mid-Senior level managers in supervised financial institutions.
- Fintechs.
- Mobile Money operators.
- Agent bankers.

COURSE COVERAGE

The course is designed to cover the following:

- Understanding the rationale of regulations, from a BOU perspective.
- Disclosure requirements and prohibited activities in relation to banking.
- Compliance with Financial Institution Act 2004.
- Scope of the various statistical and statutory returns submitted to BOU.
- Filing and completing returns (e.g. daily, weekly, monthly returns).
- Harmonization of IFRS and regulatory reporting.
- Annual and quarterly accounts publications.
- Understanding the Basel core principles of Bank Supervision.
- Anti-Money Laundering Regulation

LEARNING OUTCOMES AND BENEFITS

At the end of this training, participants will be able to:

- Interact with others in the application of policies and procedures.
- Organise self in relation to application of policies and procedures.
- Collect, analyse, organise and critically evaluate information related to monitoring the effectiveness of the policies and procedures.
- Demonstrate awareness of the risks, price and implications of non-conformance.
- Devise collective actions in the event of noncompliance.

Risk, Fraud, Forgeries, and Internal Control

Course code:
BFT-RFI-46

Mode of delivery:
Online and Face-to-Face



Duration:
15 Hours



Course Fees:
UGX 550,000

Provider:
UIBFS



PROGRAM DESCRIPTION

This course is designed to expose participants to operational risks in banks and other financial institutions. It will also help participants to create an effective balance between risk and internal control.

TARGET AUDIENCE

The course is designed for:

- Risk champions
- Supervisors
- Managers
- Internal auditors,
- Risk managers
- Finance officers
- Bank tellers
- Bank Agents

COURSE COVERAGE

The course is designed to cover the following:

- Overview of enterprise risk management
- The risk of uncertainty in the Banking Environment
- Operations Risk Management
- Effective Corporate Governance Oversight and Risk Management
- Credit Risk Management
- Emerging Market Risk Analysis
- Understanding Fraud Investigations – the Design and Process
- Overview of Money Laundering
- Internal Controls

LEARNING OUTCOMES AND BENEFITS

At the end of this training, participants will be able to:

- Analyse the fraud patterns that usually occur in banks
- How to detect fraud and forgeries
- Give guidelines on the requisite internal controls for Banks as well as detection techniques in case they do occur
- Know how to implement internal controls
- Understand why internal controls are necessary
- Create awareness of fraud symptoms
- Offer strategic insights for aligning institutional values with performance.

Treasury Courses

PROVIDER



**THE UGANDA INSTITUTE
OF BANKING AND
FINANCIAL SERVICES**

ACI Dealing Certificate

Mode of delivery:
Online and Face-to-Face



Duration:
2.5 months



Course Fees:
UGX 1,700,000
per participant for
Ugandans

Provider:
UIBFS



PROGRAM DESCRIPTION

The ACI Dealing certificate is a foundation programme that allows candidates to acquire a working knowledge of the structure and operation of the major foreign exchange and money markets, application of the fundamental mathematics used in these markets, core products (cash, forwards and derivatives) and basic skills required for competent participation.

TARGET AUDIENCE

This course is suitable for:

- New entrants and junior dealers (0-18 months in the dealing room).
- Middle office and operations personnel.
- Auditors and compliance officers.
- Foreign exchange and money market dealers.
- Credit analysts and managers.

COURSE COVERAGE

The course is designed to cover the following:

- Basic Interest Rate calculation.
- Cash Money Markets.
- Foreign Exchange.
- Forward-Forward, FRAs, Futures and Swaps.
- Options.
- Principles of Risk.
- Asset and Liability Management.
- The Model Code.

LEARNING OUTCOMES AND BENEFITS

At the end of this program, participants be able to:

- Increase candidate opportunities nationally and internationally with a global qualification.
- Fulfil the requirements established by financial services authorities for regulated activities.
- Learn a global standard and a skill set which is unique in treasury.
- Become part of a global community of thousands of ACI certificate holders.
- Enable your organisation to successfully pass risk assessments conducted by regulators.
- Fulfil the requirements established by financial services authorities for regulated activities

Asset and Liability Management

Course code:
BFT-ALM-26

Mode of delivery:
Online and Face-to-Face



Duration:
15 Hours



Course Fees:
UGX 550,000

Provider:
UIBFS

PROGRAM DESCRIPTION

The course is designed to give participants the skills to manage the business and financial objectives of an institution by assessing and evaluating assets and liabilities on its portfolio in an integrated manner.

TARGET AUDIENCE

This course is suitable for:

- Treasury officers
- Back office staff
- Bank Supervisors
- Bank Managers
- Bank Administrators

COURSE COVERAGE

The course is designed to cover the following:

- Overview of fundamentals of Risk
- Overview of Assets Liability Management (ALM)
- Identification of key financial control issues
- Measurement and control of ALM risks and opportunities
- Review of income fixed ratios
- Interest Rate Risks
- Funding GAP Analysis
- Hedging risks with derivatives
- Duration GAP Analysis
- Securitization: ALM Tool
- Case Studies.

LEARNING OUTCOMES AND BENEFITS

At the end of the course the participant will be able to;

- Identify measure and manage the interest rate risk, credit risk and liquidity risk on the balance sheets of firms, with particular emphasis on the balance sheets of financial institutions.
- Learn how to assess the strengths and weaknesses of ALM policies and procedures
- Appreciate how to examine the key issues facing ALM

Cash Management

Mode of delivery:
Online and Face-to-Face



Duration:
15 Hours



Course Fees:
UGX 550,000

Provider:
UIBFS

PROGRAM DESCRIPTION

The course is designed to give participants the skills of handling and managing cash in order to avoid the ever increasing shortages caused by inefficiencies and frauds in Banks.

TARGET AUDIENCE

This course is suitable for:

- Tellers
- Customer service staff
- Back Office staff
- Bank Supervisors

COURSE COVERAGE

The course is designed to cover the following:

- Duties and responsibilities of a cashier
- Different customer needs and expectations
- Know your currency (foreign and local)
- Demonstration of cash counting
- An overview of cash related risks
- The transactional cycle of cashing
- Frauds and forgeries relating to the transactional cycle of cashing
- Inter – relationships between the cashier and other departments of the bank
- Risks in the instruments of cashing
- Overview of bank products Importance of KYC
- Useful tips during and after a bank raid
- Ethics and professionalism in cashing

LEARNING OUTCOMES AND BENEFITS

At the end of the course the participant will be able to;

- Avoid the shortages caused by inefficiencies and frauds in Banks.
- Understand and articulate the importance of cash management for both clients and financial institutions
- Demonstrate knowledge and Understand of in the global cash management market
- Appreciate differences in provision of cash management services for other financial institution.
- Master a detailed working knowledge of bank account structures, different types of payments, cash pooling techniques, and channel solutions.

Treasury Operations

Course code:
BFT-TMF-17

Mode of delivery:
Online and Face-to-Face



Duration:
15 Hours



Course Fees:
UGX 550,000

Provider:
UIBFS

PROGRAM DESCRIPTION

The Treasury function is vital in making sure that the business has sufficient liquidity to meet its obligations, whilst managing payments, receipts and financial risks effectively.

With the ever-increasing pace of change to regulation, compliance and technology in the financial sector, Treasury has increasingly become a strategic business partner across all areas of the business, adding value to the operating divisions of a company.

TARGET AUDIENCE

This course is suitable for;

- Treasury Back Office Personnel
- Trade Finance staff
- Foreign Exchange Traders & Dealers
- Foreign exchange Tellers
- Account Officers
- Relationship Managers
- Auditors
- Accountants

COURSE COVERAGE

- Interpretation of SWIFT messages in the swift system
- Critical messages to know for treasury transactions and their interpretation
- How to create correspondent bank relationships in Swift
- Attaching AML guidelines for SWIFT transactions in the Swift platform
- Generating reports from the Swift system
- Any other important thing necessary for Operations department in Swift
- Accounting for treasury operations under existing accounting practices as well as IFRS and hedge accounting
- Valuation of financial instruments and provisioning

LEARNING OUTCOMES AND BENEFITS

By the end of the course participants will be able to;

- Apply the acquired knowledge in order to contribute to the bank efforts to continually review, assess and address the improvements in the work methods for treasury and foreign business.
- Appreciate treasury management as an important function in the banking business that requires sound knowledge of the associated grave risks to the bank and be able to participate actively in their continued identification, assessment and proactively deal with them.
- Demonstrate an understanding of the key approaches to efficiently and effectively apply and manage exchange currency exposure and other associated risks.

A blue-tinted photograph of a business meeting. Several people in suits are gathered around a table, looking at and pointing to documents. One person is holding a pen over a document. The scene is dimly lit, with the blue tint dominating the color palette.

Microfinance Skills Courses

Agricultural Loan Appraisal

Mode of delivery:
Online and Face-to-Face



Duration:
8 Hours



Course Fees:
UGX160,000

Provider:
UIBFS

PROGRAM DESCRIPTION

This course will provide participants involved in Agriculture lending with skills and knowledge in customer identification, Appraisal, loan structuring, loan disbursement, loan monitoring, Risk identification and management.

TARGET AUDIENCE

This course is suitable for:

- Branch manager.
- Regional manager/officer.
- Departmental staff.
- Field assistants.
- Management of MFIs.

COURSE COVERAGE

The course is designed to cover the following:

- Introduction to Agricultural Financing
- Basic features of Agricultural Financing
- The Key Elements of the Agricultural Loan Cycle
- Credit Analysis – Appraising the Agricultural Loan Client
- Structuring an Appropriate Agribusiness Loan
- Loan Decision making and Disbursement
- Loan Administration and Recovery
- Cost Reduction and Risk Management in Agricultural Financing
- Marketing and Customer Relationship Management in Agricultural Financing

LEARNING OUTCOMES AND BENEFITS

At the end of this training, participants will be able to:

- Base credit decisions on projected income from future crop or livestock sales.
- Use credit appraisal to determine borrower's capacity to repay.
- Schedule frequent payments to take advantage of the multiple income sources of a borrower's household.
- Appreciate the performance of farming households' multiple economic activities.
- Build relationships with clients and enforce repayment.

Auditing in MFIs

Mode of delivery:
Online and Face-to-Face



Duration:
8 Hours



Course Fees:
UGX 160,000

Provider:
UIBFS

PROGRAM DESCRIPTION

This course will equip participants with skills and knowledge of providing independent assessment on risk management, controls and governance processes which include but are not limited to financial, performance compliance with legal, legislative, guidelines, policies and procedures, system security and due diligence requirements amidst Tier 4 MFIs regulation

TARGET AUDIENCE

- This course is suitable for:
- Internal Auditors.
- Audit Assistants.
- Supervisory committee members.
- Accountants and Accounts assistants.
- Risk and compliance officers.
- Credit administration officers.

COURSE COVERAGE

The course is designed to cover the following:

- Introduction to Auditing.
- Preparation of an Audit Activity – program-planning criteria.
- Advantages of an Audit program.
- Features of a good Audit program.
- Role of Internal Audit.
- Implementation of the internal Audit function.
- Overview of the internal control system.
- Preventive controls: Human Resource policies and procurement regulations.
- Legislature, Guidelines, Information systems, etc.
- Governance and Risk management

LEARNING OUTCOMES AND BENEFITS

At the end of this training, participants will be able to;

- Understand the role of the Internal Auditor in the Internal Control system and the Risk Management Feedback Loop.
- Identify the issues in creating the internal audit team.
- Appreciate the need for a clear reporting line to the MFI Board of Directors.
- Identify main elements of effective control activities and procedures.
- Identify key information needs in MFIs.

Basic Accounting for MFIs

Mode of delivery:
Online and Face-to-Face



Duration:
8 Hours



Course Fees:
UGX160,000

Provider:
UIBFS



PROGRAM DESCRIPTION

The training was developed to help people working in the micro-finance field to obtain basic accounting and financial management skills. It will equip participants with knowledge and skills to start / improve / modify the existing Accounting System for preparing financial statements to satisfy the needs of all Stakeholders.

TARGET AUDIENCE

This course is suitable for:

- The training is intended for field and Head Office staff of micro-finance organizations
- Micro-finance consultants
- Members of the donor community who would like to understand how micro-finance organizations report and monitor their activities.

COURSE COVERAGE

The course is designed to cover the following:

- General background to accounting.
- Proper book keeping.
- Financial Statements construction.
- Analysis and interpretation of financial statements
- Treatment of donor funds/cash donations and equity in MFI accounting
- Budgeting.
- Internal Controls.

LEARNING OUTCOMES AND BENEFITS

At the end of this training, participants will be able to;

- To process accounting transactions.
- To create financial statements that account for loan losses, interest revenue, and donor funds.
- To use accounting data to generate useful information for an MFI.
- To make more informed decisions as a result of better information and financial statements.

Branch Management for MFIs

Mode of delivery:
Online and Face-to-Face



Duration:
8 Hours



Course Fees:
UGX 160,000

Provider:
UIBFS



PROGRAM DESCRIPTION

To provide participants with knowledge and skills to focus on critical managerial, organizational and operational activities which are peculiar and critical to the success of Microfinance institutions.

TARGET AUDIENCE

This course is suitable for:

- Branch Managers in MFIs
- Levels of management who supervise staff.

COURSE COVERAGE

The course is designed to cover the following:

- Uganda's Financial System.
- Management Functions.
- Human Resource Management.
- Branch Operations Management.
- Financial Management.

LEARNING OUTCOMES AND BENEFITS

At the end of this training, participants will be able to:

- Maintain or improve staff motivation.
- Improve coordination between different functions of the branch.
- Provide staff training.
- Enhance customer service facilities.
- Be cost effective.
- Communicate effectively across stakeholder categories.

Cash Management in MFIs

Mode of delivery:
Online and Face-to-Face



Duration:
15 Hours



Course Fees:
UGX160,000

Provider:
UIBFS



PROGRAM DESCRIPTION

This training is designed to enhance participants' knowledge and skills in cash handling and management to address the various Risks which expose MFIs to direct and indirect loss. This training is about managing cash: be it in the form of physical bills in the safe or in the care of field staff, in the form of balances held at other banks, or as liquid investments that can quickly be converted back to cash.

TARGET AUDIENCE

This course is suitable for:

- MFIs Accountants.
- Accounts Assistants.
- Cashiers / tellers.
- Branch Operations Managers.
- Treasury staff.
- Risk officers.
- Any other interested persons.

COURSE COVERAGE

The course is designed to cover the following:

- Duties and responsibilities of a cashier.
- Ethics and professionalism in cashing.
- Know your currency (foreign and local).
- An overview of cash related risks.
- Frauds and forgeries.
- What to do in case of a theft or robbery.
- Importance of KYC in Cash Management.
- Management of Petty Cash.
- Internal Controls in Cash Management.

LEARNING OUTCOMES AND BENEFITS

At the end of this training, participants will be able to:

- Effectively manage vault cash and book money.
- Anticipate opportunities for theft and close the gaps.
- Apply cash handling procedures and controls.
- Manage liquidity risk.

Credit Analysis and Risk Assessment in MFIs

Mode of delivery:
Online and Face-to-Face



Duration:
8 Hours



Course Fees:
UGX 160,000

Provider:
UIBFS

PROGRAM DESCRIPTION

This training will equip participants with skills and knowledge required in making prudent credit decisions considering the various risks in the credit management process and taking appropriate measures to ensure a health loan portfolio for sustainability and profitability.

TARGET AUDIENCE

This course is suitable for:

- Managers.
- Supervisors.
- Credit officers.
- Accountants.
- Accounts Assistants.
- Loan committee members.
- Supervisory committee members.
- Risk and compliance officers.
- Auditors and Audit Assistants.
- Any other interested individuals.

COURSE COVERAGE

The course is designed to cover the following:

- Introduction to Micro Lending.
- Credit Products offered by MFIs
- Credit Policy Guidelines for MFIs.
- The loan Appraisal process.
- Loan Analysis tools and Applicability.
- Loan security Documentation and Filling.
- Credit Risk Assessment and management.

LEARNING OUTCOMES AND BENEFITS

At the end of this training, participants will be able to:

- Integrate into MFI operations a set of systematic processes for identifying, measuring, and monitoring many different types of risk to help management keep an eye on the big picture.
- Elevate responsibility for risk management and preparedness to senior management and the board.

Customer Care Excellence in MFIs

Mode of delivery:
Online and Face-to-Face



Duration:
15 Hours



Course Fees:
UGX160,000

Provider:
UIBFS



PROGRAM DESCRIPTION

This course is designed to provide knowledge and skills that would enable the participants enhance their Customer Care Skills and improve upon customer retention and attraction in their organizations.

TARGET AUDIENCE

- This course is suitable for:
- All staff from the lowest to highest ranking employee of MFIs

COURSE COVERAGE

The course is designed to cover the following:

- Introduction to Customer Service Excellence in Financial Institutions.
- Customer Expectations and how to manage them.
- Principles of KYC.
- Communication Skills in Customer Service
- Enhancing personalized listening skills.
- Dealing with customer inquiries.
- Stress management techniques.
- What we can do better: Aligning individual work with the organization's overall objective.
- Customer care Excellence cost benefit Analysis

LEARNING OUTCOMES AND BENEFITS

At the end of this training, participants will be able to:

- Set and monitor service performance targets for activities and processes.
- Be alert for signs of stress such as lengthening queues, decreasing numbers of new customers, falling activity rates extra.
- Improve your sources of information through using client satisfaction surveys, customer exit surveys and serviced suggestion boxes or through internal/external evaluations.

Delinquency Management and Loans Monitoring

Mode of delivery:
Online and Face-to-Face



Duration:
8 Hours



Course Fees:
UGX 160,000

Provider:
UIBFS

PROGRAM DESCRIPTION

Generally, the loan portfolio of a micro-finance organization is its largest asset. The loan portfolio enables the organization to continue to provide credit to borrowers and to earn revenue. It is necessary, therefore, to manage the portfolio in such a way as to limit delinquency and loan default. This course demonstrates the importance of accurately measuring the portfolio risk, provides an understanding of how the quality of the portfolio affects the viability of a micro-finance organization, and offers ways to manage the credit operations to minimize the risk to the portfolio.

TARGET AUDIENCE

This course is suitable for:

- Loan officers.
- Supervisors.
- Managers.
- Loan committee members.
- Supervisory committee members.
- Accountants.
- Accounts Assistants.
- Credit Analysts.
- Board members
- Any interested persons.

COURSE COVERAGE

The course is designed to cover the following:

- The lending processes.
- Cause, effects and control of delinquency.
- Loan Appraisal documentation.
- The loan agreement documentation.
- Loan monitoring.
- Securities and guarantees.
- Problem Loan Management.
- Loan provisioning.
- Analysis and reporting of loan performance.
- Professionalism in loan portfolio management

LEARNING OUTCOMES AND BENEFITS

At the end of this training, participants will be able to:

- Analyse causes of delinquency.
- Explain institutional costs of delinquency.
- Develop and institutional action plan on delinquency management.
- Apply ratios and tools to measure and mitigate delinquency.

Finance for Non-Finance Professional in MFIs

Mode of delivery:
Online and Face-to-Face



Duration:
15 Hours



Course Fees:
UGX160,000

Provider:
UIBFS



PROGRAM DESCRIPTION

This training will enhance participants' knowledge and skills on key financial statements, understand the budgeting process, budgetary controls in financial performance, understand financial ratios and trend analysis and be able to generate options for improving financial performance of their MFIs.

TARGET AUDIENCE

This course is suitable for:

- Professionals who wish to improve their accounting and Finance knowledge
- Those who wish to obtain refresher training in Accounting and Finance.

COURSE COVERAGE

The course is designed to cover the following:

- Understanding financial statements – Balance sheet, Statement of comprehensive income and cash flow statement.
- Cash flow management and its effects on the loan fund.
- Managing fixed and variable costs.
- Capital Investment Appraisal.
- Cost: Benefit Analysis.
- Assessment of MFI financial performance.
- Forecasting and budgeting.
- Managing Financial Risk in an MFIs,
- Financial Ratio Analysis,
- The Budgeting, Budgetary process and internal controls,

LEARNING OUTCOMES AND BENEFITS

At the end of this training, participants will gain:

- Understanding of basic financial accounting terms and concepts.
- A greater understanding of the objectives of financial statements.
- Knowledge of frameworks for applying financial analysis to management decision making.
- An understanding of key financial ratios and indicators.
- Basic planning and budgeting skills
- The confidence and skills to contribute to financial management within organisations.
- Working knowledge of critical financial principles.

Governance and Risk Management in MFIs

Mode of delivery:
Online and Face-to-Face



Duration:
15 Hours



Course Fees:
UGX 160,000

Provider:
UIBFS

PROGRAM DESCRIPTION

This course provides a framework for the governance of MFIs. It offers definitions and examples of effective corporate governance as well as a framework for developing good business practices. It also identifies the risks that MFIs face, explores ways to measure or evaluate those risks, and suggests how MFIs could address them by setting up a strong and effective internal control system.

TARGET AUDIENCE

This course is suitable for:

- Board members.
- Managers.
- Supervisory committee members.
- Loan committee
- Members.
- Risk and Compliance officers.
- Auditors.

COURSE COVERAGE

The course is designed to cover the following:

- Introduction to governance.
- Role of Board members in MFIs governance function.
- Relationship between governance and risk management.
- Risks associated with governance in MFIs.
- Risk management.
- Code of ethics.

LEARNING OUTCOMES AND BENEFITS

At the end of this program, participants will be able to:

- Lay down the framework for long-term trust between institution, regulators and external providers of capital.
- Monitor overall risk for the institution and develop risk awareness and mitigation techniques.
- Ensure that external stakeholders with a relevant interest in the institution are taken into account.
- Help prevent malpractice and fraud by, for instance, setting up an audit and finance committees.

Making Microfinance Work (Product Diversification and Marketing in MFIs and SACCOS)

Mode of delivery:
Online and Face-to-Face



Duration:
8 Hours



Course Fees:
UGX160,000

Provider:
UIBFS

PROGRAM DESCRIPTION

The course helps microfinance managers to explore the characteristics of new market segments, the nature of the product mix that can meet the need of each segment, and the strategies that MFIs are using to successfully serve different markets. Participants will analyse ways to manage the opportunities and risks of diversification in order to generate maximum value for MFIs and their clients.

TARGET AUDIENCE

This course is suitable for:

- Middle and high-level managers in MFIs.
- Donor and funding agencies personnel.
- Technical assistance personnel from NGO and Public sectors.

COURSE COVERAGE

The course is designed to cover the following:

- Preparing for diversification.
- Screening for diversification
- Types of products that MFI can introduce to expand outreach.
- Segments for MFI markets
- Marginalised segments of the market
- Planning, organising, leading and controlling diversification
- Diversifying successfully.

LEARNING OUTCOMES AND BENEFITS

At the end of this training, participants will be able to:

- Provide guidelines for deciding whether to diversify and for screening diversification ideas.
- Discuss the different types of products that MFIs can introduce to expand their outreach.
- Examine the mainstream segments of MFI markets.
- Evaluate the opportunity posed by marginalised segments of the market.
- Plan, organize, lead and control the diversification process in an MFI institution.

Micro Loan Appraisal

Mode of delivery:
Online and Face-to-Face



Duration:
8 Hours



Course Fees:
UGX 160,000

Provider:
UIBFS



PROGRAM DESCRIPTION

This course will enhance participants' Appraisal Skills and knowledge of Microloans (Microfinance Loans) to aid prudent credit decision making for loan quality management and profitability.

TARGET AUDIENCE

This course is suitable for:

- Loan officers.
- Supervisors.
- Managers.
- Loan committee members.
- Supervisory committee members.
- Accountants.
- Accounts assistants.
- Credit Analysts.
- Any interested persons in the field of microloans.

COURSE COVERAGE

The course is designed to cover the following:

- Selection of loan clients
- Collateral in microfinance
- The balance sheet of micro clients
- The cash flow of micro clients
- Calculating and interpreting financial indicators
- Assessing the market
- Assessing the business
- Assessing managing capabilities
- Assessing the willingness to pay
- Setting loan terms
- Recovery Methodologies
- Handling of problem loans
- Case study and presentations

LEARNING OUTCOMES AND BENEFITS

At the end of this training, participants will be able to:

- Identify good loan proposals.
- Spot danger signals and avoid getting into difficult situations with clients.
- Stipulate prudent terms and conditions.
- Discharge their duties efficiently.
- Develop with in role and earn respect from both colleagues and peers.

Product Development and Management for MFIs

Mode of delivery:
Online and Face-to-Face



Duration:
8 Hours



Course Fees:
UGX160,000

Provider:
UIBFS

PROGRAM DESCRIPTION

The training will equip participants with skills and knowledge of designing new products, how to manage them to meet market needs but also diversify for risk management and stabilize institutions' revenues.

TARGET AUDIENCE

This course is suitable for:

- Managers in MFIs.
- Business development officers.
- Credit officers.
- Risk officers.

COURSE COVERAGE

The course is designed to cover the following:

- Current trends in product development in financial services sector.
- Institutional Resource mobilization and commitment to successful design, test and launch the new product.
- Risk management for successful product development.
- Market segmentation for focused feedback.
- Designing a product prototype.
- Conducting a pilot test
- Developing a marketing strategy and internal systems for successful product launch.
- Managing the new product.

LEARNING OUTCOMES AND BENEFITS

At the end of this training, participants will be able to:

- Describe the process of product development.
- Assess institutional capacity for product development.
- Pilot test products.
- Launch new products which lead to increased products and client satisfaction.

Risk, Fraud and Internal Controls in MFIS

Mode of delivery:
Online and Face-to-Face



Duration:
8 Hours



Course Fees:
UGX 160,000

Provider:
UIBFS



PROGRAM DESCRIPTION

The primary purpose of this training is to look at risk, risk management and internal controls from an operational perspective in the MFI. It provides practical ways for MFIs to approach and implement effective internal control systems and internal audit functions within their institutions – whether large or small.

TARGET AUDIENCE

- This course is suitable for:
- Managers.
- Supervisors.
- Accountants.
- Accounts assistants.
- Loan committee members.
- Supervisory committee members.
- Board members.
- Internal Auditors.
- Compliance Officers.

COURSE COVERAGE

The course is designed to cover the following:

- Introduction to Risk: - Risk concept.
- Major risk categories in MFIs.
- Causes of risk.
- Risk management process and Responsibility for Risk management.
- Risk identification.
- Risk management strategies.
- Common credit risks in MFIs.
- Fraud and fraud management in MFIs.
- Effect of fraud on MFIs.
- Concept of internal controls.
- Benefits and challenges of internal controls in MFIs.
- Internal control activities in MFIs.

LEARNING OUTCOMES AND BENEFITS

- At the end of this course, participants will be able to:
- Analyse risk and the risk management process.
- Apply knowledge and skills in internal controls for sound MFI management.
- Understand the effects of Risk, frauds and internal controls on sustainability and profitability of MFIs.



Data Analytics and Computer Based Programs

ANNUAL REPORT

ANNA

Advanced Databases

Mode of delivery:
Online and Face-to-Face



Duration:
60 Hours



Course Fees:
UGX900,000

Provider:
UIBFS

PROGRAM DESCRIPTION

The purpose of this course is to provide an in-depth look at selected advanced topics in database management systems and also to give a broad-based overview of database management tools and technologies. This approach is designed to give students hands-on experience of current database management technologies, and also a broader world view of how the technologies are progressing.

TARGET AUDIENCE

- This course is suitable for:
- Monitoring & Evaluation Staff
 - Business Analyst
 - Research assistants and officers
 - Field officers and supervisors

COURSE COVERAGE

The course is designed to cover the following:

- MS Access 2016
- SQL
- XML Data
- JSON Data
- Data base Management tools
- Data base technologies
- Application of algorithms

LEARNING OUTCOMES AND BENEFITS

At the end of this training, participants will be able to:

- Acquisition of in-depth knowledge of topics including XML data, JSON data, NoSQL etc.
- A broad level understanding of database management tools and technology
- Understand which algorithms to apply to what kind of databases to obtain desired useful knowledge about the data

Advanced Excel

Mode of delivery:
Online and Face-to-Face



Duration:
1 Week



Course Fees:
UGX 550,000

Provider:
UIBFS



PROGRAM DESCRIPTION

This course is designed for those who wish to understand how to analyse and present their data more efficiently as well as automate common tasks.

TARGET AUDIENCE

- This course is suitable for:
- Monitoring & Evaluation Staff
 - Business Analyst
 - Research assistants and officers
 - Field officers and supervisors

COURSE COVERAGE

The course is designed to cover the following:

- Navigation through MS Excel 2016
- Pivot tables
- Analysis of workbooks
- Analysis of data
- Record Macros

LEARNING OUTCOMES AND BENEFITS

At the end of this training, participants will be able to:

On completion of this course, attendees will be able to create a variety of functions, present their data using PivotTables, analyse workbooks and data and record macros.

Advanced Excel for Bankers

Mode of delivery:
Online – Instructor Led



Duration:
5 Days



Course Fees:
UGX 550,000
per Level

Provider:
UIBFS



PROGRAM DESCRIPTION

Dive deep into the powerful capabilities of Excel tailored specifically for banking professionals. 'Advanced Excel for Bankers' is a comprehensive course designed to empower banking personnel with the Excel tools, techniques, and best practices needed to efficiently analyze data, craft financial models, and make informed banking decisions. From pivot tables to financial functions, macros to VBA, this course covers a gamut of skills that are central to modern banking operations.

TARGET AUDIENCE

- Retail and Corporate Bankers
- Credit Analysts
- Portfolio Managers
- Treasury and Forex Professionals
- Operations and IT Personnel

COURSE COVERAGE

Introduction

- Brief overview of Excel and its relevance in banking
- Setting up Excel: Add-ins, shortcuts, and customization for banking tasks

Data Management and Analysis

- Advanced filtering and sorting
- Data validation and drop-down lists
- Using advanced database functions (e.g., DSUM, DCOUNT)
- Data consolidation from multiple sheets or workbooks

Financial Analysis Tools

- Time value of money functions (PV, FV, NPV, IRR)
- Loan and bond functions (PMT, IPMT, PPMT, DURATION, MDURATION)
- Depreciation functions (e.g., SLN, SYD, DB)
- Scenario analysis using Goal Seek and Solver

Advanced Financial Modeling

- Building flexible and dynamic financial models
- Stress testing and sensitivity analysis
- Circular references and iterative calculations

Pivot Tables and Pivot Charts

- Creating and customizing pivot tables for banking datasets
- Using slicers and timelines
- Calculated fields and items
- Pivot charts for visual financial analysis

Charting and Data Visualization

- Advanced chart types relevant for banking (Waterfall, Gantt, Histogram)
- Sparklines for at-a-glance data visualization
- Using conditional formatting for risk and performance visualization

Advanced Lookup and Reference Functions

- VLOOKUP, HLOOKUP, INDEX & MATCH combinations
- OFFSET and INDIRECT for dynamic ranges
- XLOOKUP and other newer functions (based on Excel's updates)

Macros and VBA for Bankers

- Introduction to the VBA environment
- Recording simple macros for repetitive banking tasks
- Writing basic VBA scripts tailored for banking operations

Security and Sharing

- Protecting worksheets, cells, and workbooks
- Track changes and comments for collaborative tasks
- Sharing and co-authoring workbooks

Integration with Other Applications

- Linking Excel with PowerPoint for reporting
- Importing and exporting data from/to MS Access or SQL databases
- Connecting Excel to bank-specific software and platforms

Optimization Techniques

- Using Excel Solver for portfolio optimization
- Linear and nonlinear programming in banking scenarios

Advanced Date and Time Functions

- EDATE, EOMONTH, WORKDAY, and other relevant date functions for banking
- Time series analysis and forecasting

Error Handling and Debugging

- Types of errors in Excel (#####, #REF!, #N/A)
- Using functions like ISERROR, IFERROR, and ERROR.TYPE
- Debugging tools and techniques

LEARNING OUTCOMES AND BENEFITS

- Utilize advanced filtering, sorting, and data validation techniques.
- Consolidate data from multiple sources and create interactive dashboards.
- Create and customize pivot tables to analyze complex banking datasets.
- Design and implement advanced charts for effective data visualization.
- Record and run macros for automating repetitive banking processes.
- Develop basic VBA scripts to enhance efficiency and productivity.
- Apply advanced lookup functions (e.g., INDEX & MATCH) for more robust data retrieval.
- Implement dynamic ranges using OFFSET and INDIRECT functions.
- Employ advanced date and time functions for precise banking calculations.
- Conduct time series analysis and forecasting for financial planning.
- Identify and manage common errors in Excel formulas.
- Use error-handling functions and debug VBA code effectively.
- Apply learned skills to real-world banking scenarios and problem-solving.
- Translate theoretical knowledge into actionable insights for improved decision-making

Advanced Financial Analysis

Mode of delivery:
Online – Instructor Led



Duration:
16 Hours
per Level



Course Fees:
UGX 550,000
per Level

Provider:
UIBFS

PROGRAM DESCRIPTION

This course offers a comprehensive exploration of financial analysis techniques tailored to the commercial banking sector. Participants will delve into bank-specific financial statements, understand the nuances of financial ratios pertinent to banks, and grapple with asset quality, profitability, risk management, and the impact of regulatory changes on banking financials. The course culminates with real-world case studies, ensuring practical applicability of the learned concepts.

TARGET AUDIENCE

- Commercial banking professionals aiming to deepen their financial analytical skills.
- Financial analysts focused on the banking sector.
- Banking regulators or policymakers aiming for a deeper understanding of bank financials.
- Academic researchers specializing in banking finance.
- Consultants and advisors working with or in the banking industry.

COURSE COVERAGE

Financial Statements of Commercial Banks

- The structure of bank balance sheets
- Income statements in banking
- Cash flow statements and peculiarities for banks

Financial Analysis Techniques

Ratio analysis specific to banks:

- Liquidity ratios
- Solvency ratios
- Efficiency ratios
- Profitability ratios
 - i. Common-size analysis
 - ii. Trend analysis
 - iii. DuPont analysis for banks

Asset Quality Analysis

- Non-performing loans (NPLs) and their impact
- Loan loss provisioning
- Classification of assets and off-balance sheet items

Evaluating Bank's Liquidity and Funding Profile

- Composition of liabilities
- Net stable funding ratio (NSFR)
- Loan-to-deposit ratio
- Gap analysis

Bank Profitability Analysis

- Net interest margin (NIM)
- Return on assets (ROA)
- Return on equity (ROE)
- Impact of non-interest income and expenses

Interest Rate Risk Management

- Duration and gap analysis
- Interest rate swaps and derivatives
- Asset and liability management strategies

Credit Risk Analysis

- Credit scoring models
- Credit Value at Risk (VaR)
- Portfolio risk diversification

Market Risk and Trading Activities

- VaR in market risk
- Stress testing and scenario analysis
- Trading book vs. banking book

Operational Risk Management

- Definition and examples of operational risks
- Basel framework for operational risk
- Techniques for mitigating operational risks

Financial Innovations and Implications

- Introduction to fintech and digital banking
- Impact of technological innovations on bank's financials
- Challenges and opportunities in a digital banking environment

& Acquisitions in Banking

- Rationale for M&As in the banking sector
- Financial implications and synergy analysis
- Post-merger integration challenges

Regulatory Environment and Implications on Financial Analysis

- Basel III and its components
- Capital adequacy and leverage ratios
- Impact of regulations on bank profitability and risk management

Forecasting and Budgeting for Banks

- Projecting balance sheets and income statements
- Budgeting for different departments
- Stress testing and sensitivity analysis

Case Studies

- Analysis of a bank in financial distress
- Evaluating a merger proposition
- Strategy shift: From traditional to digital banking

LEARNING OUTCOMES AND BENEFITS

Upon completion of this course, participants will be able to:

- Interpret and analyse commercial bank financial statements with confidence.
- Evaluate a bank's financial health using advanced ratio analysis.
- Assess the quality of assets held by banks and the implications for financial stability.
- Understand and anticipate the impacts of varying risk profiles on a bank's financial position.
- Appraise the influence of external factors such as regulations, technological changes, and industry consolidation on a bank's financials.
- Apply learned concepts to real-world scenarios, making informed decisions and recommendations based on thorough financial analysis.

Computerized Accounting using Tally ERP and QuickBooks 2020

Mode of delivery:
Online and Face-to-Face



Duration:
60 Hours



Course Fees:
UGX 850,000 for
Ugandans

Provider:
UIBFS



PROGRAM DESCRIPTION

This short course aims at helping participants develop an appreciation of the role of computerized accounting software in a business environment from the perspective of end users and to understand the concepts of the integrated structure of a computerized accounting system when processing accounting transactions.

TARGET AUDIENCE

This course is suitable for:

- Individuals working in Finance Organisation
- Auditors and Accountants
- Business practitioners
- Financial officers
- Managers
- Professionals who make financial decisions in public/private sectors.
- Banks and all Financial Institutions.

COURSE COVERAGE

The course is designed to cover the following:

- Practical skills in using a computerized accounting system
- Apply computerised Accounting to practical accounting problems

LEARNING OUTCOMES AND BENEFITS

At the end of this training, participants will be able to:

- Use computerized accounting program to organize and process financial and managerial accounting data.
- Recognize a computerized accounting package's capability to improve efficiency in an organization.
- Develop practical skills in using a computerized accounting system and apply these skills to develop an appreciation and expertise in the use of other accounting software.
- Use Tally, QuickBooks, sage, accounting software to develop and maintain accounting record- keeping systems.
- Understand topical issues and the role of external parties such as government, accounting professional bodies and software designers in relation to accounting and information technology

Data Analytics for Managerial Decision Making

Mode of delivery:
Online – Instructor Led



Duration:
16 Hours
per Level



Course Fees:
UGX 550,000
per Level

Provider:
UIBFS



PROGRAM DESCRIPTION

Corporate ethos that demands continual improvement in work place efficiencies and reduced operating, maintenance, support service and administration costs means that managers, analysts and their advisors are faced with ever-challenging analytical problems and performance targets. To make decisions that result in improved business performance it is vital to base decision making on appropriate analysis and interpretation of numerical data.

TARGET AUDIENCE

This course is suitable for professionals whose jobs involve in the manipulation, representation, interpretation and/or analysis of data.

COURSE COVERAGE

Level 1: Introduction to data analytics

- What data analytics can and cannot do
- Using Data Analytics to obtain sound business intelligence
- Descriptive Analytics for understanding what is happening in the organisation and the underlying trends and causes of such occurrences
- Predictive Analytics to determine what is likely to happen in the future with statistical data techniques
- Prescriptive Analytics for making data-rich decisions to achieve the best performance possible
- Using Data Analytics for creating value in your organization
- Structuring workflow activities to be suited for data analytics and produce data as a byproduct of each process
- Making decisions dependent on insights from data analytics rather than experience

Level 2: Intermediate (Power BI)

- Features of Power BI
- Import data (Data transformation, Data Cleaning, Format columns & Field Aggregation)
- Load data, Data visualization, Choosing the right visuals and colours, Sorting and formatting, Drilling downs and filtering & Share reports

Level 3: Advanced

- Modelling sales data using a Linear Regression Technique (Data collection, Exploratory Data Analytics, Data pre-processing and feature engineering, Data Modelling, Model Assessment, Experiments & Prediction)
- Modelling credit risk data using a Logistic Regression Technique (Data collection)
- Exploratory Data Analytics
- Data pre-processing and feature engineering

LEARNING OUTCOMES AND BENEFITS

Participants will gain an understanding and practical experience of a range of the more common analytical techniques and data representation methods, which have direct relevance to a wide range of issues. The ability to recognize which types of analysis are best suited to particular types of issue will be addressed, and delegates will be given sufficient background and theoretical knowledge to be able to judge when an applied technique will likely lead to incorrect conclusions.

Data Entry and Statistical Analysis

Mode of delivery:
Online and Face-to-Face



Duration:
60 Hours



Course Fees:
UGX 850,000

Provider:
UIBFS

PROGRAM DESCRIPTION

This course helps trainees develop the understanding that they will need to capture, transform and analyse data and to make informed decisions using data, and to communicate the results effectively. The course is an introduction to the essential concepts, tools and methods of statistics for students in business, economics and similar disciplines, although it may have wider interest.

TARGET AUDIENCE

This course is suitable for:

- Monitoring & Evaluation Staff
- Business Analyst
- Research assistants and officers
- Field officers and supervisors

COURSE COVERAGE

The course is designed to cover the following:

- Data Entry
- Data Analysis
- Statistical techniques for descriptive and inferential
- Interpretation of compute output
- Statistical Analysis

LEARNING OUTCOMES AND BENEFITS

At the end of this training, participants will be able to:

- Apply correctly a variety of statistical techniques, both descriptive and inferential.
- Interpret, in plain language, the application and outcomes of statistical techniques.
- Interpret computer output and use it to solve problems.
- Recognize inappropriate use or interpretation of statistics in other courses, in the media and in life in general and comment critically on the appropriateness of this use of statistics.

Data Mining & Business Intelligence

Mode of delivery:
Online and Face-to-Face



Duration:
60 Hours



Course Fees:
UGX 900,000

Provider:
UIBFS



PROGRAM DESCRIPTION

Business Intelligence is the application of software technologies that enables business users to make better and faster decisions based on enterprise data. In this course, you are introduced to Data mining and creating Business Intelligence solutions. You learn how to build and integrate Microsoft tools into a comprehensive business solution in order to achieve competitive advantage.

TARGET AUDIENCE

This course is suitable for:

- Anyone who wants to implement business intelligence solutions
- Business analyst,
- Database developers
- Project managers
- System designers and developers.

COURSE COVERAGE

The course is designed to cover the following:

- SQL Server 2016
- Tableau,
- Power BI,

LEARNING OUTCOMES AND BENEFITS

At the end of this training, participants will be able to:

- By the end of this course, the participants will be able to Gain a working knowledge of data mining techniques
- Make recommendations for solutions to case studies drawn from real-world experiences using Business Intelligence (BI) methodologies

Foundation Excel for Commercial Bankers

Mode of delivery:
Online – Instructor Led



Duration:
16 Hours
per Level



Course Fees:
UGX 550,000

Provider:
UIBFS



PROGRAM DESCRIPTION

“Basic Excel for Commercial Banker” is a meticulously designed course that bridges the gap between foundational Excel skills and their application in the commercial banking sector. Throughout this program, participants will master the core functionalities of Excel tailored to the specific needs and challenges faced by commercial bankers daily. From loan and credit analysis to financial modelling, this course delves into relevant banking tasks, all the while emphasizing data management, visualization, and optimization techniques. By integrating real-world datasets and practical exercises, attendees will not only understand the “how” but also the “why” behind each Excel function, thereby preparing them for efficient and effective banking data analysis.

TARGET AUDIENCE

The course is intended for individuals employed in the Commercial Banking and Microfinance Space looking to enhance their data management and analysis skills.

COURSE COVERAGE

Introduction to Excel for Commercial Banking

- Overview of Excel in the context of banking
- Setting up Excel for optimal performance in banking tasks

Navigating the Excel Interface

- Workbook, worksheet, cells, rows, and columns
- Ribbon, Quick Access Toolbar, and Formula Bar

Basic Data Entry and Formatting

- Entering and editing data
- Formatting cells: number, date, currency formats
- Basic text functions: UPPER, LOWER, PROPER, TRIM, CONCATENATE/TEXTJOIN

Essential Excel Functions for Bankers

- Mathematical functions: SUM, AVERAGE, MAX, MIN
- Financial functions: PMT, FV, PV, RATE, NPER
- Logical functions: IF, AND, OR, NOT

Handling Banking Data

- Sorting and filtering data
- Tables: creation, formatting, and structured references
- Removing duplicates and data validation

Date and Time Functions

- TODAY, NOW, EDATE, EOMONTH, YEARFRAC
- Calculating loan maturity dates, interest periods, etc.

Loan and Credit Analysis with Excel

- Building basic loan amortization schedules
- Computing loan-to-value (LTV), debt service coverage ratios (DSCR), etc.
- Scenario analysis using Data Tables and Goal Seek

PivotTables for Banking Data Analysis

- Introduction to PivotTables
- Summarizing and analyzing banking datasets
- Slicers and Pivot Charts

Data Visualization in Banking

- Introduction to Excel charts: Column, Bar, Line, and Pie
- Sparklines: Mini-charts for tracking loan performances or deposits
- Conditional formatting for risk analysis and portfolio management

Introduction to Financial Modeling for Bankers

- Basic principles of financial modeling
- Building a simple financial model for credit evaluation

Excel Shortcuts and Productivity Tips

- Keyboard shortcuts for faster data handling
- Named ranges and data validation for error-proofing spreadsheets

Advanced Tips and Tricks

- Array formulas for complex calculations
- Using the Excel Solver for loan optimization problems

Protecting and Sharing Banking Data

- Cell protection and worksheet protection
- Sharing workbooks and track changes
- Exporting and importing data from other applications

LEARNING OUTCOMES AND BENEFITS

At the end of this course participants will be able to:

- Master foundational Excel skills with a focus on commercial banking applications.
- Learn to navigate, format, and handle banking data efficiently.
- Build loan amortization schedules, conduct credit analysis, and understand key financial metrics using Excel.
- Dive deep into PivotTables, charts, and visualization tools to make data-driven banking decisions.
- Develop a preliminary understanding of financial modeling for credit evaluations.
- Enhance productivity with Excel shortcuts, tips, and tricks tailored to banking tasks.

Foundational Financial Analysis

Mode of delivery:
Online – Instructor Led



Duration:
16 Hours
per Level



Course Fees:
UGX 550,000
per Level

Provider:
UIBFS



PROGRAM DESCRIPTION

This course is designed to provide commercial bankers with a comprehensive introduction to financial analysis. It aims to equip participants with the skills and knowledge to interpret and evaluate financial statements, perform financial ratios, and make informed credit decisions. The curriculum covers a broad spectrum from the basics of financial statements to advanced topics such as industry analysis, projections, and emerging trends in FinTech.

TARGET AUDIENCE

- New entrants to the field of commercial banking.
- Current commercial bankers looking to strengthen their financial analysis skills.
- Financial analysts and consultants aiming to understand the nuances of commercial banking.

COURSE COVERAGE

Introduction

- Overview of commercial banking
- Role and importance of financial analysis in commercial banking

Basics of Financial Statements

- Introduction to financial statements: Balance Sheet, Income Statement, and Cash Flow Statement
- Understanding key financial terms and metrics

Financial Statement Analysis

- Horizontal analysis and Vertical analysis
- Ratio analysis:
- Liquidity Ratios: Current ratio, Quick ratio
- Solvency Ratios: Debt to equity, Times interest earned.
- Profitability Ratios: Net profit margin, return on assets, Return on equity
- Efficiency Ratios: Asset turnover, Inventory turnover, Receivables turnover
- Market Value Ratios: Earnings per share, Price to earnings, Dividend yield

Cash Flow Analysis

- Importance of cash flow in banking
- Operating, investing, and financing activities
- Cash flow forecasting

Credit Analysis

- The five C's of credit: Character, Capacity, Capital, Collateral, and Conditions
- Commercial loan assessment process
- Role of covenants in credit agreements

Industry Analysis

- Understanding industry-specific risks and performance metrics
- Benchmarking: Comparing a company's performance against industry peers

Projections & Forecasting

- Basics of financial projections
- Sensitivity analysis and scenario analysis
- Assessing the sustainability of a company's growth

Special Topics in Commercial Banking

- Working capital financing
- Term loans and capital expenditure financing
- Trade financing solutions
- Syndicated loans and consortium lending

Case Studies

- Real-world applications of financial analysis in banking decisions
- Assessing complex loan requests

Emerging Trends & Technologies

- Introduction to FinTech and its impact on commercial banking
- Role of big data and analytics in financial analysis

Regulatory and Ethical Considerations

- Regulatory environment for commercial banks
- Ethical considerations in financial analysis and credit decisions

LEARNING OUTCOMES AND BENEFITS

By the end of the course, participants will be able to:

- Demonstrate proficiency in interpreting balance sheets, income statements, and cash flow statements.
- Calculate and analyse key financial ratios to evaluate a firm's liquidity, solvency, profitability, efficiency, and market value.
- Perform comprehensive credit analysis using the five C's of credit and other established frameworks.
- Differentiate between industry-specific risks and apply relevant benchmarks to evaluate a company's performance against its peers.
- Construct and evaluate financial projections, employing sensitivity and scenario analysis tools.
- Stay updated with emerging trends in the commercial banking sector, understanding the implications of FinTech, big data, and regulatory changes on financial analysis.
- Make informed decisions about granting credit, setting terms, and monitoring existing loans using a combination of quantitative and qualitative analysis techniques.

Introduction to Big Data Analytics in R and Python

Mode of delivery:
Online and Face-to-Face



Duration:
60 Hours



Course Fees:
UGX900,000

Provider:
UIBFS

PROGRAM DESCRIPTION

This course provides the skills to master the basics of data analysis by manipulating common data structures such as vectors, matrices, and data frames.

TARGET AUDIENCE

This course is suitable for:

- Upcoming data scientists
- Business analyst
- Monitoring & Evaluation Staff
- Research assistants and officers
- Field officers and supervisors

COURSE COVERAGE

The course is designed to cover the following:

- Data Analytics
- Working with large data sets
- Managing data analytics for projects
- Building predictive and classification models

LEARNING OUTCOMES AND BENEFITS

At the end of this training, participants will be able to:

- Solve any data analytics problem using R and Python
- Work with large data sets and generate insights
- Build predictive and classification models.
- Manage a data analytics project through the entire lifecycle.

Intermediate Financial Analysis

Mode of delivery:
Online – Instructor Led



Duration:
16 Hours
per Level



Course Fees:
UGX 550,000
per Level

Provider:
UIBFS



PROGRAM DESCRIPTION

The “Intermediate Financial Analysis Course for Commercial Bankers” seeks to delve deeper into the realm of financial analysis, building on foundational concepts to empower participants with advanced techniques and methodologies. This course combines a rich blend of theoretical insights, practical applications, and case studies to refine the skills of commercial bankers in credit decision-making, risk management, and financial advisory.

TARGET AUDIENCE

- Commercial bankers with foundational knowledge in financial analysis who are looking to advance their skillset.
- Credit analysts seeking to enhance their analytical techniques.
- Banking professionals involved in risk management, credit approval, and financial advisory roles.

COURSE COVERAGE

Review of Basics

- Overview of financial statements: Income Statement, Balance Sheet, Cash Flow
- Financial statement linkages
- Key financial ratios and their interpretations

Advanced Financial Ratios and Analysis

- Profitability ratios
- Liquidity and solvency ratios
- Efficiency ratios
- Market valuation ratios (for publicly traded companies)
- Sector-specific ratios (e.g., for manufacturing, retail, real estate)

Cash Flow Analysis

- Operating, investing, and financing activities
- Free cash flow analysis
- Cash flow-based ratios
- Cash flow forecasting

Credit Analysis and Risk Management

- Understanding the borrower: Industry, market, and competitive dynamics
- The 5Cs of credit (Character, Capacity, Capital, Collateral, and Conditions)
- Predicting default: Z-scores and other models
- Loan covenants and their implications
- Stress testing and scenario analysis

Business Valuation Techniques (7 hours)

- Discounted Cash Flow (DCF) analysis
- Comparables (Comps) analysis
- Precedent transaction analysis
- Adjustments for size, liquidity, and marketability

Sector-specific Analysis

- Financial institutions and banks
- Real estate and construction
- Retail and consumer goods
- Manufacturing and industrial
- Special considerations for startups and tech companies

Integrative Case Studies

- Company A: Manufacturing firm looking for expansion financing
- Company B: Retail chain considering a merger
- Company C: Tech startup seeking working capital

Financial Modelling and Forecasting

- Basics of Excel for financial modelling
- Forecasting revenue, expenses, and cash flows

LEARNING OUTCOMES AND BENEFITS

- Upon successful completion of the course, participants will be able to:
- Efficiently dissect and interpret financial statements, identifying key indicators of performance and risk.
- Apply a comprehensive set of financial ratios to evaluate a business's profitability, solvency, liquidity, and market standing.
- Conduct in-depth cash flow analyses, gauging a business's operational efficiency and financial health.
- Formulate credit decisions rooted in a systematic assessment of the 5Cs of credit and contemporary risk prediction models.
- Utilize advanced business valuation techniques, such as DCF and Comps analysis, to determine the intrinsic value of a firm.
- Recognize and adjust analytical approaches based on industry-specific dynamics and challenges.
- Synthesize acquired knowledge to critically evaluate complex financial scenarios, providing actionable recommendations and solutions.

Intermediate Excel for Bankers

Mode of delivery:
Online – Instructor Led



Duration:
5 Days



Course Fees:
UGX 550,000
per Level

Provider:
UIBFS



PROGRAM DESCRIPTION

In the fast-paced world of banking, Excel remains an indispensable tool for financial professionals. This Intermediate Excel for Bankers course is meticulously designed to build upon the foundational skills of Excel, focusing on advanced functionalities and techniques that are most relevant to banking professionals. Participants will delve into the intricacies of financial formulas, data analysis, visualization, and modeling best practices. With an emphasis on real-world applications, this course will employ banking-specific case studies and datasets to ensure that attendees can directly apply their learnings to their day-to-day tasks.

TARGET AUDIENCE

- **Banking Professionals:** Including but not limited to investment bankers, commercial bankers, credit analysts, and treasury professionals who have a foundational understanding of Excel and wish to enhance their skills.
- **Financial Analysts:** Working in banking sectors who need to analyze large datasets, create financial models, or present data-driven insights.
- **Audit and Compliance Officers:** Who want to improve their data analysis skills in Excel for more efficient monitoring.

COURSE COVERAGE

Introduction

- Brief review of Excel basics
- Overview of the course

Advanced Formatting

- Conditional formatting
- Custom number formatting
- Styles and themes

Data Validation and Tools

- Data validation rules
- Drop-down lists
- Removing duplicates
- Text-to-columns and Flash Fill

Advanced Formulas

- Financial functions (e.g., NPV, IRR, PMT)
- Date & time functions (e.g., EDATE, EOMONTH)
- Logical functions (e.g., IF, AND, OR, NOT)
- Lookup functions (e.g., VLOOKUP, HLOOKUP, INDEX/MATCH)

Data Analysis

- Goal Seek and Scenario Manager
- Data tables for sensitivity analysis
- PivotTables and Pivot Charts
- Advanced filtering and sorting

Charting and Visualization

- Advanced chart types (e.g., Waterfall, Sparklines)
- Chart formatting and customization
- Dashboards creation

Working with Large Data Sets

- Data consolidation
- External data connections
- Database functions (e.g., DSUM, DMAX)

Tools for Efficiency

- Keyboard shortcuts
- Custom views
- Macro basics and the importance in banking

Financial Modeling Best Practices

- Designing a model layout
- Circular references and iterations
- Scenario analysis techniques
- Error checks

Excel Add-ins for Bankers

- Introduction to popular add-ins (e.g., Power Query, Power Pivot)
- Overview of their functionalities

Security and Collaboration

- Protecting sheets and workbooks
- Track changes and comments
- Sharing and co-authoring

LEARNING OUTCOMES AND BENEFITS

Upon successful completion of the Intermediate Excel for Bankers course, participants will be able to:

- Utilize conditional formatting to highlight specific data points.
- Implement custom number formatting tailored for financial data.
- Calculate financial metrics using functions such as NPV, IRR, and PMT.
- Utilize logical functions to automate decision-making within sheets.
- Perform complex lookups using VLOOKUP, HLOOKUP, and INDEX/MATCH combinations.
- Implement Goal Seek and Scenario Manager for forecasting and scenario analysis.
- Use data tables to perform sensitivity analyses on financial models.
- Extract insights from large datasets using PivotTables and Pivot Charts.
- Design and customize advanced chart types like Waterfall and Sparklines.
- Construct dashboards to present a holistic view of financial data.
- Recognize and apply popular Excel add-ins pertinent to banking.
- Understand the capabilities and applications of tools like Power Query and Power Pivot in a banking context.

Microsoft Certification

Mode of delivery:
Online and Face-to-Face



Duration:
2 Weeks



Course Fees:
UGX 850,000 for
Ugandans

Provider:
UIBFS



PROGRAM DESCRIPTION

The Microsoft Office course is a Career/Technical course that emulates a work environment. This course is practical rather than theoretical and focuses on the advanced tools and commands of the Microsoft Office suite of programs. The participants will learn to use advanced features and functions within documents, spread-sheets and slide presentations, as well as manage and customize Outlook work areas.

TARGET AUDIENCE

This course is suitable for:
Those aspiring to develop professional level competencies in Microsoft applications technology

COURSE COVERAGE

The course is designed to cover the following:

- Microsoft Office suite of programs
- Advanced tools of Microsoft office
- Advanced features of spread-sheets
- Advanced Slide presentation
- Management and customisation of outlook work areas

LEARNING OUTCOMES AND BENEFITS

At the end of this training, participants will be able to:

- Acquire skills in the use of Microsoft Office suite of programs
- Manage advanced tools of Microsoft office
- Apply advanced spread sheets in work environment
- Improve usage of outlook

A man with short dark hair and glasses, wearing a blue blazer over a checkered shirt, is seated at a desk. He is looking at a laptop screen with his right hand on the keyboard and his left hand holding a white coffee cup. The background features a brick wall, a window, and a modern lamp. The overall lighting is warm and professional.

Professional and Academic Programmes

Certified Credit Management

Mode of delivery:

Available On line- Instructor led, Evening & Self Study online

Starting Date:

5th February 2024 & 2nd September 2024

Provider:
UIBFS

DURATION AND COST

Duration: 9 Months
(2 semesters) cost UGX 3,460,000

Semester Costs:

- i. Online instructor- led or Evening study: UGX 1,250,000 per semester
- ii. Self-Study online: UGX 720,000 per semester.
- iii. Functional Fees: UGX 960,000

ENTRY REQUIREMENTS

- i. A university degree with at least two years of Credit related work experience in a financial Institution OR
- ii. Certified Professional Banker (Diploma in Banking)/ Certificate in Credit Management

TARGET AUDIENCE

Credit Analysts & Managers, Monitoring & Evaluation officers, Credit supervisors & Administrators, Audit, retail & corporate banking executives, branch managers, business sourcing and acquisition staff, board risk & credit committee / credit approval committee members

COURSE COVERAGE

- Fundamentals of Credit Analysis
- Credit Procedures
- Credit Products
- Credit Evaluation Standards
- Quantitative and Qualitative Analysis
- Risk Analysis and Management in Lending
- Marketing and Mobilization of Credit Business
- Security Analysis for Lending
- Legal Aspects of Credit
- Credit Administration, Policy and Emerging Disciplines
- Ethics and Customer Relationship Management in Credit Functions
- Business Project

LEARNING OUTCOMES AND BENEFITS

Graduates will acquire key skills set, putting them at the pinnacle of credit business management in the financial sector. They will be equipped with skills of the core functions of credit granting process and procedures; Risk management & Analysis; mobilisation of credit business; dealing with diversity of clients with a wide range of credit services and recommending the right product commensurate with their needs and requirements; developing concepts, processes and techniques that underpin best practice across a range of credit environment and structures in which Credit business operate and application of relevant legal procedures governing credit. A team experienced Credit and Risk Management bankers will provide you with in-depth and practical training with case studies during the course.

Chartered Banker 3- Level programme

Mode of delivery:
Online and Evening Face-to-Face

Starting Date:
5th February 2024 & 2nd September 2024

Provider:
UIBFS

ENTRY REQUIREMENTS

i. First Route

Bachelor's Degree in relevant disciplines (Eligible for exemptions) OR
Professional qualifications (CPA, ACCA, CIMA, CIPS, CPB)- (Eligible for exemptions)
OR Master's degree (Eligible for exemptions) OR

ii. Second Route

Diploma OR U.A.C.E with 2 Principal Passes (No exemptions)

TARGET AUDIENCE

Individuals seeking to develop a professional banking / financial services career including bank staff at all levels entry level, mid-level branch managers, specialists in Risk and Compliance, Corporate & Retail Lending, International Banking & Trade Finance, Customer Relationship Management etc... EXCO members, & Head of functions, Board members in financial institutions, persons wishing to develop Banking and Financial services skills and/ or progression to post graduate qualification in Business Administration.

DURATION AND COST

Duration: Each level: 1 year (a minimum 1 subject to Maximum 6 subjects per semester)

Cost:

- i. Online instructor- led or Evening study: **UGX 300,000** per subject covering Tuition & Exams OR the Total cost for 6 subjects: **UGX 1,800,000** per semester
- ii. Self-Study online: **UGX 185,000** per subject OR the Total cost for 6 subjects: **UGX 1,110,000** per semester.
- iii. Functional Fees: **UGX 225,000** per year

COURSE COVERAGE

Level 1

- Financial Systems and Regulatory Framework
- Banking Professional Ethics
- Law Relating to Financial Services
- Banking Operations
- Lending Fundamentals
- Information Technology
- Financial Reporting & Analysis
- Marketing of Financial Services
- Economics of Banking
- Human Resource Management
- Financial Markets & Products
- Financial Sector Intern

Level 2

- International Banking & Trade Finance
- Risk & Compliance
- Customer Relationship Management
- Agricultural Finance
- Treasury Management
- Corporate & Retail Lending
- Bank Management
- Agency & Digital Banking
- Financial Analysis
- Business Project

Level 3

- Contemporary Issues in Banking
- Mergers, acquisitions and Restructuring
- Corporate Governance
- Corporate Strategy
- Lending Specialization
- Commercial & Investment Banking specialization
- Risk & Compliance specialization
- Corporate Banking Specialization
- Financial Management and Control
- Organisation Leadership and Change

LEARNING OUTCOMES AND BENEFITS

The Chartered Banker programme will provide Graduates with an extensive, detailed and critical knowledge of the banking sector. Upon completion of the programme, graduates will demonstrate sound understanding of the financial services industry and develop skills and abilities to make professional judgments and informed decisions in relevant work situations. A team of experienced bankers will provide you with in-depth and practical training with case studies at every level of training.

Chartered Banker Level 1: Professional Banker graduates will be equipped with a firm foundation of technical banking, how banking and financial services operate and provide initiation into career progression aspirations.

Chartered Banker Level 11: Executive Banker graduates will be equipped with **Bank Management skills**, critical understanding of the banking sector to develop skills to make professional judgments and informed decisions in work situations.

Chartered Banker Level 111: Graduate will be equipped with strategic level **analytical skills that impacts on global financial challenges**, data revolution, regulatory and technological changes, corporate social responsibility; corporate governance and strategy; competitive threats to Banks and the shape of the Bank to come.

Diploma in Microfinance

Provider:
UIBFS

Mode of delivery:
Available On line- Instructor led & Self Study online

Starting Date::
5thFebruary 2024 & 2nd September 2024

DURATION AND COST

Duration: 2 years

Cost:

- i. Online instructor- led: **UGX 750,000** per semester
- ii. Self-Study online: **UGX 600,000** per semester.
- iii. Functional fees: **UGX 225,000** per year

TARGET AUDIENCE

Microfinance and SACCO staff that wish to acquire skills set that will put them at the pinnacle of Microfinance Business
Fresh Graduates seeking for a career in Microfinance financial services

ENTRY REQUIREMENTS

The minimum entry requirements include one of the following:

1. A' level Certificate with One principle pass, or the equivalent
2. Diploma holders
3. Mature Age entrants
4. Degree holders
5. Foreign students with
6. qualifications from recognised Institutions

COURSE COVERAGE

- Business Environment in Microfinance
- Management and Organization in Microfinance
- Marketing in Microfinance
- Basic Computer Applications
- Human Resource management
- Basic Accounting and Financial Management

- Risk management in Microfinance
- Management information system
- Legal framework for Microfinance Business
- Entrepreneurship and Investment in Microfinance
- Product design & Development in Microfinance
- Business Project
- Monitoring and Evaluation in Microfinance
- Savings and Credit Administration
- History and trends in Microfinance
- Agency and Digital Banking
- Rural & Agricultural value chain financing
- Business Research Methods
- Financial Sector Internship
- Resource Mobilisation in Microfinance

LEARNING OUTCOMES AND BENEFITS

Graduates will acquire key skills set, putting them at the pinnacle of microfinance business management in the financial sector. Demonstrate knowledge and understanding of the contribution of microfinance to improved livelihoods within the diverse communities in developing countries; Explore real-world examples of establishing multi-tier institutions and networks; building linkages with banks and other financial institutions and opportunities and challenges of structuring value-chain oriented finance products in community-based models; Design and apply appropriate tools to measure and manage social performance in the microfinance sector; Critically evaluate microfinance projects and programs and develop solutions from moral, professional and academic perspectives; Identify microfinance management and organisational problems, isolate critical factors, generate feasible alternatives and, after critical thinking and analysis, come up with the most appropriate and ethical solutions towards achievement of world developing goals.

Master of Arts in Financial Services (MAFS)

Mode of delivery:
Online Instructor Led

Application dates:
1st February – 31st March 2024

Provider:
UIBFS; Awarded by Makerere University

ENTRY REQUIREMENTS

Applicants should possess AT LEAST one the following requirements:

- At least a lower second-class bachelor degree in Business, Finance, Accounting, Economics, Statistics or a degree with a strong quantitative bias.
- A holder of any bachelor's degree and a postgraduate Diploma in Accounting, Finance, Economics or Banking from a recognized Institution.
- At least a lower second-class bachelor's degree in any field with at least three (3) years consecutive working experience in Financial Services or
- A recognized professional qualification such as CFA, ACCA, CPA, and CIMA.

TARGET AUDIENCE

Graduates seeking for a career in financial services such as commercial or investment banking, specialized financial institutions such as, stock broking, dealing agencies, Insurance, Pension, and investment funds etc.

DURATION AND COST

Duration: 2 years

Cost:

Tuition: **UGX 2,500,000** per semester

Functional Fees: **UGX 805,000** per annum

HOW TO APPLY

- Visit the Makerere University URL. <http://apply.mak.ac.ug> and generate a payment reference Number;
- Sign up using full name, email & mobile number
- A password will be sent to both email and mobile number;
- Fill a form by clicking on the APPLY NOW button displayed at "Taught PhD, Masters and Postgraduate Diplomas";
- Obtain a payment advise slip by clicking on "Pay for Form" button
- Make payment to any Bank, Credit Institution or MDI
- Print 2 copies of the filled form and attach 2 certified copies of academic documents and any other documents, 2 passport photos and 3 referees' letters
- Submit to Makerere University Senate Building or UIBFS Offices Plot 10 Buganda Road

For More enquires: Contact UIBFS Registrar on **0772467127** or training@uib.or.ug or rsemakula@uib.or.ug

COURSE COVERAGE

- Managerial Economics
- Legal Aspects of Financial Services
- Financial Markets and Institutions
- Quantitative Techniques for Finance
- Business Finance
- Financial Services Marketing
- Business Research Methods
- Investment Analysis and Portfolio Management
- Business Analysis and Valuation
- Corporate Governance and Ethics
- Commercial and Investment Banking
- Strategic Management
- Risk Management
- Microfinance Services
- Research Project
- International Business and Finance
- Human Resources Management
- Islamic and Development Finance
- Insurance Services
- Financial Derivatives
- Digital Finance and Agency Banking

LEARNING OUTCOMES AND BENEFITS

The financial sector has limited trained human resources with relevant skills at the level of a postgraduate qualification in financial services, yet emerging financial markets and the global linkages in the financial sector urgently need qualified human resources at the graduate level. Graduates of MAFS will be equipped with analytical skills with focus on strategic issues in banking, microfinance, securities and capital markets and will examine the impact of global financial management including information technology (IT) on the business environment. For graduates in management positions, this programme will provide an understanding of management in a financial services environment, including strategy formulation and implementation as well as contemporary issues facing the industry. A team experienced bankers and academicians will provide you with in-depth and practical training with case studies throughout the course.

Microfinance Apprenticeship Programme (MAP)

(Available Face 2 Face + Virtual - Instructor-led & Weekend Study)

Mode of delivery:	
20% Theoretical Training <ul style="list-style-type: none"> Blended Learning (Face 2 Face + Virtual) Competence-Based Training Participatory Learning 	80% In-Company Training <ul style="list-style-type: none"> Hands-on Practical Training Mentorship from MFI Practitioners Practical Application of Concepts



Duration:
9 Months
(2 Semesters)



Course Fees:
UGX 1,774,000
(UGX 887,000 per Semester)

Enrollment:
Feb Intake, August Intake

Provider:
UIBFS/DSIK

ENTRY REQUIREMENTS

The minimum entry requirements include one of the following:

- A 'Level Certificate with One principal pass if already working in an MFI.
- Diploma
- Degree
- Foreign students with Qualifications from recognized Institutions

TARGET AUDIENCE

- Existing Microfinance Institutions staff that need to acquire skills across major departments of a Microfinance Institution (MFI)
- Fresh Graduates seeking a career in Microfinance financial services.
- Individuals seeking a career change in the microfinance sector

LEARNING OUTCOMES AND BENEFITS

The dual apprenticeship-training program offers the opportunity for practical and theoretical training hence acquiring competence to serve the dynamic needs of the microfinance sector.

PGD Agricultural Risk Management & Finance

Mode of delivery:

On line- Instructor led & Weekend Study

Application dates:

1st February – 31st March 2024

Provider:

UIBFS/MMU

DURATION AND COST

Duration: 1 year

Cost:

Tuition: **UGX 2,990,000** per semester

Functional Fees: **UGX 1,175,000** per annum

TARGET AUDIENCE

Bank staff involved in appraisal management or policy & strategy aspects related to agricultural financing in Commercial banks, Credit Institutions, MDIs, Microfinance Institutions, SACCOs, Government (Ministry of Agriculture, Animal Industry and Fisheries, Ministry of Finance Planning & Economic Development etc.), Consultants, Researchers, NGO staff such as Grants Officers and program managers/Officers.

ENTRY REQUIREMENTS

1. At least second-class degree in Business related courses with 2 years of working experience.
2. Applicants from Financial or Agribusiness Institutions should accompany their applications with recommendation letters from their employers.

COURSE COVERAGE

- Introduction to Financial Sector Development
- Business Economics
- Agricultural Value-Chain Analysis

- Agricultural Credit Analysis
- Agricultural-Finance Partnership Management
- Research and Consultancy Methods
- Agricultural Risk I
- Decision Analysis for Agribusiness
- Project planning and investment analysis
- Agribusiness Production Management
- Financial Management for Agribusiness
- Agricultural Risk II
- Review paper
- Strategic Management for Agribusiness
- Agricultural-Business Internship

LEARNING OUTCOMES AND BENEFITS

Graduates from different backgrounds will be equipped with set of critical and analytical business skills that meets the unique demands of the agribusiness industry. Graduates will be well prepared for successful managerial careers in financial services sector, government or private-sector organizations. The Graduates will have the opportunity to become part of the next generation of business professionals and leaders in agribusiness, entrepreneurship, finance, marketing, management and real estate. At the same time, graduates from this postgraduate diploma will be equipped to serve the growth and outreach of agricultural risk and finance as consultants or academics. A team experienced bankers and agribusiness specialist will provide you with in-depth and practical training with case studies throughout the course.

**Programs offered by The Frankfurt School
of Finance & Management in Collaboration
With UIBFS**



Frankfurt School
of Finance & Management

German Excellence. Global Relevance.

Programs offered by The Frankfurt School of Finance & Management in Collaboration With UIBFS

INTAKE / REGISTRATION:

March- August 2024 : Deadline for application: **28th February 2024.**
 August 2024 - January 2025 : Deadline for application: **31st July 2024**

COURSE TITLE	DURATION	REGULAR COST	EARLY BIRD COST
Certified Expert in ESG & Impact Investing	March- August/ August- January	EUR 1,700	EUR 1,485
Certified Expert in Microfinance	March- August/ August- January	EUR 900	EUR 700
Certified Expert in Islamic Microfinance	March- August/ August- January	EUR 900	EUR 700
Certified Expert in Financial Inclusion Policy	March- August/ August- January	EUR 1,550	EUR 1,350
Certified Expert in Financial & Managerial Accounting	March- August/ August- January	EUR 1,550	EUR 1,350
Certified Expert in SME Finance	March- August/ August- January	EUR 1,550	EUR 1,350
Certified Expert in Risk Management	March- August/ August- January	EUR 1,550	EUR 1,350
Certified Expert in Climate & Renewable Energy Finance	March- August/ August- January	EUR 1,700	EUR 1,485
Certified Expert in Climate Adaptation Finance	March- August/ August- January	EUR 1,700	EUR 1,485
Certified Expert in Digital Finance	March- August/ August- January	EUR 1,550	EUR 1,350
Certified Expert in Micro insurance	March- August/ August- January	EUR 900	EUR 700
Certified Expert in Agricultural Finance	March- August/ August- January	EUR 900	EUR 700
Certified Expert in Sustainable Finance	March- August/ August- January	EUR 1,700	EUR 1,485
Certified Expert in Risk Management, Corporate Governance & Compliance	March- August/ August- January	EUR 1,550	EUR 1,350
Diploma in Financial Inclusion		EUR 7,890	EUR 6,706.5
Diploma in Green Finance		EUR 7,890	EUR 6,706.5

**Programs Provided by the Chartered
Institute for Securities and Investment
(CISI) in Collaboration With UIBFS**

CISI

CHARTERED INSTITUTE FOR
SECURITIES & INVESTMENT

Fundamentals of Financial Services

Mode of delivery:
Online



Duration:
6 Weeks
(Fast track
Tutor Option
Available)



Course Fees:
UGX 850,000= per
participant (Inclusive of
Hardcopy, PDF Workbook
and Free CISI Student
Membership). Plus
GBP 118 (One Hundred
Eighteen Pound Sterling)
for Exams

Provider:
CISI

PROGRAM DESCRIPTION

The Fundamentals of Financial Services (FFS) Program is an important first step in developing the essential basic knowledge required for working in financial services. The Program provides a broad overview of the industry and could be your stepping stone to a career in financial services. You will learn about the types of banking and commonly used financial products such as shares, bonds and insurance. It will provide you with an understanding of financial terminology and enable you to perform important basic calculations.

TARGET AUDIENCE

This course is suitable for:
The qualification's broad introduction to financial services makes it suitable for a wide audience ranging from employees new to the industry to school leavers considering a career in finance. It is an ideal alternative for staff already working within financial services who wish to further their industry knowledge, but who are not directly involved in making investment decisions

COURSE COVERAGE

The course is designed to cover the following:

- Ethics and Integrity in Financial Services
- Savings and Borrowing
- Banking.
- Equities
- Bonds
- Markets
- Other Areas of Financial Services

LEARNING OUTCOMES AND BENEFITS

At the end of this program, participants will gain an enhanced understanding of:
The qualification is a broad introduction to financial services and can easily be included as a Staff Induction Program. - The qualification is a foundational program for Bancassurance services as it introduces a candidate to the basics of Insurance services. - Suitable for a wide range of financial institutions staff especially Customer Facing and Advisory Staff. - Senior industry practitioners are closely involved in the development of the programme ensuring the exams are work related. Successful candidates can progress to a Certificate Program

International Introduction to Securities and Investment Programme (CISI)

Mode of delivery:
Online



Duration:
3 Full Days
(Fast track
Tutor Option
Available)



Course Fees:
UGX 850,000= per
participant (Inclusive of
Hardcopy, PDF Workbook
and Free CISI Student
Membership). Plus
GBP 118 (One Hundred
Eighteen Pound Sterling)
for Exams

Provider:
CISI

PROGRAM DESCRIPTION

The qualification covers key financial principles and products including assets and markets, equities, bonds, derivatives, investment funds, retirement planning, loans, mortgages and life assurance. It explores the broader economic environment in which the financial services industry operates and looks at how economic activity is determined and managed in different economic and political systems. This qualification offers a first introduction to financial services regulation focusing on financial crime, insider trading and market abuse, and provides candidates with an understanding of ethical behaviour and acting with integrity.

- Equities/Stocks
- Bonds
- Derivatives
- Investment Funds
- Regulation and Ethics
- Other Financial Products.

TARGET AUDIENCE

This course is suitable for:
It is intended for new entrants and staff who are beginning their career in the financial services industry. The broad topics covered make the qualification suitable for all staff, not just those responsible for making investment decisions, including administration, finance and accounting, IT, customer service, sales and marketing and HR and training.

COURSE COVERAGE

The course is designed to cover the following:

- The Financial Services Industry
- The Economic Environment
- Financial Assets and Markets

LEARNING OUTCOMES AND BENEFITS

At the end of this program, participants will gain an enhanced understanding of:
The qualification has been recommended by the regulatory body for capital markets in the country, The Capital Markets Authority of Uganda, to be the Certification Qualification for all those participating in the Capital Markets. The qualification provides a comprehensive introduction to the financial services industry with a specific focus on investments from a global perspective. - Suitable for all staff not only those making investment decisions. - Senior industry practitioners are closely involved in the development of the program ensuring the exams are work related. - Successful candidates can progress to a Certificate in Global securities Program. - FREE student membership.

Regulation and Market Practices for Capital Markets (CISI)

Mode of delivery:
Online



Duration:
3 Full Days
(Fast track
Tutor Option
Available)



Course Fees:
UGX 850,000= per
participant (Inclusive of
Hardcopy, PDF Workbook
and Free CISI Student
Membership). Plus
GBP 118 (One Hundred
Eighteen Pound Sterling)
for Exams

Provider:
CISI

PROGRAM DESCRIPTION

The objective of the examination is to provide candidates with a general understanding of the rules and regulations that apply in the Capital markets.

TARGET AUDIENCE

This course is suitable for:
It is intended for those staff who have gone through the International course on introduction to securities and investment training.

COURSE COVERAGE

The course is designed to cover the following:

- Legal and Regulatory Framework
- Licensing of Capital Market Intermediaries
- Governance and Controls of Market Intermediaries
- Conduct of Business
- Markets and Trading Rules
- Investment Funds

LEARNING OUTCOMES AND BENEFITS

At the end of this program, participants will gain an enhanced understanding of:
Will enable senior practitioners meet the requirements of markets and regulators across the globe and achieve core competence for the job requirements. This programme will help you gain a competitive edge over your peers.



**Programs Provided by the London
Institute of Banking & Finance (libf) in
Collaboration With UIBFS**

**The London Institute
of Banking & Finance**

Digital Retail Banking (Awareness Level)

Mode of delivery:
Online



Duration:
3 Days



Course Fees:
A cohort of 30
participants
£6,000

Provider:
libf

PROGRAM DESCRIPTION

The retail banking sector is facing an unprecedented level of change from digital disruption, changing customer expectations and new ways to do banking. This is having a huge impact on banking revenue, market share and on how retail banks are structured and staffed.

This programme addresses these issues. It is designed to help retail banking professionals make sense of the changes affecting the industry and customers' new expectations and to prepare the new digital retail banker to work in a changing industry and achieve better outcomes for their business, their customers and themselves.

TARGET AUDIENCE

This course is suitable for:

- Heads of Business/Channel Units- Retail/Personal/Consumer
- Payment Gateway Heads/ Managers.
- Product Sales/Business Development Managers
- Bancassurance/Distribution Management.
- Product Portfolio Managers.
- Product Marketing/Channel Marketing/Retail Strategy Managers.
- Information/IT officers.

COURSE COVERAGE

The course is designed to cover the following:

- Overview of digital transformation in banking and financial services.
- Understanding today's digital banking customer.
- Winning digitally savvy retail customers.
- The impacts of technology on retail banking services.
- Supporting retail customers in a digital environment.

LEARNING OUTCOMES AND BENEFITS

Participants will develop a thorough grounding of knowledge in:

- How digital is affecting the structure and business models of retail banks
- The changing expectations of retail banking customers
- The new technologies that are underpinning these changes and how they are being applied
- How the support provided to retail customers needs to evolve and adapt to the new digital reality

Introduction to Fintech (Awareness Level)

Mode of delivery:
Online



Duration:
3 Days



Course Fees:
A cohort of 30
participants
£6,000

Provider:
libf

PROGRAM DESCRIPTION

The impact of digital technology on banking and financial services is reaching an unprecedented scale. Challenger and neo banks are entering both broad and niche markets at a previously unimaginable rate, Fintechs are launching or seeking investments in a plethora of innovative products and services, and incumbent banks are deploying myriad strategies in order to respond. Irrespective of role, financial professionals now require a practical working knowledge of Fintechs developments. This will not only help them make informed decisions and work more effectively with technical teams, but also advance their careers.

TARGET AUDIENCE

This course is suitable for:

- Strategy managers.
- Innovation managers.
- Product managers.
- IT managers.
- Entrepreneurs, innovators and consultants.
- Business leaders, and future thinkers with an interest in banking and finance.

COURSE COVERAGE

The course is designed to cover the following:

- Fintechs trends.
- Fintech battlegrounds.
- Enabling technologies – uses and applications.
- Fintech in emerging markets.
- Case studies on the most successful digital banks and Fintech across Europe, Asia, Africa and the Americas

LEARNING OUTCOMES AND BENEFITS

At the end of this course, participants will gain an understanding in:

- The key Fintech trends and developments driving change in the global banking and finance sector
- Products, services and revenue streams over which Fintechs are battling with incumbents for market share
- Key enabling technologies underpinning the Fintech revolutions and how they are being applied
- How Fintech is developing in emerging markets and widening access to financial services.

Alternative Finance (Mid-Level)

Mode of delivery:
Online



Duration:
3 Days



Course Fees:
A cohort of 30
participants
£6,000

Provider:
libf

PROGRAM DESCRIPTION

Rising out of the ashes of the Financial Crisis of 2008-9, the customer-led, streamlined technologies based on algorithms and AI, and new business models associated with alternative finance stand in stark contrast to the technologically soloed, complex, product-driven offerings historically offered by incumbent banks. This course explores this brave new world of alternative financial services, the areas of traditional banking that have been impacted by it, and also opportunities for traditional banks and financial institutions enabled by partnering, collaborating and investing in these newcomers.

TARGET AUDIENCE

This course is suitable for:

- Professionals from accounting, auditing, banking, logistic, supply chain, shipping, trade and commerce.
- Practitioners, managers, businessmen who will be looking for another avenue of financing for their current businesses.

COURSE COVERAGE

The course is designed to cover the following:

- Business model characteristics, challenges and opportunities.
- Algorithmic platforms in lending and investing.
- The sharing economy.
- Technological impact of AI/ML.
- Regulators and alternative finance.
- Leading the change and the challenge in alternative finance

LEARNING OUTCOMES AND BENEFITS

- At the end of this training, participants will be able to:
- To know more about business financing for capital and consumer goods from banks, financial institutions and government agencies.
- Acquire the necessary background information to gain an understanding of business financing.

Emerging Technologies in Banking and Finance (Mid-Level)

Mode of delivery:
Online



Duration:
3 Days



Course Fees:
A cohort of 30
participants
£6,000

Provider:
libf

PROGRAM DESCRIPTION

This course examines the technologies and innovations that are driving the Fintech revolution in banking and finance. It provides the background and context to how these technologies were developed and provides case studies and real-world examples to illustrate how they are being deployed successfully by both established and new industry players.

TARGET AUDIENCE

This course is suitable for:
For non-technical banking and finance professionals who nonetheless wish to develop a solid grounding in the different emerging technologies and their uses.

COURSE COVERAGE

The course is designed to cover the following:

- Clouds and APIs.
- Open banking.
- Artificial Intelligence and Machine Learning.
- Distributed Ledgers/Block chain.
- Leveraging the Power of Data.

LEARNING OUTCOMES AND BENEFITS

At the end of the training, participants will be able to:

- Assess the future of financial services and Fintech through the technology and digital disruptions.
- Analyse the actors who will drive future innovation and assess which technology will have faster and lasting impact on the financial sectors.
- Examine payments, crypto currency and block chain and how they contribute to the new age transaction.

Innovation in Banking and Finance (Mid-Level)

Mode of delivery:
Online



Duration:
3 Days



Course Fees:
A cohort of 30
participants
£6,000

Provider:
libf

PROGRAM DESCRIPTION

Innovation departments in financial services are coming under increasing pressure to show a return on the investment made and to identify solutions that create genuine change. After a period of relatively unfettered experimentation, there has been a movement for less innovation 'theatre' and more genuine commercial engagement and results, both inside an organization and also via collaboration with the Fintech community. This shift in objectives and outcomes requires a new skill set, a recalibration of approach and tools for meaningful measuring of success, failure and learning.

TARGET AUDIENCE

This course is designed for:
Mid to senior level banking professionals leading or involved in product development or innovation initiatives.

COURSE COVERAGE

The course is designed to cover the following:

- Overview of digital transformation in banking and financial services.
- Understanding today's digital banking customer.
- People, culture and mind-set.
- Digital Leadership.
- Fostering Innovation.

LEARNING OUTCOMES AND BENEFITS

At the end of this program, participants will be able to:

- Build and implement an actual financial services innovation strategy.
- Lead digital transformation initiatives.
- Offer customer driven solutions in the workplace.

Digital Transformation (Senior/Strategic-Level)

Mode of delivery:
Online



Duration:
3 Days



Course Fees:
A cohort of 30
participants
£6,000

Provider:
libf

PROGRAM DESCRIPTION

The programme looks at the key factors for success in any digital transformation initiative and explores the different methodologies, frameworks and strategies available. The programme uses real world experiences and case studies to assist attendees in identifying the approaches that which will give their transformation initiative the best chance of success.

TARGET AUDIENCE

This course is suitable for:

- Chief Executive Officers.
- Chief Information Officers.
- IT Managers and Directors.
- Digital Transformation Managers.
- Business and IT Consultants.
- Information security managers.
- Business Process Owners.

COURSE COVERAGE

The course is designed to cover the following:

- Introduction to Digital Transformation.
- Key technology Enablers.
- Fintech for Emerging Markets.
- Digital Transformation.
- Working with Fintechs.

LEARNING OUTCOMES AND BENEFITS

At the end of this program, participants will gain an enhanced understanding of:

- How digital is transforming and disrupting financial services in both developed and emerging markets.
- The key technologies underlying Fintech including cloud computing and the API economy, machine learning and artificial intelligence.
- The key successful components in a bank Digital Transformation program, drawing on lessons from leading exponents globally, including product development, Fintech partnering, new ways of working such as Agile and the cultural aspects of transformation.
- The potential barriers to transformation such as legacy systems and how to overcome them.

Fintech Leadership (Senior/Strategic-Level)

Mode of delivery:

Online



Duration:

3 Days



Course Fees:

**A cohort of 30
participants
£6,000**

Provider:

libf

PROGRAM DESCRIPTION

This programme is designed for senior professionals within banks and other financial services organisations who want to gain insight on the impact of Fintech on the sector and/or who are involved in defining or leading digital and Fintech strategies.

The programme seeks to separate the Fintech hype from reality and to enable participants to cut through the noise and develop responses appropriate and achievable for their organisations or team.

TARGET AUDIENCE

This course is suitable for:
Senior professionals within banks and other financial services organisations.

COURSE COVERAGE

The course is designed to cover the following:

- Megatrends: What is changing for big banks?
- Challenger bank business models.
- Incumbent responses.
- New lender business models.
- Threats from Big Tech.

LEARNING OUTCOMES AND BENEFITS

At the end of this training, Participants will develop an enhanced understanding of:

- The global Fintech trends shaping the banking sector.
- New players and new business models.
- Their own organisation's state of readiness to compete.
- Organisational blind-spots and key threats in existing markets.
- Where opportunities might be for digital innovations.
- How to prioritise investment in digital technology to respond to opportunities and challenges.

UIBFS 2024 Training Calendar

CATEGORY	COURSE/ PROGRAMME	DURATION	INVESTMENT	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Audit	Certificate in Anti Money Laundering and Counter Terrorism Financing	3 Months	UGX 900,000		1 Feb - 30 April			1 May-31 July			1 Aug- 30 Oct				
	Auditing the Treasury Function	2 days	UGX 550,000/ USD 245		14-15					25-26					
	ICT Audit Skills	2 days	UGX 550,000/ USD 245			11-12							17-18		
	Audit	3 hours	UGX 1,000,000				3-5								
	Auditing Bank Operations	2 days	UGX 550,000/USD 245					2-3				20-21			
Digital Banking	Artificial intelligence in Banking	1 week	UGX 900,000/USD 450					6-10				24 - 27			
	Managing Cyber Security and Payments	2 days	UGX 550,000/USD 245	29-30				2-3							
Compliance	Regulatory Frameworks, Reporting and Policy Compliance	2 days	UGX 550,000/USD 245	24-25					13-14					7-8	
Leadership	Performance Management and Leadership	30 hours	UGX 670,000/ USD 245	16-18								12-13			
	New to Leadership	30 hours	UGX 1,900,000		5-9										
	Emerging Leadership	30 hours	UGX 2,500,000				15-19								
	Leadership and Branch Supervision	15 hours	UGX 550,000			25-29									
	Advanced Leadership	30 hours	UGX 3,500,000			11-15									
	Lead: Leadership Development Program	6 weeks	USD 1,000			4-15			1-15			2-13			
	Managing Team Productivity	2 days	UGX 550,000/USD 245				24-25					26-27			
	Project Management in Financial Services	2 days	UGX 550,000/USD 245						12-13						
	Project Management	2 Days	UGX 750,000/ USD 330	18-19										14-15	
	Tender and Contract Negotiations	2 days	UGX 550,000/USD 245											24-25	
Building a Customer Centric Culture	8 hours	USD 135								13-14					

CATEGORY	COURSE/ PROGRAMME	DURATION	INVESTMENT	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Computer Courses	Computerized Accounting Using Tally and QuickBooks	2 weeks	UGX 850,000	On Demand											
	Advanced Databases (SQL)	2 weeks	UGX 900,000	On Demand											
	Introduction to Big Data Analytics in R and Python	2 weeks	UGX 900,000	On Demand											
	Qualitative Data Analysis using Atlas, ti and Nvivo	2 weeks	UGX 850,000	On Demand											
	Advanced Excel	2 weeks	UGX 550,000	On Demand											
	Professional Microsoft Certifications	2 weeks	UGX 850,000	On Demand											
	Digital marketing and corporate Communications	2 weeks	UGX 900,000	On Demand											
	Data Entry and Statistical Analysis (Epi Data, Epi Info, SPSS, Stata)	2 weeks	UGX 850,000	On Demand											
ICDL	Presentations (Advanced)	3 Days	UGX 750,000	On Demand											
	2D Design	3 Days	UGX 750,000	On Demand											
	Websites	3 Days	UGX 750,000	On Demand											
	Documents (Advanced)	3 Days	UGX 750,000	On Demand											
	3D Design	3 Days	UGX 750,000	On Demand											
	Image Editing	3 Days	UGX 750,000	On Demand											
	Financial Spreadsheets	3 Days	UGX 750,000	On Demand											
	Data Analytics	3 Days	UGX 750,000	On Demand											
	Databases	3 Days	UGX 750,000	On Demand											
	Management Spreadsheets	3 Days	UGX 750,000	On Demand											
	Coding Principles	3 Days	UGX 750,000	On Demand											
	Databases (Advanced)	3 Days	UGX 750,000	On Demand											
	Project Planning	3 Days	UGX 750,000	On Demand											
	Digital Marketing	3 Days	UGX 750,000	On Demand											

CATEGORY	COURSE/ PROGRAMME	DURATION	INVESTMENT	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
ICDL	eCommerce	3 Days	UGX 750,000	On Demand											
	CRM Systems	3 Days	UGX 750,000	On Demand											
Agricultural Finance	Agribusiness Credit Risk Assessment	One month	UGX 800,000/USD 330		26 - 29					31-31					
Board	Data Governance	3 hours	UGX 1,000,000			5-6									
	Governance	3 hours	UGX 1,000,000					9-10							
	Environmental, Social and Governance	3 hours	UGX 1,000,000			8-9									
	Human Resource	3 hours	UGX 1,000,000						5-7						
	Internal Capital Adequacy Assessment Process (ICAAP)	3 hours	UGX 1,000,000							10-12					
	Legal	3 hours	UGX 1,000,000		6-7										
	Procurement	3 hours	UGX 1,000,000							11-13					
Certificate Courses	Foundation Certificate in Banking and Financial Services	1 month	UGX 300,000		1-29	1-31	1-30		1-30	1-31		1-30	1-30	1-30	1-30
	Certificate in Bank Branch Management	3 Months	UGX 900,000												
	Certificate in Compliance	3 months	UGX 900,000												
	Certificate in Credit and Lending Practices	3 months	UGX 900,000												
	Certificate in Risk Management	3 months	UGX 900,000												
	Certificate in Sustainable Finance	4 Months	UGX 1,200,000												
	Certificate in Trade Finance	3 Months	UGX 900,000												
Chartered Institute of Securities and Investment	Fundamentals of financial services	3 days	UGX 850,000				18-20						3-4		
	International Introduction to Securities and Investments	3 day	UGX 850,000		7-9					5-6					
	Regulations and Market practices for Capital Markets	3 day	UGX 850,000			4-6						18-20			

CATEGORY	COURSE/ PROGRAMME	DURATION	INVESTMENT	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Credit	Advanced Credit Analysis and Management	2 days	UGX 550,000/USD 245				5-6			19-20				4-5	
	Credit Analysis and Risk Management in Corporate Lending	2 days	UGX 550,000/ USD 245		27-28							5-6			
	Credit management essentials	15 hours	UGX 550,000					9-10							
	Advanced Credit Management	2 days	UGX 750,000		13-14										
	Advanced Debt Recovery management	2 days	UGX 550,000			6-7									
	Credit Management	3 hours	UGX 1,000,000		2-3										
	Islamic Finance	2 days	UGX 550,000				18-19								
	Agricultural Value Chain Financing	3 months	UGX 1,700,000		5- 25 April										
	Credit Origination and Analysis	2 days	UGX 550,000/ USD 245					16-17							
	Delinquency Management and Loan Monitoring	1 day	UGX 160,000					6							
	Intellectual Property in Banking and Financial Services	2 days	UGX 550,000	29-30									2-3		
	Appraisal of Agribusiness	One month	UGX 550,000	15-16		4-31							2-30		
	Lending to Small and medium Enterprises	2 days	UGX 550,000/USD 245	18-19							17-18				
	Climate Finance	2 days	UGX 550,000				16-17								
	Business Models for Decentralised Renewable Energy Technologies	2 days	UGX 550,000											22-23	
	National Policies and Characteristics of Green Energy Markets	2 days	UGX 550,000								23-24				
	SME Finance for Small Green Energy	2 days	UGX 550,000												
	Fundamentals of Mortgage Lending	2 days	UGX 550,000/USD 245					10-11					26-27		
	Asset Finance	2 days	UGX 550,000/ USD 245		29 - 1										
	Foundamental Debt Recovery Management and Distress Handling	2 days	UGX 550,000/USD 245			13-14						8-9			
Intermediate Credit Management	2 days	UGX 550,000/USD 245		13-14							28-29				

CATEGORY	COURSE/ PROGRAMME	DURATION	INVESTMENT	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Forums and Conferences	Anti Money Laundering and Counter Financing of Terrorism Forum	2days	UGX 200,000											13-14	
	Annual Ethics and Professional Seminar	1 day	UGX 195,000	19											
	Annual Banking and Financial Inclusion Conference and Exhibition	2 days	UGX 300,000					13-14							
	Annual Banking Transformation and New Trends Summit	1 day	UGX 750,000									11-11			
	Digital and Cyber Security Forum	1 day	UGX 750,000				17-18								
	ESG and sustainability forum	1 day	UGX 500,000			17									
	Strategy Master Class	2 days	UGX 1,500,000								21				
	Women in Banking	1 day	UGX 250,000		15-15										
Data Analytics	Data Analytics for Managerial Decision Making	1 Month	UGX 750,000/USD 375			11-15									
	Data Management	2 days	UGX 550,000/USD 245						6-7						
	Digital Banking Business Opportunities	2 days	UGX 550,000/ USD 245			28-29							17-18		
Trade Finance	Trade Finance	2 days	UGX 550,000/ USD 245			14-15									
	Trade Finance, Principles and Practices	2 days	UGX 550,000/USD 245								16-17				
Financial Analysis	Foundational Financial Analysis	2 days	UGX 550,000/USD 245		8-9										
	Intermediate Financial Analysis	2 days	UGX 550,000/USD 245			12-13									
	Advanced Financial Analysis	2 days	UGX 550,000/USD 245					14-15							
	Foundational Excel for Bankers	2 days	UGX 550,000/USD 245								22-23				
	Intermediate Excel for Bankers	2 days	UGX 550,000/USD 245					22-23							
	Advanced Excel for Banker	2 days	UGX 550,000/USD 245							15-16					
	IFRS 16 for Banking and Financial Services	2 days	UGX 750,000/ USD 330				3-4					5 - 6			

CATEGORY	COURSE/ PROGRAMME	DURATION	INVESTMENT	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Fintech	Security, Audit, Controls & Investigation in Payments Systems	2 Days	USD 600			14-15							14-15		
	Compliance & Risk Management in Payments Systems	2 Days	USD 800				11-12				19-20				
	Cards & Payments Masterclass	3 Days	USD 650						12-14						
	Back Office Processing, Settlement and Reconciliation in Payment Operations	2 Days	USD 700											14-15	
	Certified Digital Payments Expert	5 Days	USD 800							16-20					
	Key Management on HSM (Hardware Security Module)	2 Days	USD 1,000									10-13			
Human Resource	Training Needs Analysis, Evaluation & Assessment	2 days	UGX 550,000/ USD 245			14-15									
	Performance Enhancement Training	2 days	UGX 550,000/USD 245						21-22						
	Staff Communication, Engagement and Team Building	2 days	UGX 550,000/USD 245								7-8				
Legal	Legal & Regulatory Aspects of Fintechs	2 days	UGX 550,000/ USD 245			6-7				10-11					
	Law Relating to Banking Practice & Management	2 days	UGX 550,000/ USD 245			28-29						4-5			
Oil & Gas	Master Class: Oil & Gas	1 week	UGX 1,500,000/USD 500		27-29										
Operations	Agency Banking	2 days	UGX 550,000/USD 245		7-8						9-10				
	Cash Management	2 days	UGX 550,000/USD 245					16-17					17-18		
	Clearing, Payment Systems and Collections	2 days	UGX 550,000/USD 245					9-10				19-20			
	Customer service Excellence	2 days	UGX 550,000/ USD 245	30-31				23-24		19-21					
	Bank Branch Operations	2 days	UGX 550,000/USD 245						6-7						
	Business, Drafting Contracts and Advanced Negotiations	2 days	UGX 550,000/USD 245											14-15	

CATEGORY	COURSE/ PROGRAMME	DURATION	INVESTMENT	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Risk	Contract Risk management	2 days	UGX 550,000/USD 245			21-22						18-19			
	Cyber Risk Management	2 days	UGX 550,000/ USD 245		21-22					25-26					
	Advanced Excel and Risk Modeling	1 week	UGX 850,000/ USD 380				22-26								
	Internal Capital Adequacy Assessment Process	1 month	UGX 1,200,000												
	Internal Liability Adequacy Assessment Process	1 month	UGX1,200,000												
	Operational Risk Management	2 days	UGX 550,000/USD 245			7-8					12-13				
	Risk, Fraud and Internal Controls	2 days	UGX 550,000/ USD 245		1-2										
Sales & Marketing	Account Management	2 days	UGX 550,000/USD 245			22-23						5-6			
	Customer Relationship Management	2 days	UGX 550,000/ USD 245		8-9				19-20						
	Effective Sales and Persuasion Skills	2 days	UGX 550,000/USD 245						13-14					3-4	
	Sales Prospecting	2 days	UGX 550,000/USD 245				25-26					19-20			
	Deposit Marketing	2 days	UGX 550,000/ USD 245				4-5						10-11		
Soft Skills	21 st Century Core Skills Training	16 hours per module	UGX 550,000/USD 245 per module												
Treasury	Asset and Liability Management	2 days	UGX 550,000/USD 245				29-30								
	Treasury Operations Management	2 days	UGX 550,000/ USD 245	24-25											
	Treasury Operations	2 days	UGX 550,000/USD 245							11-12					
Values, Ethics & Integrity	Ethics and Professionalism in Financial Services	2 days	UGX 550,000/ USD 245			1-2					29-30				
Microfinance	Micro-Loan Appraisal	1 day	UGX 160,000		14										
	Finance for Non-Finance Professionals in MFIs	1 day	UGX 160,000		19										
	Governance and Risk Management in MFIs	1 day	UGX 160,000		21										
	Making Microfinance Work (Diversification and Marketing)	1 day	UGX 160,000			11									

CATEGORY	COURSE/ PROGRAMME	DURATION	INVESTMENT	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Microfinance	Basic Accounting for MFIs	1 day	UGX 160,000			15									
	Cash Management in MFIs	1 day	UGX 160,000				4								
	Product Development and Management in MFIs	1 day	UGX 160,000				15								
	Risk, Fraud, Forgeries, and Internal controls in MFIs	1 day	UGX 160,000						17						
	Customer Service Excellence in MFIs	1 day	UGX 160,000							15					
	Auditing in MFIs	1 day	UGX 160,000								5				
	Governance and Risk Management in MFIs	1 day	UGX 160,000								19				
	Cash management in MFIs	1 day	UGX 160,000									9			
	Branch Management in MFIs	1 day	UGX 160,000										23		
	Customer Service Excellence in MFIs	1 day	UGX 160,000											17	
	Credit Analysis and Risk Assessment in MFIs	1 day	UGX 160,000											25	
	Auditing in MFIs	1 day	UGX 160,000	25											
	Branch Operations for MFIs	1 day	UGX 160,000	31											
	Risk, Fraud and Internal Controls in MFIs	1 day	UGX 160,000	17											
Professional	Chartered Banker	3 Levels (1 Year per level)	Online Instructor led: UGX 1,800,000 (Tuition per semester) six modules or UGX 300,000 per module		5 Feb - 4 Sep										
			Online self-study: UGX 1,110,000 per semester												
			Functional fees: UGX 225,000 per year												
	Certified Credit Management	2 semesters (9 months)	Online Instructor led: UGX 1,250,000 per semester		5th Feb - 4 Sep										
		Online self-study: UGX 720,000 per semester													

CATEGORY	COURSE/ PROGRAMME	DURATION	INVESTMENT	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	
Professional	Diploma in Microfinance	2 years (4 semesters)	UGX960,000 (Functional Fees per year)													
			Online Instructor Led: UGX750,000 per semester.		5 Feb - 4 Sep											
			Online self-study: UGX 600,000													
	Functional fees: UGX 225,000 per year															
	Microfinance Apprenticeship Program (MAP)	9 months	UGX 1,774,000		5 Feb - 4 Sep											
Academic	Post-Graduate Diploma in Agricultural Risk Management and Finance.	9 months (2 semesters)	Online Instructor led													
			UGX2,990,000 (Tuition for the entire course)									8th				
	Functional fees: UGX 1,175,000															
	Master of Arts in Financial Services	2 years (4 semesters)	Blended (face to face & online)										August			
UGX 2,500,000 (Per semester)																
			Functional fees: UGX 805,000 per annum													

CATEGORY	COURSE/ PROGRAMME	DURATION	INVESTMENT	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Frankfurt School of Management*	Certified Expert in Islamic microfinance	6 months	Regular- EUR 900, Early Bird- EUR 700			March - Aug					Aug- Jan				
	Certified Expert in Financial and Managerial Accounting	6 months	Regular- EUR 1,550, Early Bird- EUR 1,350			March - Aug					Aug- Jan				
	Certified Expert in Risk Management	6 months	Regular- EUR 1,550, Early Bird- EUR 1,350			March - Aug					Aug- Jan				
	Certified Expert in SME Finance	6 months	Regular- EUR 1,550, Early Bird- EUR 1,350			March - Aug					Aug- Jan				
	Certified Expert in Climate Adaptation Finance	6 months	Regular- EUR 1,700, Early Bird- EUR 1,485			March - Aug					Aug- Jan				
	Certified Expert in Digital Finance	6 months	Regular- EUR 1,550, Early Bird- EUR 1,350			March - Aug					Aug- Jan				
	Certified Expert in Micro Insurance	6 months	Regular- EUR 1,550, Early Bird- EUR 1,350			March - Aug					Aug- Jan				
	Certified Expert in Agricultural Finance	6 months	Regular- EUR 900, Early Bird- EUR 700			March - Aug					Aug- Jan				
	Certified Expert in Climate and Renewable Energy Finance	6 months	Regular- EUR 1,700, Early Bird- EUR 1,485			March - Aug					Aug- Jan				
	Certified Expert in Sustainable Finance	6 months	Regular- EUR 1,700, Early Bird- EUR 1,485			March - Aug					Aug- Jan				
	Certified Expert in Financial Inclusion Policy	6months	Regular- EUR 1,550, Early Bird- EUR 1,350			March - Aug					Aug- Jan				
	Certified Expert in Risk Management, Corporate Governance & Compliance	6 months	Regular- EUR 1,550, Early Bird- EUR 1,350			March - Aug					Aug- Jan				
	Certified Expert in ESG & Impact Investing	6months	Regular- EUR 1,700, Early Bird- EUR 1,485			March - Aug					Aug- Jan				
	Certified Expert in Microfinance	6 months	Regular- EUR 900, Early Bird- EUR 700			March - Aug					Aug- Jan				
	Diploma in Financial Inclusion	1 year	Regular- EUR 7890, Early Bird- EUR 6,706.5												
	Diploma in Green Finance	1 year	Regular- EUR 7890, Early Bird- EUR 6,706.5												

TO APPLY FOR OUR COURSES

Follow this online application link:

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Visit the website : **www.uibfs.or.ug**

FOR INQUIRIES ABOUT APPLICATION AND OTHER DETAILS, PLEASE CONTACT US AS FOLLOWS:

UIBFS mail: **info@uib.or.ug** (for general inquiries)

or

Registrar:

registrar@uib.or.ug / 0414233628/0772467127 (for Professional & Post graduate courses).

Training & Partnership Executive:

training@uib.or.ug / 0756628047/0782332561 (for Short skills courses).

Membership & Business Development:

membership@uib.or.ug / 0414233628 / 0782044787 (for registration & renewal).

Digital Programmes:


training@uib.or.ug / 0414233628 / 0759981772 (for inquiries regarding Digital programmes).

E-learning Executive:

training@uib.or.ug / 0702485842 (in regard to E - learning issues).

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