



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



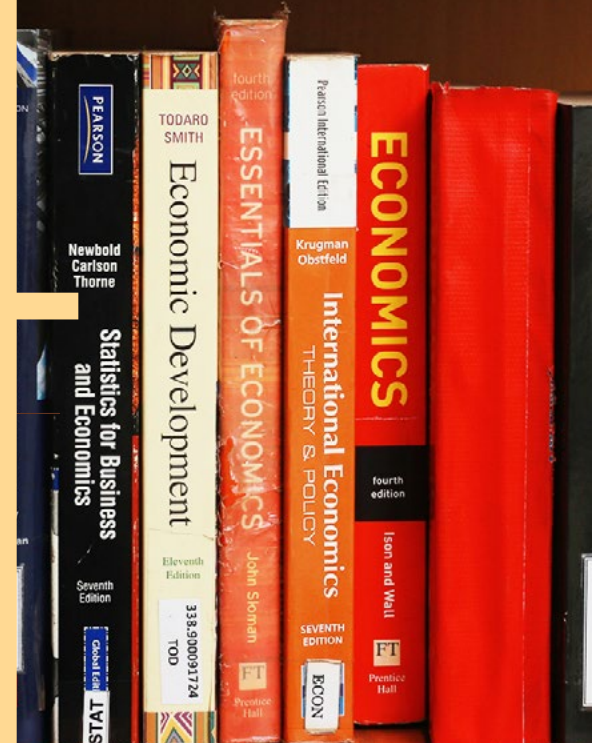
# 2025 PROSPECTUS



**Professional Programs**

**Academic Programs**

**Short Skills Courses**






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

# 2025 PROSPECTUS

## **THE UGANDA INSTITUTE OF BANKING AND FINANCIAL SERVICES (UIBFS)**

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# Contents

## ABCs COURSES

- 01 Foundation Certificate in Banking And Financial Services

## AGRICULTURAL FINANCE COURSES

- 05 Agribusiness Credit Risk Assessment
- 06 Agricultural Value Chain Financing (AVCF) – Strategies, Risks & Opportunities

## AUDIT COURSES

- 08 Auditing Bank Operations
- 09 Appraisal of Agribusiness
- 10 Auditing the Treasury Function
- 11 ICT Audit Skills

## CERTIFICATE COURSES

- 13 Certificate in Big Data and Data Analytics
- 15 Certificate in Compliance
- 16 Certificate in Anti Money Laundering and Counter Financing of Terrorism

- 18 Certificate in Bank Branch Management
- 19 Certificate in Credit and Lending Practices
- 20 Certificate Risk Management
- 21 Certificate in Sustainable Finance
- 23 Certificate in Trade Finance

## CREDIT COURSES

- 25 Advanced Credit Management
- 27 Advanced Debt Recovery Management
- 29 Asset Financing Enterprises
- 30 Business Models for Decentralised Renewable Energy Technologies
- 31 Credit Analysis and Risk Management in Corporate Lending
- 32 Climate Finance
- 33 Credit Management Essentials
- 35 Credit Origination and Analysis
- 36 Intermediate Credit Management
- 38 Foundation Debt Recovery Management and Distress Handling

- 40 Fundamentals of Mortgage Lending
- 41 Islamic Finance
- 43 Lending to Small and Medium Enterprises
- 44 National Policies and Characteristics of Green Energy Markets
- 45 SME Finance for Small Scale Green Energy
- 46 Trade Finance – Principles and Practice

## FINTECH AND DIGITAL COURSES

- 48 Cyber Security in Banking
- 50 Digital Banking and FINTECH
- 52 Digital Payment Systems in Banking
- 54 Identity Access Management
- 56 Legal and Regulatory Aspects of Fintechs and Digital Financial Services in Uganda
- 57 Mobile Banking Security

- 59 Digital Banking - Business Opportunities
- 60 Managing Cyber Security and Payments

#### ICDL PROGRAMMES

- 62 Presentations (Advanced)
- 62 Documents (Advanced)
- 62 Financial Spreadsheets
- 62 Data Analytics
- 62 Management Spreadsheets
- 62 Project Planning
- 62 Digital Marketing
- 62 CRM Systems

#### FORUMS AND CONFERENCES

- 64 Annual Banking and Financial Inclusion Conference and Exhibition
- 65 Annual Banking Transformation and New Trends Summit
- 66 Annual Ethics and Professionalism Seminar
- 68 Anti Money Laundering and Counter Financing of Terrorism Forum
- 69 Data Governance Forum
- 70 Digital and Cyber Forum
- 71 ESG & Sustainability Forum

- 72 Strategy Master Class
- 73 Women in Banking and Finance

#### BOARD PROGRAMS

- 76 Audit
- 78 AML-CFT Board and Senior Management
- 79 Artificial Intelligence
- 80 Board Induction Training
- 81 Board Leadership Training
- 82 Credit
- 83 Conversational Artificial Intelligence
- 84 Cyber Security
- 85 Data Governance
- 86 Data Analytics for Governance
- 87 E - Procurement
- 88 Environment, Social and Governance
- 89 Governance
- 90 Human Resource Management
- 91 Hybrid Cloud
- 92 Internal Capital Adequacy Assessment Process
- 93 Legal
- 94 Procurement

#### COMPLIANCE COURSES

- 96 AML-CFT for Risk, Compliance & Audit Officer
- 97 Anti-Money Laundering
- 98 Ethics and Professionalism in Financial Services
- 99 Environmental, Social and Governance
- 100 Financial Consumer Protection Guidelines
- 101 Internal Capital Adequacy Assessment Process
- 102 Internal Liability Adequacy Assessment Process
- 104 Intellectual Property (IP) in Financial Services
- 105 Law Relating to Banking Practice and Management

#### LEADERSHIP TRAINING COURSES

- 107 Emerging Leaders
- 109 ED & EXCO Training
- 110 Human Resource for Non-Human Resource Managers
- 112 Leadership and Branch Supervision
- 113 Managing Team Productivity
- 114 New to leadership
- 116 Performance Management and Leadership

- 117 Project Management for Financial Services
- 118 PRINCE2® Project Management
- 119 Regional Banking Exposure Program
- 122 Senior Management Leadership Program
- 124 Staff Engagement, Communication and Team Building
- 125 Training Needs Analysis, Evaluation and Assessment

#### SALES & MARKETING COURSES

- 127 Account Management
- 128 Customer Relationship Management
- 129 Customer Service Excellence
- 130 Deposit Marketing
- 131 Digital Marketing and Corporate Communications
- 133 Effective Sales and Persuasion Skills
- 133 Sales prospecting
- 134 Tender and Contract Negotiation

#### EMERGING FIELDS

- 136 Artificial Intelligence in Banking
- 137 Master Class Oil & Gas Management

#### BANK OPERATIONS COURSES

- 139 Agency Banking Course
- 141 Agency Banking for Agency Supervisors
- 143 Bank Branch Operations
- 144 Business-Drafting Contracts and Advanced Negotiations
- 145 Clearing, Payment Systems and Collection
- 146 Contract Risk Management and Compliance
- 147 Cyber Risk Management
- 148 Forex and Money Remittance
- 150 Foreign Business and Foreign Exchange Operations
- 151 Mobile Money
- 152 Operational Risk Management
- 153 Regulatory Frameworks, Reporting and Policy Compliance for Commercial Banks
- 154 Risk, Fraud, Forgeries, and Internal Control

#### TREASURY COURSES

- 156 ACI Dealing Certificate
- 157 Asset and Liability Management
- 158 Cash Management
- 159 Treasury Operations

#### MICROFINANCE SKILLS COURSES

- 161 Agricultural Loan Appraisal
- 162 Auditing in MFIs
- 163 Basic Accounting for MFIs
- 164 Branch Management for MFIs
- 165 Cash Management in MFIs.
- 166 Credit Analysis and Risk Assessment in MFIs
- 167 Customer Care Excellence in MFIs
- 168 Delinquency Management and Loans Monitoring
- 169 Finance for Non-Finance Professional in MFIs
- 170 Governance and Risk Management in MFIs
- 171 Making Microfinance Work (Product Diversification and Marketing)
- 172 Micro Loan Appraisal
- 173 Product Development and Management for MFIs
- 174 Risk, Fraud and Internal Controls in MFIS

#### DATA ANALYTICS AND COMPUTER BASED PROGRAMS

- 176 Advanced Excel for Human Resource Managers
- 178 Advanced Excel Techniques for Loan Officers and Credit Department Team

- 180 Advanced Excel Skills for Finance Managers and Planning Experts
- 182 Advanced Financial Analysis
- 184 Advanced Office Productivity Tools
- 186 Big Data Analytics using Python and Tableau
- 188 Certificate in MS Office
- 190 Computerized Accounting using Tally ERP and QuickBooks 2020
- 192 Data Entry and Statistical Analysis
- 194 Data Mining and Business Intelligence
- 196 Digital Marketing and Corporate Communications
- 198 Foundation Excel for Commercial Bankers
- 200 Foundational Financial Analysis
- 202 IFRS 16
- 203 Intermediate Excel for Bankers
- 205 Intermediate Financial Analysis
- 207 Project Planning and Management
- 209 Qualitative Analysis of Data Using NVivo and ATLAS.ti.
- 211 Text Mining for Managers and Marketing Teams

#### PROFESSIONAL AND ACADEMIC PROGRAMMES

- 214 Certified Credit Management
- 215 Chartered Banker

- 217 Diploma in Microfinance
- 218 Master of Arts in Financial Services (MAFS)

- 220 Microfinance Apprenticeship Programme
- 221 PGD Agricultural Risk Management & Finance



#### PROGRAMS OFFERED BY THE FRANKFURT SCHOOL OF FINANCE & MANAGEMENT IN COLLABORATION WITH UIBFS

- |   |  |
|---|--|
| <ul style="list-style-type: none"> <li>223 Certified Expert in ESG &amp; Impact Investing</li> <li>223 Certified Expert in Microfinance</li> <li>223 Certified Expert in Islamic Microfinance</li> <li>223 Certified Expert in Financial Inclusion Policy</li> <li>223 Certified Expert in Financial &amp; Managerial Accounting</li> <li>223 Certified Expert in SME Finance</li> <li>223 Certified Expert in Risk Management</li> <li>223 Certified Expert in Climate &amp; Renewable Energy Finance</li> </ul> | <ul style="list-style-type: none"> <li>223 Certified Expert in Climate Adaptation Finance</li> <li>223 Certified Expert in Digital Finance</li> <li>223 Certified Expert in Microinsurance</li> <li>223 Certified Expert in Microfinance</li> <li>223 Certified Expert in Agricultural Finance</li> <li>223 Certified Expert in Sustainable Finance</li> <li>223 Certified Expert in Risk Management, Corporate Governance &amp; Compliance</li> <li>223 Diploma in Financial Inclusion</li> <li>223 Diploma in Green Finance</li> </ul> |
|---|--|



**PROGRAMS PROVIDED BY THE CHARTERED INSTITUTE FOR SECURITIES AND INVESTMENT (CISI) IN COLLABORATION WITH UIBFS**

- 225 International Introduction to Securities and Investment Programme (CISI)

**The London Institute  
of Banking & Finance**

**PROGRAMS PROVIDED BY THE LONDON INSTITUTE OF BANKING & FINANCE (LIBF) IN COLLABORATION WITH UIBFS**

**AWARENESS LEVEL**

- 227 Digital Retail Banking
- 228 Introduction to Fintech

**MID-LEVEL**

- 229 Alternative Finance
- 230 Emerging Technologies in Banking and Finance
- 231 Innovation in Banking and Finance

**SENIOR/STRATEGIC-LEVEL**

- 232 Digital Transformation
- 233 Fintech Leadership
- 234 UIBFS 2024 Training Calendar





# About UIBFS

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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 center of Excellence for financial services training, research and consultancy.

## Our Mission



Accelerate professionalism and Inclusion in the financial services industry.

## 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

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## 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"> <li>▪ Employee or anyone interested in the Banking and Financial services Industry</li> <li>▪ OR Former student of a non-professional course</li> <li>▪ Required to take and pass the Online Basic Banking Course</li> <li>▪ Required to take 20 CPDs annually</li> </ul>	Junior staff - Entry or any Career Level	UGX 200,000/=
AFFILIATE PROFESSIONAL	<ul style="list-style-type: none"> <li>▪ Graduate of Chartered Banker level 1</li> <li>▪ OR graduate of UIBFS Diploma in Microfinance</li> <li>▪ Required to take 25 CPDs annually</li> </ul>	Junior staff - Entry at Officer level	UGX 200,000/=

MEMBERSHIP LEVEL / CATEGORY	REQUIREMENTS / QUALIFICATION CRITERIA	TARGET AUDIENCE	ANNUAL MEMBERSHIP SUBSCRIPTION (FEES)
<b>CERTIFICATED PROFESSIONAL</b>	<ul style="list-style-type: none"> <li>▪ Must have completed some certified modules of Chartered Banker level 2</li> <li>▪ OR Graduate of Professional courses at the Institute e.g. Banking Certificate, CPB, Certified Credit Management and Banking certificate</li> <li>▪ OR Has attained any of the following Academic programs, MA in Financial Services, PGD in Agric Risk and Management</li> <li>▪ OR any post Graduate training in Finance Management related field.</li> <li>▪ Required to take 30 CPDs annually</li> </ul>	Middle Level Management	UGX 250,000/=
<b>ASSOCIATE</b>	<ul style="list-style-type: none"> <li>▪ Must be a graduate of Chartered Banker Level 2</li> <li>▪ with at least 3 years banking and financial services work experience</li> <li>▪ Required to take 35 CPDs annually</li> </ul>	Middle Level Management	UGX 250,000/=
<b>MEMBER</b>	<ul style="list-style-type: none"> <li>▪ Is a graduate of Chartered Banker level 3 with at least 5 years banking &amp; financial services work experience</li> <li>▪ 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</li> <li>▪ Required to take 35 CPDs annually</li> </ul>	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"> <li>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.</li> </ul> <p>OR:</p> <ul style="list-style-type: none"> <li>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.</li> </ul> <p>CPD REQUIREMENT</p> <ul style="list-style-type: none"> <li>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</li> </ul>	Bank and Financial Institutions Heads of Departments, EXCO & Senior Management.	UGX 350,000/=
	<p><b>Note:</b> Honorary members can move to:</p> <ul style="list-style-type: none"> <li>Honorary Fellowship by promotion to MD or ED; by distinct learning; and / or by significant contribution to the Banking and financial Services industry</li> <li>Fellowship by completion of the Chartered Banker program through any of the available routes</li> </ul>		

MEMBERSHIP LEVEL / CATEGORY	REQUIREMENTS / QUALIFICATION CRITERIA	TARGET AUDIENCE	ANNUAL MEMBERSHIP SUBSCRIPTION (FEES)
FELLOW	<ul style="list-style-type: none"> <li>▪ Has attained Chartered Banker qualification</li> <li>▪ with at least 10 years of banking and financial services experience</li> <li>▪ Has made significant contribution to the sector</li> <li>▪ Should be Nominated by 2 Fellows, elected by the UIBFS Council</li> <li>▪ Required to take 35 CPDs annually.</li> </ul>	Bank / Financial Institutions Board of Directors, EXCO and CEOs / MDs	UGX 400,000/=
HONORARY FELLOW	<p>Either</p> <ul style="list-style-type: none"> <li>▪ Person of distinct learning and made significant contribution to the Banking and financial Services industry.</li> <li>▪ Nominated by UBA or 2 fellows and elected by the Council.</li> </ul> <p>OR</p> <ul style="list-style-type: none"> <li>▪ MDs or Executive Directors of corporate member institutions</li> </ul> <p>CPD REQUIREMENT</p> <ul style="list-style-type: none"> <li>▪ 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.</li> </ul>	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, 2<sup>nd</sup> Floor of  
the Bank of Uganda Building.



# Book Your Seat Today

## REGIONAL TRAININGS' CALENDAR for 2025

MONTH	REGION	COURSES		
		Deposit Mobilization & Sales	Credit Management Essentials	Agricultural Lending Practices
February	MBARARA	17 <sup>th</sup> & 18 <sup>th</sup>	19 <sup>th</sup> & 20 <sup>th</sup>	21 <sup>st</sup> & 22 <sup>nd</sup>
March	KABALE	17 <sup>th</sup> & 18 <sup>th</sup>	19 <sup>th</sup> & 20 <sup>th</sup>	21 <sup>st</sup> & 22 <sup>nd</sup>
April	MASAKA	14 <sup>th</sup> & 15 <sup>th</sup>	16 <sup>th</sup> & 17 <sup>th</sup>	18 <sup>th</sup> & 19 <sup>th</sup>
May	JINJA	13 <sup>th</sup> & 14 <sup>th</sup>	15 <sup>th</sup> & 16 <sup>th</sup>	17 <sup>th</sup> & 18 <sup>th</sup>
June	MBALE	16 <sup>th</sup> & 17 <sup>th</sup>	18 <sup>th</sup> & 19 <sup>th</sup>	20 <sup>th</sup> & 21 <sup>st</sup>
July	GULU	14 <sup>th</sup> & 15 <sup>th</sup>	16 <sup>th</sup> & 17 <sup>th</sup>	18 <sup>th</sup> & 19 <sup>th</sup>
August	LIRA	11 <sup>th</sup> & 12 <sup>th</sup>	13 <sup>th</sup> & 14 <sup>th</sup>	15 <sup>th</sup> & 16 <sup>th</sup>
September	ARUA	15 <sup>th</sup> & 16 <sup>th</sup>	17 <sup>th</sup> & 18 <sup>th</sup>	19 <sup>th</sup> & 20 <sup>th</sup>
October	FORT PORTAL	13 <sup>th</sup> & 14 <sup>th</sup>	15 <sup>th</sup> & 16 <sup>th</sup>	17 <sup>th</sup> & 18 <sup>th</sup>
November	HOIMA	17 <sup>th</sup> & 18 <sup>th</sup>	19 <sup>th</sup> & 20 <sup>th</sup>	21 <sup>st</sup> & 22 <sup>nd</sup>



#Tuition per Head for each Program: **UGX 550,000**

#Target Audience; **Employees of Financial Institutions, CSOs, NGOs, & the business community.**

**For bookings/inquiries contact;**

Christine Birungi on  
**0758605539, cbirungi@uib.or.ug** or  
 Mufuumula Jude on  
**0774717648, jmufuumula@uib.or.ug**

# UIBFS 2025 Events Calendar

EVENT	DURATION	Participation Fee (UGX)	Timelines											
			Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Membership CPDs - Every Last Thursday of the Month	2 Hours	35,000	30	27	27	24	29	26	31	28	25			
Financial Services Magazine			25											
Business Acquisition and Retention Boot Camp	2 days	750,000	23 - 24											
EXCO Engagement / Rebrand	Dinner			13										
Professional, Ethics and Integrity Forum	1 day(online)	200,000		20					24					
Competence Framework	4 days	\$2500			3 - 8									
Research and Consultancy Seminar / Launch	1 day				20									
Women in Banking and Finance	1 day	350,000				24								
AGM and Graduation	Half day	150,000						27						
The East African Banking School ( In Tanzania)	4 days	3,800,000							8 - 11					
ESG and Sustainability Forum	1 day	350,000							24					
A.I and Machine learning Symposium	1 day							14						
Training of Trainers	2 days							21 - 23						
HR/Head of Marketing Engagements	1 day												28	
Research and Consultancy Workshop	1 day										20			
Data Governance Forum	1 day	350,000												
The Sports Gala and Awards Dinner		10,000,000												
Fitness Challenge	1 Month									18				
Golf Tournament	1 day												3	
Swimming Tournament	1 day												5	
Indoor Games	1 day												12	
Outdoor Games	1 day												19	
The Bankers' Gala/Awards	Dinner													14
Customer and Partner Experience Camp	2 days	750,000											16 - 17	
Financial Services Magazine														25
The Banking & Financial Services Awareness Campaign	Half day												31	
Green Finance Awards	1 day													7
Microfinance and SACCOS Forum	1 day	300,000												6

# Senior Management Team



Mrs. GORETTI MASADDE  
Chief Executive Officer



Dr. KANSIIME MARY NYENDE  
Director Professional  
Development



Ms. BIRUNGI CHRISTINE  
Director Business Development,  
Marketing and Membership



Ms. KAYAGA MARY 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.)*



*Mrs. 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 2025 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



Cairo Bank  
Uganda



Centenary  
Bank



Stanbic  
Bank





Guaranty Trust Bank (Uganda) Ltd



Housing  
Finance  
Bank



KCB



Salaam  
Bank A member of the  
Salaam Group



NCBA

OPPORTUNITY BANK



PostBank



PRIDE

MICROFINANCE



UGA  
UGANDA  
DEVELOPMENT  
BANK  
Inspiring Development



Tropical  
Bank  
Simple & Professional



UGAFODE  
Microfinance Limited (MDI)

# 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

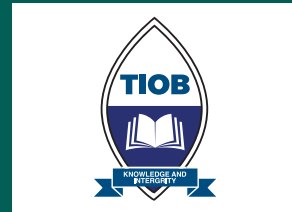
## Regional Partners



Kenya Institute of Bankers



Rwanda Bankers  
Association



The Tanzania Institute of  
Bankers

## International Partners



# Affiliations



**WCBI**  
World Conference  
of Banking Institutes



# ABCs Courses

PROVIDER



**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 800,000  
(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



ISO 9001:2008 CERTIFIED

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# 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



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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



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FINANCIAL SERVICES**

ISO 9001:2008 CERTIFIED

# Certificate in Big Data and Data Analytics

**Mode of delivery:**  
Physical(Weekends)



**Duration:**  
**3 Months**  
March, June, September 2025



**Course Fees:**  
**UGX 1,500,000**  
per head

**Provider:**  
**UIBFS**

## PROGRAM DESCRIPTION

The Certificate in Big Data and Data Analytics equips participants with the skills and knowledge to analyse large, complex datasets and transform them into actionable insights. This comprehensive program covers data collection, cleaning, visualization, and advanced analytics, including machine learning techniques and big data technologies like Hadoop and Spark. Through practical exercises, hands-on projects, and case studies, participants will gain a robust understanding of the data analytics lifecycle and learn how to apply data-driven strategies in various business contexts.

## TARGET AUDIENCE

This course is designed for:

- **Professionals:** Data analysts, IT professionals, and business intelligence specialists looking to enhance their skills in big data analytics.
- **Students and Graduates:** Individuals pursuing careers in data science, analytics, or related fields.
- **Managers and Decision Makers:** Executives seeking to understand the potential of data-driven strategies for informed decision-making.
- **Career Changers:** Professionals aiming to transition into the high-demand field of big data and analytics.

## COURSE COVERAGE

### Module 1: Introduction to Big Data and Data Analytics

- Overview of Big Data: Definition, sources, and importance
- Data Analytics Fundamentals: Types of analytics (descriptive, diagnostic, predictive, prescriptive)
- Big Data in Business: Applications in various industries (finance, healthcare, retail, etc.)
- Data-Driven Decision Making: Data as an asset for strategic insights
- Challenges in Big Data: Data privacy, storage, and processing constraints

### Module 2: Data Collection and Processing

- Data Sources and Collection Methods: Structured, semi-structured, and unstructured data
- Data Cleaning and Preparation: Handling missing values, data normalization, and transformation
- Data Integration: Combining multiple data sources, ETL (Extract, Transform, Load) processes
- Data Storage Solutions: Introduction to databases, data lakes, and warehouses

### Module 3: Data Visualization and Communication

- Introduction to Data Visualization: Importance of data visualization in analytics
- Visualization Tools: Tableau, Power BI, Excel, and other tools
- Designing Effective Visuals: Choosing the right charts, graphs, and dashboards
- Storytelling with Data: Techniques for presenting data insights to stakeholders

#### **Module 4: Big Data Technologies and Ecosystem**

- Overview of Big Data Technologies: Apache Hadoop, Spark, Hive, and Pig
- Distributed Computing Basics: MapReduce and parallel processing
- Data Storage Solutions: NoSQL databases, HDFS (Hadoop Distributed File System)
- Big Data Frameworks: Introduction to cloud-based frameworks (e.g., AWS, Google Cloud, Microsoft Azure)

#### **Module 5: Advanced Analytics and Machine Learning**

- Introduction to Machine Learning: Key algorithms, supervised and unsupervised learning
- Predictive Modelling Techniques: Regression, decision trees, clustering, and classification
- Advanced Machine Learning: Deep learning fundamentals, neural networks, and NLP (Natural Language Processing)
- Model Evaluation and Optimization: Accuracy, precision, recall, and ROC curves

#### **Module 6: Big Data and Analytics Tools**

- Data Manipulation Tools: Python (Pandas, NumPy), R for statistical analysis
- Machine Learning Libraries: Scikit-Learn, TensorFlow, Keras, and PyTorch basics
- SQL and NoSQL Databases: Querying data from relational and non-relational databases
- Real-Time Data Processing: Introduction to Apache Kafka and streaming data processing

#### **Module 7: Data Governance, Ethics, and Privacy**

- Data Governance Principles: Ensuring data quality, accuracy, and accessibility
- Ethics in Data Analytics: Ethical issues and biases in data use and AI
- Privacy Regulations: Overview of GDPR, CCPA, and other data privacy laws
- Data Security Practices: Techniques for securing sensitive data

#### **Module 8: Assessment**

- Project Selection: Choose a real-world problem for data analytics application
- Data Collection and Preparation: Define the dataset, clean, and prepare data
- Analytics and Modelling: Apply appropriate analytics and machine learning models
- Visualization and Reporting: Present findings through visualizations and a final report
- Project Presentation: Deliver a final presentation to a panel or peers for feedback
- Completion and award:
- Award of Certificate in Big Data and Data Analytics upon completion

# 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 join 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



**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.
- Mortgage 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.

# 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

# 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

# ICDL Programmes

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## ICDL PROGRAMES

Provider:



PROGRAM	DURATION	FEES (UGX)
Presentations (Advanced)	1 Month	750,000
Documents (Advanced)	1 Month	750,000
Financial Spreadsheets	1 Month	750,000
Data Analytics	1 Month	750,000
Management Spreadsheets	1 Month	750,000
Project Planning	1 Month	750,000
Digital Marketing	1 Month	750,000
CRM Systems	1 Month	750,000

# Forums and Conferences

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**THE UGANDA INSTITUTE  
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# 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.

# Data Governance Forum

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



**Duration:**  
1 Day



**Course Fees:**  
UGX 300,000

**Provider:**  
UIBFS



## PROGRAM DESCRIPTION

The availability of data and advancements in data analysis technologies have brought about significant transformations in decision-making processes for governments and organisations. Accessibility and utilisation of data have played a crucial role in bridging information gaps in operations of entities and strengthening the relationship between governments and its citizens.

By leveraging the data, decision-makers can make informed choices that promote fair wages, improved working conditions, and equal opportunities for all. Additionally, data-driven strategies can enhance transparency, accountability, and evidence-based decision-making, leading to more equitable resource allocation and effective policy implementation.

The Data Governance Forum provides an in-depth understanding of data governance in an organizational setting. Participants will learn the importance of data governance, strategies for implementation, and techniques for ensuring effective governance. Participants will benefit from both theoretical and practical applications to equip them with the skills needed to manage and govern data in an organization effectively.

## TARGET AUDIENCE

The forum is designed for a wide audience, specifically:

- Data Management Professionals.
- IT Professionals.
- Business Analysts and Managers.
- Compliance and Risk Management professionals.
- Audit staff.
- Senior Managers, Managers and Supervisors.

## FORUM COVERAGE

- The importance of Data Governance in gaining competitive advantage.
- The role of leadership and employee engagement in creating a successful organizational data governance culture.
- Data Lineage and Impact Analysis: Understanding your Data's journey.
- Navigating the complex landscape of Data Privacy regulations.
- Data Governance Implementation.

## LEARNING OUTCOMES AND BENEFITS

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

- Conceptualize the importance of data governance as a tool for gaining competitive advantage.
- Apply frameworks and models for implementing data governance.
- Understand regulatory and compliance requirements related to data.
- Gain practical experience with tools and techniques for data governance and protection.
- Apply leadership best practice to build a data driven organizational culture.

# 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 and Finance

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



**Duration:**  
1 Day



**Course Fees:**  
UGX 350,000

**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

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# 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 A.
- 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

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**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.
- Analyse 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.

# ED & EXCO Training

**Mode of delivery:**  
Physical



**Duration:**  
**3 Hours**



**Course Fees:**  
**USD 500 per head**

**Provider:**  
**UIBFS**

## ON-DEMAND

1. Critical thinking
2. Resilience, stress tolerance and flexibility
3. Active learning
4. Creativity, originality and initiative
5. Leadership and social influence
6. Technology use, monitoring and control
7. Analytical thinking and innovation
8. Reasoning, problem-solving, and Ideation
9. Motivation and self-awareness
10. Service orientation and customer experience
11. Systems thinking
12. Environmental stewardship
13. Emerging new business models & workplace transformation
14. Digital and technological transformation
15. Artificial intelligence and Machine Learning
16. Employer branding
17. Personal branding
18. Public speaking
19. Presentation skills

# Human Resource for Non-Human Resource Managers

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



**Duration:**  
**1 Day**  
**March 14, July 18, 2025**



**Course Fees:**  
**UGX 450,000**  
**per head**

**Provider:**  
**UIBFS**



## PROGRAM DESCRIPTION

This one-day course is designed to provide non-HR professionals in commercial banks with a foundational understanding of human resource management (HRM) practices. It equips participants with the knowledge and skills to collaborate effectively with HR teams, manage their teams with a focus on performance, employee engagement, and compliance, and understand the key HR processes that impact the success of the bank.

The course covers critical HR functions, such as recruitment, performance management, employee development, and compliance with labour laws. It also emphasizes the role of managers in fostering a positive workplace culture, promoting diversity, equity, and inclusion, and using HR metrics to improve team outcomes.

By the end of the course, participants will be empowered to support HR initiatives within their departments, contribute to creating a high-performance culture, and handle HR-related challenges confidently.

## TARGET AUDIENCE

This course is tailored for:

- Managers and Supervisors in financial institutions who are responsible for managing teams but do not have formal HR roles.
- Department Heads seeking to better understand how HR functions intersect with daily operations.
- Team Leaders who need to enhance their people management skills and understand HR processes that affect their team's success.
- Any non-HR professionals working in a commercial bank who wish to build a stronger understanding of HR practices and improve their leadership capabilities.

## COURSE COVERAGE

### Introduction to HR in Commercial Banking

- Overview of HR functions and their impact on banking operations.
- The role of non-HR professionals in HR practices.

### Workforce Planning and Recruitment

- Basics of manpower planning in commercial banks.
- Recruitment and selection: Process, challenges, and role of department managers.
- Key competencies for banking roles.

### Performance Management

- Understanding performance appraisal systems in banking.
- Setting SMART goals for team members.
- Providing constructive feedback.

### Employee Engagement and Retention

- Strategies for improving employee engagement in commercial banks.
- Role of managers in fostering a positive workplace culture.
- Understanding turnover and retention strategies.

### Training and Development

- Identifying training needs for banking teams.
- Role of managers in career development and succession planning.
- Leveraging e-learning and other tools for professional growth.

### Basics of Labor Laws and Compliance

- Key Labor laws relevant to the banking industry.
- Ensuring compliance with workplace policies.
- Handling employee grievances.

### Diversity, Equity, and Inclusion (DEI)

- Importance of DEI in commercial banks.
- Strategies for promoting inclusivity at the workplace.
- Role of leaders in setting a DEI example.

### HR Metrics and Analytics for Managers

- Understanding key HR metrics (e.g., turnover rates, training ROI).
- Using analytics to support decision-making.

## LEARNING OUTCOMES AND BENEFITS

By the end of the course, participants will:

- Understand the fundamentals of HR management in commercial banks.
- Learn to collaborate effectively with HR teams.
- Apply basic HR principles to enhance team performance and engagement.



# 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 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.

# Regional Banking Exposure Program

**Venue:**  
Kenya/ Tanzania/ Uganda



**Duration:**  
**4 days**  
**(19-23 May 2025)**



**Course Fees:**  
**USD 2,500**  
**per head**

**Provider:**  
**UIBFS**



## PROGRAM DESCRIPTION

The Regional Banking Exposure Program is designed to equip banking professionals with a clear understanding of the diverse dynamics, regulatory frameworks, and customer expectations across regional markets. This program provides participants with insights into cross-border regulatory requirements, risk management strategies, and digital transformation trends specific to commercial banking in different regions. Through case studies, market analysis, and practical exercises, participants will gain the skills and knowledge to make informed, regionally sensitive decisions that enhance market reach, optimize customer relationships, and ensure regulatory compliance.

## TARGET AUDIENCE

- Mid to senior-level managers seeking to expand regional market knowledge
- Relationship managers and business development professionals responsible for multi-regional portfolios
- Risk, compliance, and credit officers involved in regional or cross-border transactions
- Digital transformation leaders and product managers aiming to tailor services for regional markets
- Emerging leaders aiming for roles in international or regional management

## COURSE OUTLINE

### DAY ONE

#### Introduction to Regional Banking Landscapes

- Overview of regional markets and economies
- Key banking and financial sectors per region
- Market potential and growth projections across regions
- Differences in customer needs and product demand by region

#### Regulatory and Compliance Frameworks

- Comparative overview of regulatory requirements per region
- Cross-border compliance considerations
- Anti-Money Laundering (AML) and Know Your Customer (KYC) standards
- Data protection and privacy regulations
- Handling currency controls and exchange rate policies

#### Risk Management in Regional Operations

- Identifying regional risk factors (e.g., currency, political, economic)
- Framework for credit risk assessment across regions
- Operational risks in cross-regional banking
- Tools and strategies for mitigating region-specific risks

**Case study:** Successful regional banking operations  
Lessons learned from regional market entry strategies



## DAY TWO

### Regional Credit Markets

- Credit demand and borrower profiles in different regions
- Credit analysis and approval processes per market
- Regional variations in lending practices and loan products
- Key challenges in managing credit portfolios across regions

### Product Development and Marketing Strategies

- Customizing products for regional markets
- Localizing brand messaging and marketing channels
- Leveraging digital channels and mobile banking in different regions
- Approaches to capture and retain customers in competitive regional markets

### Customer Relationship Management (CRM) across regions

- Customer segmentation and profiling by region
- Relationship management in diverse cultural contexts
- Tailoring CRM strategies for regional branches
- Customer experience and satisfaction measures across regions

**Case study:** Innovative regional banking products and services

## DAY THREE

### Trade Finance and Cross-Border Transactions

- Overview of trade finance and correspondent banking networks
- Managing international payments and foreign exchange risks
- Documentation and regulatory requirements for trade finance
- Supporting regional and international business clients

## Digital Transformation in Regional Banking

- Digital banking trends and technologies in regional markets
- Mobile banking adoption rates and customer expectations
- Cybersecurity and fraud prevention strategies in digital environments
- Fintech partnerships and regulatory sandboxing

## Sustainability and ESG in Regional Banking

- Role of Environmental, Social, and Governance (ESG) in regional markets
- Regional priorities and regulations for sustainable finance
- Regional differences in customer and regulatory focus on sustainability
- Group discussion: addressing regional challenges

## DAY FOUR

### Networking with local:

- Regulators,
- Industry bodies and,
- Banks
- Excursion

## LEARNING OUTCOMES AND BENEFITS

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

- Understand and compare the commercial banking landscape and market potential across different regions.
- Identify and respond to specific customer needs, market demands, and economic factors in each region.
- Comply with cross-border regulatory requirements, focusing on AML/KYC standards, data protection laws, and currency controls.
- Manage and coordinate with regional regulatory bodies and stakeholders effectively.
- Identify region-specific risks, including credit, operational, political, and currency risks.
- Apply appropriate risk management frameworks for diverse geographic and economic environments.
- Tailor product offerings to align with customer preferences, cultural nuances, and competitive landscapes of each region.
- Leverage digital banking channels to reach new customer segments and improve the regional customer experience.
- Adapt CRM approaches to align with regional customer expectations and relationship dynamics.
- Implement strategies for customer engagement, retention, and service delivery across diverse regions.
- Execute trade finance operations with an understanding of documentation, regulatory compliance, and foreign exchange management.
- Support cross-border business clients and meet their financing and transaction needs effectively.
- Integrate Environmental, Social, and Governance (ESG) considerations into regional banking strategies.
- Develop and promote sustainable finance products tailored to each region's unique priorities and regulatory context.
- Engage with local regulators, banks, and industry bodies to strengthen the bank's regional presence.
- Foster relationships with stakeholders to support business growth and brand reputation in target regions.

## ORGANIZATION AND PERSONAL BENEFITS

### Organizational Benefits

- Equips employees with region-specific knowledge, enabling the bank to tailor services and strategies effectively, leading to higher market penetration and customer acquisition in diverse regions.
- By developing products and services that resonate with regional demands, the bank can attract a broader customer base, diversify revenue streams, and enhance profitability.
- Cultivating a customer-centric approach adapted to regional expectations enhances customer satisfaction, leading to better customer retention and long-term loyalty.
- Employees trained to recognize regional trends and technological innovations are empowered to recommend digital and sustainable solutions, helping the bank stay competitive and forward-thinking in emerging markets.
- The program strengthens networking and partnerships with local stakeholders, regulatory authorities, and industry peers, broadening the bank's influence and facilitating smoother regional operations.

### Personal Benefits

- Participants gain valuable skills in managing regional operations, becoming subject matter experts in cross-border banking and elevating their career growth opportunities.
- Exposure to diverse regional markets fosters cultural awareness, helping participants adapt to different business environments and improving their versatility in working with international teams.
- Developing insights into regional strategies and market needs cultivates participants' strategic thinking and leadership potential, preparing them for higher-level positions within the organization.
- Participants connect with other professionals, regulators, and stakeholders, building a network that can support their career growth and provide valuable insights into industry best practices.

# 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



ISO 9001:2008 CERTIFIED

**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  
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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  
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FINANCIAL SERVICES**

# Agency Banking Course

**Mode of delivery:**  
Physical



**Duration:**  
1 Day



**Course Fees:**  
UGX 200,000

**Provider:**  
**UIBFS**

## PROGRAM DESCRIPTION

This one-day training course is designed to equip bank agents with the knowledge and skills needed to effectively deliver banking services to customers. It provides an in-depth understanding of the agent's role in financial inclusion, operational excellence, compliance, and customer service. Participants will also learn to manage risks, utilize technology, and build strong customer relationships, ensuring success in their role as a critical extension of the bank's services.

## TARGET AUDIENCE

- Current and aspiring bank agents.
- Retail shop owners and other entrepreneurs interested in becoming bank agents.
- Agents looking to enhance their knowledge of compliance, technology, and customer service in banking operations.

## COURSE COVERAGE

### Introduction to Agency Banking

- Definition and importance in financial inclusion.
- Roles and responsibilities of bank agents.
- Key Benefits of Agency Banking

### Banking Services Provided by Agents

- Deposits, withdrawals, and balance inquiries.
- Bill payments and mobile money services.
- Loan disbursements and repayments.

### Promoting Additional Services

- Cross-selling opportunities.
- Building long-term customer relationships.

### Regulatory Compliance

- Know Your Customer (KYC) and Anti-Money Laundering (AML) practices.
- Data privacy and confidentiality.
- National Payment's Systems Act
- Consumer Protection Guidelines

### Risk Management for Agents

- Fraud detection and prevention.
- Reporting irregularities to the bank.
- Internal Controls Security and vigilance.

### **Customer Service Excellence**

- Communicating effectively with customers.
- Handling customer complaints professionally.
- Building Trust and Loyalty
- Ensuring consistency and reliability in service delivery.

### **Using Agent Banking Tools and Systems**

- Overview of mobile devices, POS machines, and bank systems.
- Troubleshooting common technical issues.

### **Operational Best Practices**

- Cash management and record-keeping.
- Ensuring transaction accuracy.

## **LEARNING OUTCOMES AND BENEFITS**

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

- Explain the importance of agency banking in promoting financial inclusion.
- Identify the range of products and services offered by bank agents.
- Observe and apply relevant regulations in daily operations.
- Recognize and prevent potential fraud or irregular transactions.
- Effectively communicate and build trust with customers.
- Handle customer complaints professionally and efficiently.
- Operate agency banking tools such as mobile devices and POS systems.
- Troubleshoot common operational issues to ensure seamless service delivery.
- Manage cash flow, maintain accurate records, and ensure transaction accuracy.
- Implement best practices for service consistency and reliability.

# Agency Banking for Agency Supervisors

Mode of delivery:

Physical



Duration:

2 Days

13-14 Feb, May 23-24, September 12-13, 2025



Course Fees:  
**UGX 550,000**  
per head

Provider:  
**UIBFS**



## PROGRAM DESCRIPTION

This course provides a thorough understanding of Agency Banking, an innovative model that enables banks to extend financial services through authorized agents. The course covers the essential concepts, business models, regulatory frameworks, risk management, and technology infrastructure involved in agency banking. Participants will also learn best practices in agent management, customer relationship strategies, and performance measurement. By the end of the course, learners will have the foundational knowledge and practical skills to support or manage agency banking operations effectively.

## TARGET AUDIENCE

- **Banking professionals:** Mid-level managers, branch managers, operations officers, and digital banking staff involved in agency banking.
- **Financial service providers:** Fintech and microfinance professionals interested in expanding service reach through agency models.
- **Potential or current agents:** Individuals and business owners interested in becoming or improving as banking agents.
- **Regulatory personnel:** Supervisory staff from regulatory bodies overseeing agency banking compliance.
- **Non-governmental organizations:** Professionals working in financial inclusion and community outreach projects.

## COURSE COVERAGE

### Introduction to Agency Banking

- Definition and evolution of agency banking
- Importance and objectives of agency banking in financial inclusion
- Key players and stakeholders

### Business Model and Economics of Agency Banking

- Revenue streams and cost structures
- Pricing and transaction fee models
- Benefits for financial institutions, agents, and customers

### Regulatory and Compliance Requirements

- Overview of regulatory framework for agency banking
- Compliance obligations for agents and banks
- AML/CFT considerations in agency banking

### Agent Onboarding and Management

- Criteria for agent selection
- Training and onboarding process for agents
- Agent performance management and monitoring

### Risk Management in Agency Banking

- Types of risks in agency banking (operational, fraud, credit)
- Risk mitigation strategies
- Monitoring tools for risk management

### **Technology and Infrastructure in Agency Banking**

- Key technology requirements for agency banking
- Role of mobile and digital platforms
- Security considerations in technology deployment

### **Customer Relationship Management for Agents**

- Building trust and managing customer relationships
- Customer service best practices for agents
- Handling complaints and providing support

### **Performance Metrics and Success Evaluation**

- Key performance indicators for agency banking
- Measuring impact on financial inclusion and service reach
- Tools for tracking performance and impact

## **LEARNING OUTCOMES AND BENEFITS**

Upon completing this course, participants will be able to:

- Explain the concept and significance of agency banking in promoting financial inclusion and expanding banking services.
- Analyse the business model and economic aspects of agency banking, including revenue generation and cost structures.
- Identify and adhere to regulatory and compliance requirements, including AML/CFT obligations relevant to agency banking.
- Select, onboard, and manage agents effectively, ensuring optimal performance and customer service standards.
- Assess and mitigate risks associated with agency banking, including operational, fraud, and credit risks.
- Utilize appropriate technology and infrastructure to support secure and efficient agency banking operations.
- Develop and maintain strong customer relationships through agents, enhancing customer satisfaction and loyalty.
- Evaluate performance metrics to measure the success and impact of agency banking initiatives.

# 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

# Forex and Money Remittance

**Mode of delivery:**  
Physical



**Duration:**  
Half day

**19 March, June 18, September 18, 2025**



**Course Fees:**  
UGX 150,000

**Provider:**  
UIBFS



## PROGRAM DESCRIPTION

In today's interconnected global economy, understanding foreign exchange and money remittance is essential for finance professionals and businesses engaged in cross-border transactions. This course provides a foundational overview of the forex market and remittance systems, highlighting their critical role in global finance.

Participants will explore key concepts of forex markets, including currency pairs, exchange rate dynamics, and forex trading mechanisms. The course will also cover money remittance processes, types, and channels, with a focus on the economic impact of remittances worldwide. Additionally, learners will gain insight into the unique risks and compliance requirements associated with forex and remittance transactions, as well as emerging trends and technological advancements like blockchain, digital wallets, and mobile payments.

## COURSE OBJECTIVES

- Understand the fundamentals of the forex market and money remittance systems.
- Identify key risks, compliance, and regulatory considerations in forex and remittance.
- Explore best practices and emerging trends in cross-border payments.

## TARGET AUDIENCE

Forex bureaus, financial service providers, remittance service providers, and anyone interested in understanding forex markets and cross-border money transfer systems.

## COURSE COVERAGE

### Module 1: Introduction to Foreign Exchange (1 hour)

#### Overview of Forex Markets

- Definition and purpose of forex
- Key players: Central banks, commercial banks, retail traders, and remittance service providers
- Currency Pairs and Exchange Rates
- Major, minor, and exotic currency pairs
- Exchange rate determination factors: Supply and demand, economic indicators, geopolitical events

#### Forex Trading Mechanisms

- Spot, forward, and swap markets
- Basics of margin, leverage, and speculation

### Module 2: Fundamentals of Money Remittance (1 hour)

#### Overview of Remittance Industry

- Definition and types of remittances (personal, business, corporate)
- Role of remittances in global economies, especially emerging markets
- Money Transfer Mechanisms
- Bank transfers, money transfer operators, digital platforms, and blockchain technology
- Key steps in the remittance process

### Module 3: Risks in Forex and Money Remittance (1 hour)

#### Forex Risks

- Currency risk, interest rate risk, and political risk
- Remittance Risks
- Fraud risks, operational risks, and market risk
- Mitigating risks through hedging and risk management strategies
- Case Studies
- Examples of major forex and remittance-related risks in recent years

### Module 4: Compliance and Regulatory Requirements (1 hour)

#### Overview of Forex Compliance Standards

- KYC, AML, and combating the financing of terrorism (CFT)
- Money Remittance Regulations
- Regulatory frameworks: FATF, FinCEN, and national standards
- Compliance challenges in cross-border payments and digital remittances

### Module 5: Trends and Innovations in Forex and Remittance (1 hour)

#### Technological Advancements

- The rise of digital wallets and fintech in remittance services
- Trends in Cross-Border Payments
- Instant payments, mobile money, and virtual currencies

**Case Studies:** Notable trends transforming the industry

### Module 6: Practical Workshop and Group Discussion (1 hour)

#### Forex and Remittance Problem-Solving Exercises

- Real-world scenarios in forex trading and remittance operations
- Group Discussion
- Sharing industry insights, challenges, and best practices

## LEARNING OUTCOMES AND BENEFITS

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

- Define foreign exchange markets and their significance in global finance.
- Outline the types and mechanisms of money remittance, including various methods and stakeholders involved.
- Recognize the roles of major participants like central banks, commercial banks, and individual traders.
- Describe how currency pairs are structured and explain the factors that influence exchange rates.
- Identify different types of risks (currency, interest rate, operational) in forex and remittance transactions.
- Apply basic risk management and mitigation strategies used in forex and cross-border payments.
- Explain core compliance requirements for forex and remittance, including AML, KYC, and CFT regulations.
- Summarize global and national regulatory frameworks guiding remittance services.
- Examine how technology, including blockchain, cryptocurrency, and mobile money, is transforming forex and remittance.
- Analyse current trends such as digital wallets, instant payments, and virtual currencies in cross-border payments.
- Solve practical problems and case studies related to forex and remittance, enhancing decision-making skills in real-world scenarios.
- Engage in discussions that promote critical thinking on industry challenges and best practices.

# 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.

# Mobile Money

**Mode of delivery:**  
Physical



**Duration:**  
**15 Hours**

**26 March, June 24, October 22, 2025**



**Course Fees:**  
**UGX 100,000**  
**per Head**

**Provider:**  
**UIBFS**

## PROGRAM DESCRIPTION

Mobile money has transformed the way individuals and businesses manage financial transactions, especially in regions with limited access to traditional banking. This course offers a comprehensive introduction to the mobile money landscape, covering essential components like technology, operational processes, compliance requirements, and best practices for security. By understanding the mechanisms and regulatory aspects of mobile money, participants will gain a solid foundation to leverage its potential for financial inclusion, business innovation, and sustainable economic growth.

## TARGET AUDIENCE

This course is ideal for:

- **Banking Professionals:** Those involved in digital finance, product development, and branch operations.
- **Telecom and Fintech Employees:** Professionals working in digital payments, mobile services, and agent network management.
- **Regulators and Policymakers:** Government and regulatory bodies focusing on financial inclusion and mobile financial services.
- **Microfinance and SACCO Managers:** Individuals seeking to expand mobile financial services in underserved communities.
- **Entrepreneurs and Business Development Teams:** Those looking to develop or integrate mobile money solutions within business models.

## COURSE COVERAGE

### Introduction to Mobile Money

- Overview of Mobile Money: Definition, history, and growth trajectory in different regions.
- Importance of Mobile Money: Financial inclusion, convenience, and impact on the unbanked population.
- Key Players: Banks, telecoms, fintech, and regulators.

### Mobile Money Ecosystem and Operations

- Ecosystem Structure: Agents, merchants, users, and regulatory bodies.
- How Mobile Money Works: Key processes like registration, account loading, transfers, and withdrawals.
- Security and Fraud Prevention: Identifying risks, common fraud types, and best practices for safety.

### Regulatory Environment and Compliance

- Regulatory Requirements: Compliance essentials (KYC, AML/CFT).
- Global Standards: Overview of regulatory approaches in mobile money.
- Challenges and Opportunities in Compliance: Balancing innovation and regulation.

### Mobile Money Services and Business Models

- Range of Services: Payments, savings, credit, and remittances.
- Revenue Models: Transaction fees, partnerships, and value-added services.
- Case Studies: Successful mobile money deployments in various countries.

## LEARNING OUTCOMES AND BENEFITS

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

- Recognize key components, players, and operational models within the mobile money framework.
- Outline how transactions, account setups, and agent networks function in a typical mobile money setup.
- Understand KYC (Know Your Customer), AML/CFT (Anti-Money Laundering/Combating the Financing of Terrorism) regulations, and their significance for mobile money.
- Identify common security risks in mobile transactions and best practices for minimizing fraud.
- Discuss various mobile money offerings (payments, savings, loans, remittances) and viable revenue models.
- Engage in discussions and activities that simulate mobile money processes to build practical skills.



# 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 cashiering
- Frauds and forgeries relating to the transactional cycle of cashiering
- Inter – relationships between the cashier and other departments of the bank
- Risks in the instruments of cashiering
- Overview of bank products Importance of KYC
- Useful tips during and after a bank raid
- Ethics and professionalism in cashiering

## 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 cashiering.
- 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.

A photograph of three diverse professionals—two women and one man—collaborating in a modern office setting. They are seated around a wooden desk, looking at a laptop. The woman on the left is wearing an orange shirt and glasses. The man in the center is wearing a striped shirt. The woman on the right is wearing a light blue shirt, a dark vest, and a blue headscarf. On the desk, there is a laptop, a small potted plant, and documents, one of which is labeled 'ANNUAL REPORT'. The background shows a bright, open-plan office with other desks and chairs.

# Data Analytics and Computer Based Programs



# Advanced Excel for Human Resource Managers

## Mode of delivery:

Face-to-face hands-on training using real-world HR datasets and scenarios.



Duration:  
**2 - 4 Weeks**

## Assessment Mode:

Practical exercises, case studies, and a final project to evaluate participants' mastery of advanced Excel skills in HR contexts.



Course Fees:  
**UGX600,000** (For the entire course)

Provider:  
**UIBFS**

## PROGRAM DESCRIPTION

Proficiency in Excel is essential for professionals working in the field of Human Resources. This advanced Excel course focuses on industry-specific applications and techniques tailored to the needs of HR managers. Participants will learn advanced data management, analysis, and reporting skills to streamline HR processes and make data-driven decisions. The course equips learners with the necessary skills to enhance their productivity and effectiveness in HR management.

## TARGET AUDIENCE

This course is designed for professionals working in the Human Resources field, including HR managers, HR analysts, HR officers, and HR administrators. It is suitable for individuals who have a foundational understanding of Excel and are seeking to expand their skills for HR data management, analysis, and reporting.

## COURSE OBJECTIVES

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

1. Utilize advanced Excel functions and formulas for HR data management and analysis.
2. Develop sophisticated HR reports, dashboards, and analytics using Excel.
3. Apply data visualization techniques to effectively communicate HR insights and trends.
4. Automate repetitive HR tasks and improve efficiency through Excel macros and VBA (Visual Basic for Applications).
5. Enhance data accuracy and integrity in HR processes through data validation and auditing features in Excel.
6. Understand and apply advanced Excel techniques specific to HR, such as employee data analysis, recruitment tracking, performance management, and compensation analysis.
7. Improve HR decision-making capabilities through data-driven insights and reporting.

## LEARNING OUTCOMES AND BENEFITS

Upon completion of the training, participants will gain the following skills:

1. Advanced proficiency in using Excel for HR data management, analysis, and reporting.
2. Ability to create complex HR reports, dashboards, and analytics using Excel.
3. Expertise in utilizing Excel functions and formulas specific to HR processes.
4. Proficient in data visualization techniques to effectively communicate HR insights and trends.
5. Competence in automating HR tasks and improving efficiency using Excel macros and VBA.
6. Mastery of advanced Excel features for HR, such as employee data analysis, recruitment tracking, performance management, and compensation analysis.
7. Skill in ensuring data accuracy and integrity in HR processes through data validation and auditing in Excel.

## TRAINING SOFTWARE

Microsoft Excel (latest version)

## MODULES TO BE COVERED

1. Data Management for HR Professionals
2. HR Reporting and Analytics
3. Payroll and employee welfare management
4. Data Visualization for HR Insights
5. Automation and Efficiency with Excel Macros and VBA
6. Advanced Excel Techniques for HR Management
7. Data Validation and Auditing in HR Processes

**Note:** The course outline provided above is a sample structure and can be customized to align with the specific requirements and needs of HR professionals in the financial services sector.]

# Advanced Excel Techniques for Loan Officers and Credit Department Team

## Mode of delivery:

Face-to-face hands-on training using real-world loan/credit scenarios and datasets.



Duration:  
**2 - 4 Weeks**

## Assessment Mode:

Practical exercises, case studies, and a final project to evaluate participants' mastery of advanced Excel skills in loan/credit contexts.



Course Fees:  
**UGX600,000** (For the entire course)

Provider:  
**UIBFS**

## PROGRAM DESCRIPTION

Proficiency in Excel is vital for staff working in loan or credit departments of financial services institutions such as banks, Microfinance, SACCOs, investment clubs, and more. This advanced Excel course focuses on industry-specific applications and techniques tailored to the needs of loan/credit professionals. Participants in this course will learn advanced financial analysis, modelling, and reporting skills to enhance their decision-making capabilities and efficiency in loan/credit management.

## TARGET AUDIENCE

This course is designed for professionals working in loan/credit departments of financial services institutions, including loan officers, credit analysts, loan administrators, and loan portfolio managers. It is suitable for individuals who have a foundational understanding of Excel and are seeking to enhance their skills for loan/credit analysis and reporting.

## COURSE OBJECTIVES

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

1. Utilize advanced Excel functions and formulas for loan/credit analysis and modelling.
2. Develop sophisticated financial models for loan amortization, payment schedules, and risk assessment.
3. Apply data visualization techniques to effectively communicate loan/credit insights and trends.
4. Automate loan/credit calculations and streamline processes using Excel macros and VBA (Visual Basic for Applications).
5. Enhance loan/credit data analysis and reporting capabilities for informed decision-making.
6. Understand and apply advanced Excel techniques specific to loan/credit departments, such as loan portfolio analysis, risk management, and loan profitability analysis.
7. Improve data accuracy and integrity through data validation and auditing features in Excel.

## LEARNING OUTCOMES AND BENEFITS

Upon completion of the training, participants will gain the following skills:

1. Advanced proficiency in using Excel for loan/credit analysis, modelling, and reporting.
2. Ability to create complex loan amortization schedules, payment plans, and risk assessment models.
3. Expertise in utilizing Excel functions and formulas specific to loan/credit departments.
4. Proficient in data visualization techniques to effectively communicate loan/credit insights and trends.
5. Competence in automating loan/credit calculations and improving efficiency using Excel macros and VBA.
6. Mastery of advanced Excel features for loan/credit departments, such as loan portfolio analysis, risk assessment, and loan profitability analysis.
7. Skill in ensuring data accuracy and integrity through data validation and auditing in Excel.

## TRAINING SOFTWARE

Microsoft Excel (latest version)

## MODULES TO BE COVERED

1. Advanced Functions and Formulas for Loan/Credit Analysis
2. Financial Modeling for Loan Amortization and Payment Schedules
3. Data Visualization for Loan/Credit Insights
4. Automation and Efficiency with Excel Macros and VBA
5. Advanced Excel Techniques for Loan/Credit Management
6. Data Validation and Auditing for Loan/Credit Data Accuracy
7. Loan Amortization and Payment Schedule Calculation in Excel
8. Advanced Data Validation and Protection in Excel
9. Financial Modeling and Scenario Analysis in Excel
10. Risk Management and Sensitivity Analysis with Excel
11. Advanced Charting and Graphing for Loan/Credit Reports
12. Pivot Tables and Data Analysis for Loan/Credit Evaluation
13. Using Macros and Automation to streamline Loan/Credit Processes
14. Advanced Lookup and Reference Functions for Loan/Credit Analysis
15. Loan Portfolio Analysis and Reporting with Excel
16. Advanced Conditional Formatting for Loan/Credit Management
17. Advanced Data Filtering and Sorting in Excel
18. Financial Statement Analysis using Excel
19. Advanced Data Manipulation and Cleansing Techniques in Excel
20. Forecasting and Budgeting with Excel for Loan/Credit Departments
21. Using Solver and Goal Seek for Loan/Credit Optimization
22. Loan delinquency analysis and reporting
23. Advanced Excel Add-ins for Loan/Credit Analysis and Reporting
24. Advanced Excel Tips and Tricks for Loan/Credit Professionals

**Note:** The modules can be customized based on the specific needs and requirements of the Loan/Credit Department staff in SACCOS, insurance companies, investment clubs, etc.

# Advanced Excel Skills for Finance Managers and Planning Experts

## Mode of delivery:

Face-to-face hands-on training using real-world financial datasets and scenarios.

## Assessment Mode:

Practical exercises, case studies, and a final project to evaluate participants' mastery of advanced Excel skills in financial contexts.

Provider:  
**UIBFS**



Duration:  
**2 - 4 Weeks**



Course Fees:  
**UGX250,000** (For the entire course)

## PROGRAM DESCRIPTION

Proficiency in Excel is essential for professionals in the financial services sector. This course offers advanced training in Excel, focusing on industry-specific applications and techniques. Participants will learn how to effectively analyze financial data, create complex financial models, and generate insightful reports. The course equips learners with the necessary skills to enhance their productivity and decision-making capabilities in the finance industry.

## TARGET AUDIENCE

This course is designed for professionals working in the financial services sector, including investment bankers, financial analysts, portfolio managers, risk managers, tax consultants, HRM, accountants, and finance executives. It is suitable for individuals who have a foundational understanding of Excel and are seeking to expand their skills for financial analysis and reporting.

## COURSE OBJECTIVES

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

1. Utilize advanced Excel functions and formulas for financial analysis and modeling.
2. Develop sophisticated financial models for forecasting, budgeting, and investment analysis.
3. Apply data visualization techniques to effectively communicate financial insights.
4. Automate repetitive tasks and improve efficiency through Excel macros and VBA (Visual Basic for Applications).
5. Enhance data analysis and reporting capabilities for financial decision-making.
6. Understand and apply advanced Excel techniques specific to financial services, such as pivot tables, goal seeking, and scenario analysis.
7. Improve data accuracy and integrity through data validation and auditing features in Excel.

## LEARNING OUTCOMES AND BENEFITS

Upon completion of the training, participants will gain the following skills:

1. Advanced proficiency in using Excel for financial analysis, modeling, and reporting.
2. Ability to create complex financial models for forecasting, budgeting, and investment analysis.
3. Expertise in utilizing Excel functions and formulas specific to financial services.
4. Proficient in data visualization techniques to effectively communicate financial insights.
5. Competence in automating tasks and improving productivity using Excel macros and VBA.
6. Mastery of advanced Excel features for financial services, such as pivot tables, goal seeking, and scenario analysis.
7. Skill in ensuring data accuracy and integrity through data validation and auditing in Excel

## TRAINING SOFTWARE

Microsoft Excel (latest version)

## MODULES TO BE COVERED

1. Advanced Functions and Formulas for Financial Analysis
2. Financial Modeling for Forecasting and Budgeting
3. Data Visualization for Financial Insights
4. Automation and Efficiency with Excel Macros and VBA
5. Advanced Excel Techniques for Financial Services
6. Data Validation and Auditing for Data Accuracy
7. Managing and Analyzing Large Datasets in Excel
8. Advanced Lookup and Reference Functions for Financial Analysis
9. Optimization and Solver Tools for Financial Decision Making
10. Monte Carlo Simulation for Risk Assessment in Excel
11. Excel Add-ins for Financial Analysis and Reporting
12. Using Power Query and Power Pivot for Data Analysis in Finance
13. Cash Flow Analysis and Management in Excel
14. Advanced Financial Functions in Excel (IRR, NPV, XIRR, etc.)
15. Consolidating Financial Statements with Excel
16. Excel Tips and Tricks for Finance Managers

**Note:** The course outline provided above is a sample structure and can be customized to align with the specific requirements and needs of the target audience.

# 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.



# Advanced Office Productivity Tools

## Mode of delivery:

Online and Face-to-face;

The course will be delivered through a combination of instructor-led classroom sessions and hands-on practical exercises. Participants will have access to relevant software applications and tools during the training sessions.

## Assessment Mode:

Assessment will be conducted through practical exercises, assignments, and quizzes to evaluate participants' understanding and application of the concepts taught. Active participation and completion of course projects will also contribute to the overall assessment.

Provider:  
**UIBFS**



## Duration:

The duration can be customized based on the specific needs and requirements of the learners



Course Fees:  
**UGX400,000**

## PROGRAM DESCRIPTION

This comprehensive course is designed for intermediate and advanced learners who are already working using MS Office but are seeking to enhance their proficiency in essential office productivity tools, including MS Word, Excel, PowerPoint, Access, e-mails, Publisher, Windows OS, and online essentials. Participants will develop advanced skills and techniques to maximize their productivity and efficiency in using these tools for various professional tasks.

## TARGET AUDIENCE

Intermediate and advanced learners who have a solid foundation in the use of MS Office tools and wish to expand their knowledge and proficiency in these applications. This course is ideal for professionals, managers, administrators, educators, and individuals seeking to enhance their productivity and efficiency in their work or personal projects.

## COURSE OBJECTIVES

1. Master advanced features and functionalities of MS Word, Excel, PowerPoint, Access, Publisher, Windows OS, and online essentials, including email management.
2. Enhance productivity by effectively utilizing time-saving techniques, shortcuts, and email organization strategies.
3. Develop advanced data analysis and reporting skills using MS Excel, including analyzing email data and generating insights.
4. Create professional-quality documents, presentations, publications, and emails with advanced formatting, design techniques, and email etiquette.
5. Efficiently manage and organize data, including emails, using MS Access and email management tools.
6. Improve collaboration and communication by leveraging online tools, cloud-based platforms, and effective email communication strategies.
7. Develop problem-solving abilities and troubleshooting skills for technical issues related to MS Office tools and email systems.

## LEARNING OUTCOMES AND BENEFITS

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

1. Utilize advanced features and functions of MS Word, Excel, PowerPoint, Access, Publisher, Windows OS, and online essentials to optimize workflow and productivity.
2. Apply advanced data analysis techniques in MS Excel to extract meaningful insights and generate comprehensive reports.
3. Create visually appealing and professional documents, presentations, and publications using advanced formatting and design features.
4. Effectively manage and organize data using MS Excel and Access, including creating databases, queries, and forms.
5. Leverage online tools, e-mail and cloud-based platforms for enhanced collaboration and communication.
6. Solve technical issues and troubleshoot common problems related to MS Office tools and Windows OS.

## MODULES TO BE COVERED

1. Advanced Features in MS Word
2. Advanced Data Analysis Techniques in MS Excel
3. Professional Presentations with MS PowerPoint
4. Advanced Database Management with MS Access
5. Designing Professional Publications with MS Publisher
6. Maximizing Productivity with Windows OS
7. Collaboration and Communication with Online Essentials

# Big Data Analytics using Python and Tableau

## Mode of delivery:

The course will be delivered through a combination of interactive lectures, hands-on exercises, case studies, and discussions, allowing participants to apply big data analytics techniques in a practical and real-world context.



Duration:

**2 - 4 Weeks**



Course Fees:

**UGX400,000** (for either NVivo or ATLAS.ti)

Provider:  
**UIBFS**

## PROGRAM DESCRIPTION

The comprehensive short course in Big Data Analytics provides participants with the knowledge and skills to effectively analyze and derive insights from large and complex datasets. Participants will learn various techniques and tools to handle big data, perform advanced analytics, and make data-driven decisions. The course covers essential concepts, methodologies, and best practices in big data analytics, ensuring participants gain a solid foundation in this rapidly evolving field.

## TARGET AUDIENCE

1. Managers and professionals involved in data analysis, business intelligence, and decision-making roles.
2. Data analysts and data scientists seeking to enhance their skills in big data analytics.
3. IT professionals interested in understanding and leveraging big data technologies and tools.
4. Individuals who want to gain practical exposure to big data analytics for career advancement.

## COURSE OBJECTIVES

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

1. Understand the fundamentals of big data analytics and its applications in various industries.
2. Acquire knowledge of different big data technologies and tools for data processing and analysis.
3. Perform exploratory data analysis and visualization techniques on large datasets.
4. Apply advanced analytics techniques, including predictive modelling and machine learning algorithms, to derive insights from big data.
5. Interpret and communicate analytical findings to support decision-making processes.

## LEARNING OUTCOMES AND BENEFITS

Upon completion of the course, participants will have acquired the following skills:

1. Knowledge of big data analytics concepts, methodologies, and industry best practices.
2. Proficiency in using big data technologies and tools for data processing and analysis.
3. Ability to perform exploratory data analysis and visualization on large datasets.
4. Competence in applying advanced analytics techniques, such as predictive modelling and machine learning algorithms.
5. Capability to interpret and effectively communicate analytical findings to support decision-making processes.

## TRAINING SOFTWARE

The course will utilize the following software and tools for big data analytics:

- **Python:** A widely used programming language with powerful libraries for data analysis and machine learning, such as Pandas, NumPy, and scikit-learn.
- **Tableau:** A popular data visualization tool for creating interactive and insightful visual representations of big data.

## STUDY MODULES (Structured Course Outline)

### Introduction to Big Data Analytics

- Overview of big data analytics and its significance in today's data-driven world.
- Challenges and opportunities associated with big data analytics.

### Big Data Technologies and Frameworks

- Introduction to Apache Hadoop and its ecosystem.
- Overview of Apache Spark and its capabilities in big data processing and analytics.

### Data Preprocessing and Cleaning for Big Data

- Techniques for cleaning and transforming large-scale datasets.
- Handling missing data, outliers, and data quality issues in big data.

### Exploratory Data Analysis on Big Data

- Performing statistical analysis and visualization on large datasets.
- Extracting meaningful insights and identifying patterns from big data.

### Predictive Modelling and Machine Learning for Big Data

- Introduction to predictive modelling and machine learning algorithms for big data.
- Applying regression, classification, and clustering algorithms on large datasets.

### Deep Learning and Neural Networks in Big Data Analytics

- Understanding deep learning concepts and architectures.
- Applying neural networks for big data analytics tasks, such as image and text classification.

### Big Data Visualization and Communication

- Visualizing and presenting big data analytics results effectively.
- Creating interactive dashboards and visualizations using Tableau.

### Ethical and Privacy Considerations in Big Data Analytics

- Addressing ethical concerns and privacy issues in big data analytics.
- Ensuring compliance with data protection regulations.

# Certificate in MS Office

## Mode of delivery:

Blended online and through instructor-led classroom sessions, providing a hands-on learning experience with guided exercises and practical examples. Participants will have access to the necessary software applications and tools during the training sessions.



Duration:  
**2 - 4 Weeks**

## Assessment Mode:

Assessment will be conducted through practical exercises, quizzes, and assignments to evaluate participants' understanding and application of the concepts taught



Course Fees:  
**UGX300,000**

Provider:  
**UIBFS**



## PROGRAM DESCRIPTION

This comprehensive training program is designed for beginners seeking to develop foundational skills in MS Office applications and basic computer usage. Participants will gain hands-on experience with MS Word, Excel, PowerPoint, Access, Publisher, e-mail, Windows OS, and online essentials. The course provides a solid foundation in essential software and computer skills, empowering learners to navigate the digital world with confidence.

## TARGET AUDIENCE

This course is ideal for individuals with limited or no prior experience in using MS Office applications and basic computer skills. It is suitable for students, entry-level professionals, seniors, or anyone looking to enhance their computer literacy and gain proficiency in MS Office tools.

## COURSE OBJECTIVES

1. Familiarize participants with the key features and functionalities of MS Word, Excel, PowerPoint, Access, Publisher, e-mail, Windows OS, and online essentials.
2. Develop essential computer literacy skills, including file management, internet browsing, and online communication.
3. Enhance proficiency in creating, editing, and formatting documents using MS Word.
4. Gain basic data entry and manipulation skills using MS Excel.
5. Create visually engaging presentations with MS PowerPoint.
6. Learn the fundamentals of database management using MS Access.
7. Develop basic desktop publishing skills with MS Publisher.
8. Understand and utilize e-mail communication effectively.
9. Navigate the Windows operating system, including file organization, system settings, and software installation.
10. Familiarize participants with essential online tools and practices for efficient digital collaboration and communication.

## LEARNING OUTCOMES AND BENEFITS

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

1. Navigate and utilize MS Word, Excel, PowerPoint, Access, Publisher, e-mail, Windows OS, and online essentials with confidence.
2. Create, edit, and format documents effectively using MS Word.
3. Perform basic data entry and manipulation tasks in MS Excel.
4. Develop visually appealing presentations using MS PowerPoint.
5. Understand the fundamentals of database management using MS Access.
6. Utilize basic desktop publishing techniques with MS Publisher.
7. Demonstrate effective e-mail communication skills.
8. Navigate the Windows operating system and perform essential file management tasks.
9. Utilize online tools and practices for efficient digital collaboration and communication.

## MODULES TO BE COVERED

1. Introduction to Computers and Operating Systems
2. Essential Computer Skills and File Management
3. MS Word Fundamentals
4. Introduction to MS Excel
5. Creating Effective Presentations with MS PowerPoint
6. Database Management Basics with MS Access
7. Desktop Publishing with MS Publisher
8. Effective E-mail Communication
9. Navigating Windows OS
10. Online Essentials for Collaboration and Communication

# Computerized Accounting using Tally ERP and QuickBooks

**Mode of delivery:**  
Face-to-face hands-on training using various industry-specific simulated financial transactions.



**Duration:**  
**2 - 4 Weeks**



**Course Fees:**  
**UGX600,000** (For all 4 packages.)  
**UGX400,000** (For any 2 packages.)  
**UGX250,000** (For a single package.)

**Assessment Mode:**  
Practical exercises in each lesson and module.

**Provider:**  
**UIBFS**



## PROGRAM DESCRIPTION

This course provides hands-on training in computerized accounting utilizing leading accounting systems, namely Sage, Pastel, Tally ERP, and QuickBooks. These systems are widely recognized as the top choices for contemporary accounting professionals due to their extensive features, including automated data entry, user-friendly reporting tools, and robust data security. With these systems, professionals can effectively handle financial operations with speed and efficiency. Additionally, they offer valuable forecasting and budgeting capabilities, enabling businesses to plan ahead and make informed decisions for future success.

## COURSE OBJECTIVES

The course will enable participants to:

1. Develop proficiency in utilizing Sage, Pastel, Tally ERP, and QuickBooks, the leading accounting systems in the industry, to perform computerized accounting tasks.
2. Learn to leverage the user-friendly reporting tools provided by these systems to generate comprehensive and insightful financial reports.
3. Gain expertise in utilizing the forecasting and budgeting features of the accounting systems to aid businesses in making informed financial decisions and planning for future growth.

## TARGET AUDIENCE

- Aspiring accountants seeking to enhance their computerized accounting skills
- Accounting professionals aiming to upgrade their knowledge of industry-leading systems
- Small business owners and entrepreneurs interested in efficiently managing their financial records
- Students pursuing a career in accounting or finance, seeking practical exposure to accounting software
- Finance professionals looking to improve their proficiency in computerized accounting systems

## LEARNING OUTCOMES AND BENEFITS

Upon completion of the training, participants will gain the following skills:

1. Proficiency in utilizing leading accounting systems such as Sage, Pastel, Tally ERP, and QuickBooks for computerized accounting.
2. Ability to generate comprehensive and user-friendly reports using the reporting tools available in the accounting systems.
3. Understanding of data security measures and the importance of maintaining data integrity in computerized accounting.
4. Application of forecasting and budgeting capabilities offered by the systems to aid in business planning and decision-making.
5. Mastery of industry-specific simulated financial transactions, gained through face-to-face hands-on training.

## TRAINING SOFTWARE

Pastel, Sage, Tally ERP, QuickBooks

## MODULES

### Industry Specific Training Exercises

- Accounting for sole proprietors/partnerships in retail trade
- Accounts for schools (School Fees Management)
- Accounting for SACCIOs
- Manufacturing Accounting
- Non-Profit Accounting (NGOs)
- Accounting for a company, NGO or business with multiple branches.
- Inventory and stores management
- Accounting for services (e.g., legal firm, healthcare facility, consultancy firm, etc.)
- Healthcare Industry Accounting (Hospitals, Clinics, Medical Practices)
- EFRIS Integrations (URA)
- Accounting for the construction Industry
- Point of sale Accounting (Supermarket POS)
- Government Accounting (Public Sector Entities)
- E-commerce Accounting (Online Retail and Marketplace Platforms)
- Real Estate Accounting (Property Management)
- Hospitality Accounting (Hotels, Restaurants, and Tourism)
- Agricultural Accounting (Farming and Agricultural Cooperatives)
- Entertainment Industry Accounting (Film, Music, and Entertainment Companies)
- Human Resource management and Payroll Processing

### Lessons

- Creating a company,
- Setting up the home currency (the currency of the country in which the company is incorporated)
- Activating the use of foreign currencies
- Customizing according to the industry and type of business
- Activating use of inventory management.
- Posting opening balances from the previous accounting period.
- Posting transactions in the current financial year
- Cash sales and credit sales
- Returns inwards and outwards
- Interbank transfers
- Accumulated depreciation
- Transfer transactions from POS to QuickBooks Financial accounting systems
- Accounts receivables and accounts payables
- Adjusting stock for losses/damage etc.
- Interbank transfers
- Loan management and amortization
- Fixed Asset register
- Payroll processing
- Adjusting sales prices
- Use tracking numbers and check numbers in transactions
- Bank reconciliations
- Generating financial reports.
- Linking remote branches (Server Installations)



# Data Entry and Statistical Analysis Course

**Mode of delivery:**  
Face-to-face hands-on training using various industry-specific simulated databases.

**Assessment Mode:**  
Practical exercises in each lesson and module.



**Duration:**  
**2 - 4 Weeks**



**Course Fees:**  
**UGX500,000** (For all packages.)  
**UGX300,000** (For a single package.)

**Provider:**  
**UIBFS**



## PROGRAM DESCRIPTION

Gathering and analyzing information constitute crucial practices in lots of communities, sectors, and organizations. The first step in this process is data collection, which comprises gathering information from various sources. Following that, the obtained data is analyzed, a critical phase in decision-making in which the information is evaluated to find patterns, trends, and useful insights that can influence the decision-making process. This course will cover a number of tools and approaches for effective data input, analysis, and report writing.

## TARGET AUDIENCE

This course on Data Entry and Statistical Analysis is designed for individuals from diverse communities, sectors, and organizations who recognize the significance of gathering and analyzing information for informed decision-making. It is suitable for university students, NGO staff, private businesses, government employees, professionals and aspiring professionals who are involved in data collection, analysis, and report writing processes.

## COURSE OBJECTIVES

1. Acquire the necessary skills to proficiently gather and analyze data from diverse sources.
2. Develop the ability to evaluate and identify patterns, trends, and valuable insights within collected data.
3. Familiarize oneself with a range of tools and techniques for effective data input, analysis, and report writing.
4. Enhance decision-making capabilities by leveraging data analysis to inform strategic choices and actions.
5. Cultivate the competence to present findings and insights through clear and concise report writing.

## LEARNING OUTCOMES AND BENEFITS

- Upon completion of the training, participants will gain the following skills:
- Proficiency in designing and implementing data collection forms through computer programs, online platforms, or smartphones to gather data from various sources.
  - Aptitude for conducting thorough analysis to discern patterns, trends, and valuable insights that influence decision-making.
  - Proficient report writing abilities.

## TRAINING SOFTWARE

Epi data, Epi Info, Excel, Stata, Minitab, SPSS, R-Studio

## MODULES

### Basic Analysis

- Questionnaire design: Participants will learn techniques for designing effective questionnaires to gather relevant and reliable data.
- Data entry/capture: The course will provide insights into efficient methods of entering and capturing data accurately and efficiently.
- Importing & exporting data from/to other sources and formats: Participants will gain knowledge of how to import and export data between different sources and formats to facilitate data analysis.
- Data cleaning to remove errors: The course will teach techniques for identifying and removing errors or inconsistencies in the collected data, ensuring data integrity.
- Data transformation: Participants will learn how to transform data into a suitable format for analysis, including data normalization and standardization.
- Analysis of categorical data: The course will cover methods for analyzing categorical data, including frequency analysis and cross-tabulation, charts, and custom tables.
- Descriptive analysis: Participants will be introduced to descriptive analysis techniques to summarize and present key characteristics of the collected data.

### Hypothesis testing / Inferential Statistics (Optional)

- Hypothesis Testing Basics
- Types of Hypotheses (e.g., null hypothesis, alternative hypothesis)
- One-Sample t-Test
- Two-Sample t-Test
- Paired t-Test
- Analysis of Variance (ANOVA)
- Chi-Square Test – Goodness-of-fit test
- Chi-Square Test – Contingency table Analysis
- Kruskal-Wallis test
- Regression Analysis
- Correlation Analysis
- Nonparametric Tests (e.g., Wilcoxon signed-rank test, Mann-Whitney U test)
- Power and Sample Size Determination
- Multiple Comparison Procedures (e.g., Bonferroni correction)
- Analysis of Covariance (ANCOVA)
- Time Series Analysis
- Survival Analysis
- Multivariate Analysis

# Data Mining and Business Intelligence

## Mode of delivery:

Face-to-face hands-on training using real-world datasets and scenarios.



Duration:  
**2 - 4 Weeks**

## Assessment Mode:

Practical exercises and case studies.



Course Fees:  
**UGX900,000** (For the entire course)

Provider:  
**UIBFS**

## PROGRAM DESCRIPTION

The Data Mining and Business Intelligence course is a vital component of modern-day business operations. It focuses on extracting valuable insights from large datasets and utilizing them to make informed business decisions. This course equips students with skills in data analysis, statistical modelling, and predictive analytics. By leveraging these techniques, businesses can uncover hidden patterns, trends, and customer preferences, leading to improved efficiency, targeted marketing strategies, and better overall decision-making.

## TARGET AUDIENCE

The Data Mining and Business Intelligence course targets professionals and students across industries, interested in leveraging data for business success. It caters for business analysts, data scientists, managers, and aspiring professionals, enhancing their understanding of data-driven decision-making.

## COURSE OBJECTIVES

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

1. Understand the fundamentals of data mining and business intelligence and their significance in modern business environments.
2. Learn techniques for data analysis, including data cleaning, transformation, and visualization.
3. Gain proficiency in statistical modelling and predictive analytics to extract meaningful insights from large datasets.
4. Develop skills to identify hidden patterns, trends, and relationships within data, enabling effective decision-making.
5. Apply data mining and business intelligence tools and methodologies to solve real-world problems and optimize business processes.

## LEARNING OUTCOMES AND BENEFITS

Upon completion of the training, participants will gain the following skills:

1. Proficiency in data analysis: Participants will develop a strong foundation in analysing complex datasets and extracting meaningful insights.
2. Expertise in statistical modelling: Participants will learn how to apply statistical techniques to identify patterns, correlations, and trends in data.
3. Mastery of predictive analytics: Participants will acquire the ability to utilize predictive models to forecast future outcomes and make data-driven predictions.
4. Understanding of business intelligence tools: Participants will become familiar with various business intelligence tools and software, enabling them to effectively visualize and present data.

## TRAINING SOFTWARE

Tableau, Power BI and R Studio

## MODULES TO BE COVERED

The main study modules in the Data Mining and Business Intelligence course include:

1. Introduction to Data Mining: An overview of data mining concepts, techniques, and processes.
2. Data Preparation and Cleaning: Techniques for preprocessing and transforming data to ensure its quality and usefulness.
3. Data Exploration and Visualization: Methods to explore and visualize data to identify patterns and trends effectively.
4. Statistical Modelling: Application of statistical techniques to analyze and interpret data for predictive modelling.
5. Text Mining and Sentiment Analysis: Analysing unstructured textual data to extract valuable information, sentiment, and patterns for business intelligence purposes.
6. Big Data Analytics: Exploring the challenges and opportunities associated with analysing and deriving insights from massive datasets using distributed computing frameworks.
7. Business Intelligence Tools and Applications: Utilizing popular business intelligence tools and software platforms to visualize data, create interactive dashboards, and support decision-making.
8. Predictive Analytics: Utilizing historical data to develop models and make predictions for future outcomes.
9. Business Intelligence Tools: Introduction to tools and technologies used for data mining and business intelligence, such as Tableau, Power BI, and SQL.
10. Case Studies and Applications: Practical application of data mining and business intelligence techniques in real-world scenarios.

# Digital Marketing and Corporate Communications

**Mode of delivery:**  
Face-to-face hands-on training using real-world datasets and scenarios.



**Duration:**  
**2 - 4 Weeks**

**Assessment Mode:**  
Practical exercises and case studies.



**Course Fees:**  
**UGX900,000** (For the entire course)

**Provider:**  
**UIBFS**



## PROGRAM DESCRIPTION

The Digital Marketing and Corporate Communications course equips students with comprehensive knowledge of key principles and strategies for leveraging digital channels in effective marketing and corporate communications. Areas covered include social media marketing, search engine optimization, content creation, online advertising, brand management, and reputation management. This course empowers individuals with the skills necessary to navigate the dynamic digital landscape and engage target audiences proficiently, ultimately achieving organizational goals.

## TARGET AUDIENCE

Suitable target audience for the Digital Marketing and Corporate Communications course:

1. Marketing professionals seeking to enhance their knowledge and skills in digital marketing strategies and techniques.
2. Communication professionals responsible for managing corporate communications and brand reputation in the digital space.
3. Business owners and entrepreneurs aiming to develop effective digital marketing campaigns to promote their products or services.
4. Recent graduates or individuals looking to pursue a career in digital marketing or corporate communications.
5. Professionals from various industries who want to stay updated with the latest trends and best practices in digital marketing and communication strategies.

## COURSE OBJECTIVES

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

1. Understand the fundamental principles of digital marketing and corporate communications, including the role of digital channels in reaching target audiences effectively.
2. Gain knowledge and practical skills in social media marketing, search engine optimization, content creation, online advertising, brand management, and reputation management.
3. Learn to develop and implement strategic digital marketing campaigns that align with organizational goals and target audience preferences.
4. Acquire the ability to analyze and interpret digital marketing data and metrics to evaluate campaign performance and make data-driven decisions for optimization.
5. Cultivate effective communication and engagement strategies to build and maintain strong relationships with target audiences, enhancing brand reputation and achieving organizational objectives.

## LEARNING OUTCOMES AND BENEFITS

Upon completion of the training, participants will gain the following skills:

1. Demonstrate a deep understanding of the key principles and strategies involved in digital marketing and corporate communications.
2. Apply knowledge and skills in utilizing social media marketing, search engine optimization, content creation, online advertising, brand management, and reputation management for effective digital campaigns.
3. Develop comprehensive digital marketing plans and strategies aligned with organizational goals and target audience preferences.
4. Analyze and interpret digital marketing data and metrics to evaluate campaign performance and make data-driven decisions for optimization.
5. Effectively engage and communicate with target audiences across various digital channels, fostering strong relationships and enhancing brand reputation.
6. Adapt to the evolving digital landscape, staying updated with emerging trends and technologies in digital marketing and corporate communications.
7. Collaborate effectively in cross-functional teams to develop and execute integrated digital marketing and communication initiatives.
8. Demonstrate ethical and responsible practices in digital marketing and corporate communications, considering privacy, legal, and regulatory considerations.
9. Present ideas and recommendations professionally, utilizing effective communication and persuasion skills.
10. Critically evaluate digital marketing campaigns and strategies, identifying areas for improvement and proposing innovative solutions.

## MODULES TO BE COVERED

1. Introduction to Digital Marketing and Corporate Communications: An overview of the fundamental concepts, strategies, and tools used in digital marketing and corporate communications.
2. Social Media Marketing: Understanding the role of social media platforms in marketing and communication efforts, including content creation, community management, and social media advertising.
3. Search Engine Optimization (SEO): Exploring techniques to improve website visibility and ranking in search engine results, including keyword research, on-page optimization, and link building.
4. Content Creation and Management: Learning how to create engaging and relevant content for different digital platforms, including websites, blogs, social media, and email marketing.
5. Online Advertising and Pay-Per-Click (PPC): Exploring various forms of online advertising, such as display ads, search ads, and video ads, and understanding how to create and optimize effective ad campaigns.
6. Brand Management and Reputation Management: Examining strategies for building and managing brand identity in the digital space, as well as techniques for monitoring and responding to online reputation issues.
7. Analytics and Data-driven Decision Making: Understanding how to analyze and interpret digital marketing data, utilizing tools like Google Analytics, to measure campaign effectiveness and make data-driven decisions for optimization.
8. Digital Marketing Strategy and Planning: Developing comprehensive digital marketing strategies aligned with organizational goals, target audience analysis, and budgeting considerations.
9. Mobile Marketing and App Strategies: Exploring the unique aspects of mobile marketing, including mobile advertising, app development, and optimizing user experience on mobile devices.
10. Legal and Ethical Considerations in Digital Marketing: Understanding the legal and ethical implications of digital marketing and corporate communications, including privacy regulations, data protection, and ethical advertising practices.

# 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.

# 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

# 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.

# 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.

# Project Planning and Management

## Mode of delivery:

The course will be delivered through a combination of interactive lectures, hands-on exercises, and practical project simulations. Participants will have access to MS Project software during the training to apply the concepts learned in real-time.



Duration:

**2 - 4 Weeks**



Course Fees:

**UGX900,000** (Inclusive of the MS Project software during the training period.)

Provider:  
**UIBFS**

## PROGRAM DESCRIPTION

The hands-on comprehensive short course in Project Planning using MS Project is designed to equip participants with the knowledge and skills necessary to effectively plan and manage projects using Microsoft Project, a leading project management software. Participants will learn how to utilize the features and functionalities of MS Project to create project schedules, allocate resources, track progress, and generate reports. Through practical exercises and real-world case studies, participants will gain the confidence to successfully plan and execute projects using MS Project.

## TARGET AUDIENCE

- Project managers, team leaders, and professionals involved in project planning and management.
- Individuals seeking to enhance their skills in using MS Project for project planning.
- Students and graduates looking to enter the project management field.
- Anyone interested in gaining practical knowledge of project planning using MS Project.

## COURSE OBJECTIVES

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

- Understand the key principles and concepts of project planning and management.
- Familiarize themselves with the MS Project interface and navigation.
- Create project schedules, define tasks, and set dependencies.
- Assign resources, estimate task durations, and optimize resource allocation.
- Track project progress, update schedules, and manage changes.
- Generate reports and communicate project status effectively using MS Project.



## LEARNING OUTCOMES AND BENEFITS

Upon completion of the course, participants will have acquired the following skills:

- Proficiency in using MS Project for project planning and management.
- Ability to create project schedules, define tasks, and set dependencies.
- Competence in assigning resources, estimating task durations, and optimizing resource allocation.
- Capability to track project progress, update schedules, and manage changes effectively.
- Skill in generating reports and communicating project status using MS Project.

## TRAINING SOFTWARE

The course will focus on utilizing Microsoft Project, a widely used project management software, for hands-on learning and practical exercises.

## STUDY MODULES (Structured Course Outline)

### Introduction to Project Planning and Management

- Understanding the importance of project planning.
- Key concepts and methodologies in project management.
- Overview of MS Project and its capabilities.

### Navigating the MS Project Interface

- Familiarizing with the MS Project workspace and ribbon.
- Customizing settings and preferences.
- Importing and exporting project data.

### Creating Project Schedules

- Defining project goals, objectives, and deliverables.
- Breaking down projects into tasks and subtasks.
- Setting task dependencies and constraints.
- Establishing milestones and deadlines.

### Resource Management in MS Project

- Identifying project resources and their availability.
- Assigning resources to tasks.
- Estimating task durations and effort.
- Optimizing resource allocation and leveling.

### Tracking Project Progress and Managing Changes

- Updating project schedules and tracking actual progress.
- Managing task dependencies and critical path.
- Handling changes, delays, and disruptions.
- Incorporating change requests and variations.

### Reporting and Communication in MS Project

- Generating project reports, Gantt charts, and timelines.
- Customizing views and dashboards.
- Communicating project status and milestones.
- Sharing project information and collaborating with stakeholders.

### Advanced Features and Techniques in MS Project

- Managing multiple projects and dependencies.
- Using project templates and macros.
- Applying advanced scheduling techniques.
- Managing risks and uncertainties in projects.

# Qualitative Analysis of Data Using NVivo and ATLAS.ti.

## Mode of delivery:

Face-to-face hands-on training with practical exercises using real-world qualitative data.



Duration:

**2 - 4 Weeks**



## Assessment Mode:

Practical exercises in each lesson and module.

## Course Fees:

**UGX600,000** (for both NVivo and ATLAS.ti.)

**UGX400,000** (for either NVivo or ATLAS.ti)

Provider:  
**UIBFS**

## PROGRAM DESCRIPTION

This course provides hands-on training in qualitative analysis of data using two leading software tools, namely NVivo and ATLAS.ti. These tools are widely recognized and utilized by researchers and analysts in various fields to effectively analyze and interpret qualitative data. Through this course, participants will learn how to leverage the features and capabilities of NVivo and ATLAS.ti to organize, code, and analyze qualitative data, enabling them to derive meaningful insights and draw robust conclusions from their research findings.

## TARGET AUDIENCE

- Researchers and analysts in social sciences, psychology, education, healthcare, market research, and other fields that utilize qualitative research methods.
- Graduate students and academics seeking to enhance their qualitative data analysis skills.
- Professionals involved in policy development, program evaluation, and decision-making processes that require qualitative data analysis.
- Individuals interested in gaining practical exposure to NVivo and ATLAS.ti for qualitative data analysis.

## COURSE OBJECTIVES

The course will enable participants to:

- Develop proficiency in utilizing NVivo and ATLAS.ti the leading software tools for qualitative data analysis, to perform in-depth analysis of qualitative data.
- Learn to effectively organize and code qualitative data using the software's advanced features, facilitating the identification of key themes, patterns, and relationships.
- Gain expertise in utilizing the software's visualization and reporting tools to present qualitative data in a clear and compelling manner.
- Understand the principles and best practices of qualitative data analysis, including data integrity, confidentiality, and ethical considerations.

## LEARNING OUTCOMES AND BENEFITS

Upon completion of the training, participants will gain the following skills:

1. Proficiency in utilizing NVivo and ATLAS.ti for qualitative data analysis.
2. Ability to organize and code qualitative data, identify key themes, patterns, and relationships.
3. Understanding of data integrity and confidentiality principles in qualitative data analysis.
4. Application of visualization and reporting tools to effectively present qualitative data.
5. Mastery of qualitative analysis techniques through hands-on training with real-world data.

## TRAINING SOFTWARE

NVivo and Atlas.ti

## MODULES TO BE COVERED

### Introduction to Qualitative Data Analysis

- Understanding qualitative research and its applications.
- Principles and best practices of qualitative data analysis.
- Ethical considerations in qualitative research.

### Getting Started with NVivo and ATLAS.ti

- Installation and setup of NVivo and ATLAS.ti.
- Creating a new project and importing qualitative data.
- Familiarization with the software interfaces.

### Data Organization and Coding

- Creating a coding structure and organizing qualitative data.
- Applying codes to segments of data.
- Creating and managing coding memos.
- Analyzing Qualitative Data
- Exploring and retrieving coded data.
- Conducting text searches and queries.
- Utilizing advanced coding techniques (e.g., matrix coding, clustering).

### Thematic Analysis and Visualization

- Identifying and developing themes in qualitative data.
- Creating visual representations of qualitative data (e.g., word clouds, concept maps).
- Using NVivo and ATLAS.ti for qualitative data visualization.

### Reporting and Presenting Findings

- Generating reports and summaries of qualitative analysis.
- Exporting and sharing qualitative data and findings.
- Communicating qualitative findings effectively.

### Data Integrity and Collaboration

- Ensuring data integrity and maintaining confidentiality.
- Collaborating with team members on qualitative data analysis projects.
- Managing version control and data backups.

### Case Studies and Practical Exercises

- Analyzing real-world qualitative data using NVivo and ATLAS.ti.
- Hands-on exercises to reinforce the concepts and techniques learned.
- Troubleshooting common challenges in qualitative

# Text Mining for Managers and Marketing Teams

## Mode of delivery:

Face-to-face hands-on training with practical exercises using real-world text data.

## Assessment Mode:

Practical exercises in each lesson and module.



Duration:

**2 - 4 Weeks**



Course Fees:

**UGX800,000**

Provider:  
**UIBFS**

## PROGRAM DESCRIPTION

This course provides comprehensive training on text mining techniques for managers and marketing teams. Participants will learn how to leverage text mining tools and techniques to extract valuable insights from large volumes of textual data, enabling them to make informed decisions and enhance their marketing strategies.

## TARGET AUDIENCE

- Managers and decision-makers in various industries who want to leverage text mining for data-driven decision-making.
- Marketing professionals involved in market research, customer insights, and campaign optimization.
- Business analysts and data scientists interested in enhancing their text mining skills.
- Individuals seeking practical exposure to text mining tools and techniques for business applications.

## COURSE OBJECTIVES

The course aims to achieve the following objectives:

- Develop proficiency in utilizing text mining tools for decision-making in managerial and marketing contexts.
- Understand the principles and best practices of text mining and its application in business.
- Learn to effectively preprocess and clean text data to ensure accurate analysis.
- Gain expertise in applying text mining techniques such as sentiment analysis, topic extraction, and text classification.
- Utilize text mining tools for competitive intelligence and market trend analysis.
- Apply text mining techniques to identify customer sentiments, preferences, and opinions.
- Use visualization and reporting tools to present text mining results in a clear and actionable manner.

## LEARNING OUTCOMES AND BENEFITS

Upon completion of the training, participants will gain the following skills:

1. Proficiency in utilizing text mining tools for decision-making and marketing strategies.
2. Ability to preprocess and clean text data for accurate analysis.
3. Application of sentiment analysis to understand customer sentiments and opinions.
4. Use of topic extraction to identify key themes and trends in textual data.
5. Text classification techniques for organizing and categorizing text data.
6. Utilization of text mining for competitive intelligence and market trend analysis.
7. Presentation of text mining results through visualization and reporting tools.

## TRAINING SOFTWARE

- **Word Cloud Generation:** 1) Wordle, 2) WordClouds.com, 3) Tableau, 4) Epi Info, 5) R Studio
- **Text Mining:** 1) NVivo 2) ATLAS.ti 3) RapidMiner 4) Python Libraries

## STUDY MODULES

### Introduction to Text Mining for Marketing

- Overview of text mining and its importance in marketing decision making.
- Key applications and benefits of text mining in marketing strategies.

### Data Preprocessing and Cleaning for Text Mining

- Techniques for cleaning and preprocessing textual data for effective analysis.
- Handling common challenges, such as noise, stopwords, and data normalization.

### Sentiment Analysis for Customer Insights

- Understanding sentiment analysis and its role in gauging customer perceptions.
- Analyzing sentiment from customer reviews, social media data, and surveys.

### Topic Modelling for Market Trends and Customer Segmentation

- Utilizing topic modeling techniques to identify key themes and trends in textual data.
- Word cloud
- Applying topic modeling for customer segmentation and market trend analysis.

### Relationship Extraction for Customer Feedback and Influencer Analysis

- Extracting relationships and connections between entities in textual data.
- Analyzing customer feedback and identifying key influencers in social media data.

### Text Mining Tools and Software

- Introduction to NVivo and RapidMiner for text mining and analysis.
- Hands-on exercises using text mining software to analyze marketing data.

### Data Visualization for Effective Communication

- Utilizing data visualization techniques to present text mining findings.
- Creating visualizations such as word clouds, concept maps, and network diagrams.

### Interpretation and Application of Text Mining Findings

- Interpreting text mining results to derive actionable insights for marketing strategies.
- Applying text mining findings to enhance customer targeting, campaign optimization, and market positioning.

A man with glasses, wearing a blue blazer over a checkered shirt, is seated at a desk in a modern office. He is looking at a laptop screen with his right hand on the keyboard and holding a white coffee cup in his left hand. The background features a brick wall, a window, and a hanging lamp. The overall lighting is warm and professional.

# Professional and Academic Programmes

# Certified Credit Management

**Mode of delivery:**  
Available On line - Instructor led

**Starting Date:**  
3<sup>rd</sup> February 2025 & 1<sup>st</sup> September 2025

**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. 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 – Semester System

## 3- Level programme

Provider:  
**UIBFS**

### Mode of delivery:

Online - Instructor led or  
Online self - study

### Starting Date:

3<sup>rd</sup> Feb & 1<sup>st</sup> Sept 2025

### 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

#### REGULAR STUDY

**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
- iii. Functional Fees: **UGX 225,000** per year

#### MODULAR STUDY

- i. Online instructor: **UGX 300,000** per module covering Tuition & Exams.
- ii. Functional Fees: **UGX 225,000** per year

This study methodology will afford you to take up one module per month, get examined and receive a module certification. You can opt to study a module that responds to your specific needs at a specific time. One needs a total of 30 hours per module including revision and examination. You may also opt to study all the modules at your convenience, get a certification and graduate at the end as a **Certified Professional Banker**.



## 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::**  
3<sup>rd</sup> February 2025 & 1<sup>st</sup> September 2025

## 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. Degree holders
4. Foreign students with 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:**  
1<sup>st</sup> February – 31<sup>st</sup> March 2025

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](mailto:training@uib.or.ug) or [rsemakula@uib.or.ug](mailto: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 of 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:	
<b>20% Theoretical Training</b> <ul style="list-style-type: none"> <li>Blended Learning (Face 2 Face + Virtual)</li> <li>Competence-Based Training</li> <li>Participatory Learning</li> </ul>	<b>80% In-Company Training</b> <ul style="list-style-type: none"> <li>Hands-on Practical Training</li> <li>Mentorship from MFI Practitioners</li> <li>Practical Application of Concepts</li> </ul>



Duration:  
**9 Months**  
**(2 Semesters)**



Course Fees:  
**UGX 1,774,000**  
**(UGX 887,000 per Semester)**

Enrollment:  
**Feb Intake, August Intake**

Provider:  
**UIBFS**

## 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:**  
1<sup>st</sup> March – 30<sup>th</sup> June 2025

**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 2025 : Deadline for application: **28<sup>th</sup> February 2025.**  
 August 2025 - January 2026 : Deadline for application: **31<sup>st</sup> July 2025.**

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

# 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.



**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 2025 Training Calendar

AUDIT COURSES														
COURSE/ PROGRAMME	DURATION	INVESTMENT	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC
Auditing the Treasury Function	2 days	UGX 550,000/ USD 245		13-14					24-25				5-6	
ICT Audit Skills	2 days	UGX 550,000/ USD 245			11-12							16-17		
Audit	3 hours	UGX 1,000,000				3-5								
Auditing Bank Operations	2 days	UGX 550,000/USD 245					5-6				19-20			
DIGITAL BANKING COURSES														
Artificial intelligence in Banking	1 week	UGX 900,000/USD 450					5-9				23 - 26			
Managing Cyber Security and Payments	2 days	UGX 550,000/USD 245	29-30				5--6							
COMPLIANCE COURSES														
Regulatory Frameworks, Reporting and Policy Compliance	2 days	UGX 550,000/USD 245	24-25	13-14				12-13					6-7	
LEADERSHIP COURSES														
Performance Management and Leadership	30 hours	UGX 670,000/ USD 245	16-18								11-12			
New to Leadership	30 hours	UGX 2,500,000		4-8										
Emerging Leadership	30 hours	UGX 2,500,000				14-18								
Leadership and Branch Supervision	15 hours	UGX 550,000			25-29									
Advanced Leadership	30 hours	UGX 3,500,000			10-14									
Managing Team Productivity	2 days	UGX 550,000/USD 245				24-25					25-26			
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		
Building a Customer Centric Culture	8 hours	USD 135								13-14				
Regional Banking Exposure Program	4 days	USD 2,500 per head					19-23							
Human Resource for Non-Human Resource Managers	1 day	UGX 450,000			14				18					
Critical thinking	3 hours	USD 500 per head.	On Demand											
Resilience, stress tolerance and flexibility	3 hours	USD 500 per head.	On Demand											
Active learning	3 hours	USD 500 per head.	On Demand											
Creativity, originality and initiative	3 hours	USD 500 per head.	On Demand											

COURSE/PROGRAMME	DURATION	INVESTMENT	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC
Leadership and social influence	3 hours	USD 500 per head.	On Demand											
Technology use, monitoring and control	3 hours	USD 500 per head.	On Demand											
Analytical thinking and innovation	3 hours	USD 500 per head.	On Demand											
Reasoning, problem-solving, and Ideation	3 hours	USD 500 per head.	On Demand											
Motivation and self-awareness	3 hours	USD 500 per head.	On Demand											
Service orientation and customer experience	3 hours	USD 500 per head.	On Demand											
Systems thinking	3 hours	USD 500 per head.	On Demand											
Environmental stewardship	3 hours	USD 500 per head.	On Demand											
Emerging new business models & workplace transformation	3 hours	USD 500 per head.	On Demand											
Digital and technological transformation	3 hours	USD 500 per head.	On Demand											
Artificial intelligence and Machine Learning	3 hours	USD 500 per head.	On Demand											
Employer branding	3 hours	USD 500 per head.	On Demand											
Personal branding	3 hours	USD 500 per head.	On Demand											
Public speaking	3 hours	USD 500 per head.	On Demand											
Presentation skills	3 hours	USD 500 per head.	On Demand											
<b>DIGITAL AND COMPUTER BASED COURSES</b>														
Data Entry and Statistical Analysis Course	2-4 weeks	UGX 500,000	On Demand											
Computerized Accounting using Tally ERP and QuickBooks	2-4 weeks	UGX 600,000	On Demand											
Advanced Office Productivity Tools	2-4 weeks	UGX 400,000	On Demand											
Certificate in MS Office	2-4 weeks	UGX 300,000	On Demand											
Advanced Excel Skills for Finance Managers and Planning Experts	2-4 weeks	UGX 700,000	On Demand											
Advanced Excel Techniques for Loan Officers and Credit Department Team	2-4 weeks	UGX 600,000	On Demand											
Advanced Excel for Human Resource Managers	2-4 weeks	UGX 600,000	On Demand											
Data Mining and Business Intelligence	2-4 weeks	UGX 900,000	On Demand											
Digital Marketing and Corporate Communications	2-4 weeks	UGX 900,000	On Demand											

COURSE/ PROGRAMME	DURATION	INVESTMENT	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC
Qualitative Analysis of Data Using NVivo and ATLAS.ti.	2-4 weeks	UGX 600,000	On Demand											
Text Mining for Managers and Marketing Teams	2-4 weeks	UGX 800,000	On Demand											
Big Data Analytics using Python and Tableau	2-4 weeks	UGX 1,200,000	On Demand											
Project Planning and Management	2-4 weeks	UGX 900,000	On Demand											
<b>ICDL</b>														
Presentations (Advanced)	3 Days	UGX 750,000	On Demand											
Documents (Advanced)	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											
Management Spreadsheets	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											
CRM Systems	3 Days	UGX 750,000	On Demand											
<b>AGRICULTURAL FINANCE</b>														
Agribusiness Credit Risk Assessment	One month	UGX 800,000/USD 330		26 - 29					29-30					
<b>BOARD</b>														
Data Governance	3 hours	UGX 1,000,000			5-6									
Governance	3 hours	UGX 1,000,000					8-9							
Environmental, Social and Governance	3 hours	UGX 1,000,000			7-8									
Human Resource	3 hours	UGX 1,000,000						4-6						
Internal Capital Adequacy Assessment Process (ICAAP)	3 hours	UGX 1,000,000							10-11					
Legal	3 hours	UGX 1,000,000		6-7										
Procurement	3 hours	UGX 1,000,000						11-12						
<b>CERTIFICATE COURSES</b>														
Foundation Certificate in Banking and Financial Services	1 month	UGX 800,000- Physical / UGX 300,000- Online		1-29	4-29	1-30		2-30	1-31		1-30	1-30	1-30	1-30
Certificate in Anti Money Laundering and Counter Terrorism Financing	3 Months	UGX 900,000												
Certificate in Bank Branch Management	3 Months	UGX 900,000		1 Feb - 30 April			1 May - 31 July			1 Aug - 30 Oct				
Certificate in Compliance	3 months	UGX 900,000	13th											

COURSE/ PROGRAMME	DURATION	INVESTMENT	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC
Certificate in Credit and Lending Practices	3 moths	UGX 900,000		3rd										
Certificate in Risk Management	3 months	UGX 900,000		3rd										
Certificate in Sustainable Finance	4 Months	UGX 1,200,000			3rd									
Certificate in Trade Finance	3 Months	UGX 900,000		3rd										
Certificate in Big Data and Data Analytics	3 Months	UGX 1,500,000			3rd			2nd			1st			
<b>CHARTERED INSTITUTE OF SECURITIES AND INVESTMENT</b>														
International Introduction to Securities and Investments	3 day	UGX 850,000		6-8					5-6					
<b>CREDIT</b>														
Advanced Credit Analysis and Management	2 days	UGX 550,000/USD 245				3-4			19-20				4-5	
Credit Analysis and Risk Management in Corporate Lending	2 days	UGX 550,000/ USD 245		27-28							4-5			
Credit management essentials	15 hours	UGX 550,000					8-9							
Advanced Credit Management	2 days	UGX 750,000		13-14										
Advanced Debt Recovery management	2 days	UGX 550,000			6-7			4-5						
Credit Management	3 hours	UGX 1,000,000		1-Feb										
Islamic Finance	2 days	UGX 550,000				17-18			16-17				6-7	
Agricultural Value Chain Financing	3 months	UGX 1,700,000		5- 25 April										
Credit Origination and Analysis	2 days	UGX 550,000/ USD 245					15-16							
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					26			2-3			
Appraisal of Agribusiness	One month	UGX 1,400,000/USD 600	15-16		Apr-29						2-30			
Lending to Small and medium Enterprises	2 days	UGX 550,000/USD 245	17-18						17-18				12-13	
Climate Finance	2 days	UGX 550,000				15-16								
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						18-19	23-24					
SME Finance for Small Green Energy	2 days	UGX 550,000			12-13		21-22				17-18		12-13	
Fundamentals of Mortgage Lending	2 days	UGX 550,000/USD 245				10-11					25-26		6-7	

COURSE/PROGRAMME	DURATION	INVESTMENT	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC
Asset Finance	2 days	UGX 550,000/ USD 245		27 - 28										
Foundational Debt Recovery Management and Distress Handling	2 days	UGX 550,000/USD 245			13-14					7-8				
Intermediate Credit Management	2 days	UGX 550,000/USD 245		13-14						28-29				
<b>FORUMS AND CONFERENCES</b>														
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	18											
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			18									
Data Governance Forum	2 day	UGX 300,000										16		
Strategy Master Class	2 days	UGX 1,500,000								21				
Competence Framework	4 days	\$ 2,500			3-8									
Business Acquisition and Retention Bootcamp	2 days	UGX 750,000	23 - 24											
Membership CPD - Every last Thursday of the month	2 hours	UGX 35,000	30	27	27	24	29	26	31	28	25			
Customer and Partner Experience Camp	2 days	UGX 750,000										16-17		
The East African Banking School Conference (Tanzania)	4 days	UGX 3,800,000							8-11					
Microfinance and SACCOs Governance Forum	1 Day	UGX 300,000											6	
Women in Banking and Finance Conference	1 day	UGX 350,000				24								
<b>DATA ANALYTICS</b>														
Data Analytics for Managerial Decision Making	1 Month	UGX 750,000/USD 375			11-15									
Data Management	2 days	UGX 550,000/USD 245						5-6						
Digital Banking Business Opportunities	2 days	UGX 550,000/ USD 245			27-28							16-17		
<b>TRADE FINANCE</b>														
Trade Finance	2 days	UGX 550,000/ USD 245			13-14									

COURSE/ PROGRAMME	DURATION	INVESTMENT	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC
Trade Finance, Principles and Practices	2 days	UGX 550,000/USD 245						25-26		15-16			18-19	
<b>FINANCIAL ANALYSIS AND EXCEL MASTERY</b>														
Foundational Financial Analysis	2 days	UGX 550,000/USD 245		7-8										
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		6-7						21-22		16-17		
Intermediate Excel for Bankers	2 days	UGX 550,000/USD 245					22-23						5-6	
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					4-May			
<b>FINTECH</b>														
Cyber Security in Banking	30 hours	UGX 900,000	On Demand											
Digital Banking and FINTECH	30 hours	UGX 900,000	On Demand											
Digital Payment Systems in Banking	30 hours	UGX 900,000	On Demand											
Identity Access Management	15 hours	UGX 750,000	On Demand											
Legal and Regulatory Aspects of Fintechs and Digital Financial Services in Uganda	15 hours	UGX 550,000	On Demand											
Mobile Banking Security	16 hours	UGX 750,000	On Demand											
Digital Banking - Business Opportunities	15 hours	UGX 550,000	On Demand											
Managing Cyber Security and Payments	15 hours	UGX 550,000	On Demand											
<b>HUMAN RESOURCE</b>														
Training Needs Analysis, Evaluation & Assessment	2 days	UGX 550,000/ USD 245			13-14									
<b>COURSE/ PROGRAMME</b>														
Performance Enhancement Training	2 days	UGX 550,000/USD 245						19-20					18-19	
Staff Communication, Engagement and Team Building	2 days	UGX 550,000/USD 245								7-8				
<b>FINTECH</b>														
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			



COURSE/ PROGRAMME	DURATION	INVESTMENT	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC
<b>OIL &amp; GAS</b>														
Master Class: Oil & Gas	1 week	UGX 1,500,000/USD 500		26-28										
<b>OPERATIONS</b>														
Agency Banking for Agency Supervisors	2 days	UGX 550,000/USD 245		13-14			23-24				12-13			
Agency Banking	1 day	UGX 200,000		6						7				
Mobile Money	Half Day	UGX 100,000			26			24				22		
Forex and Money Remittance	Half Day	UGX 150,000			19			18			18			
Cash Management	2 days	UGX 550,000/USD 245					15-16					16-17		
Clearing, Payment Systems and Collections	2 days	UGX 550,000/USD 245					8-9				18-19			
Customer service Excellence	2 days	UGX 550,000/ USD 245	29-30				22-23		19-21					
Bank Branch Operations	2 days	UGX 550,000/USD 245						5-6						
Business, Drafting Contracts and Advanced Negotiations	2 days	UGX 550,000/USD 245											13-14	
<b>RISK</b>														
Contract Risk management	2 days	UGX 550,000/USD 245			20-21						16-17			
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				21-25								
Internal Capital Adequacy Assessment Process	1 month	UGX 1,200,000										22-23		
Internal Liability Adequacy Assessment Process	1 month	UGX1,200,000											6-7	
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		27-28										
<b>SALES AND MARKETING</b>														
Account Management	2 days	UGX 550,000/USD 245			22-23						5-6			
Customer Relationship Management	2 days	UGX 550,000/ USD 245		7-8				19-20						
Effective Sales and Persuasion Skills	2 days	UGX 550,000/USD 245						12-13			11-12		3-4	
Sales Prospecting	2 days	UGX 550,000/USD 245				24-25					18-19			
Tender and Contract Negotiations	2 days	UGX 550,000/USD 245										23-24		
Deposit Marketing	2 days	UGX 550,000/ USD 245				3-4						7-8		

COURSE/PROGRAMME	DURATION	INVESTMENT	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC
<b>SOFT SKILLS</b>														
21st Century Core Skills Training	16 hours per module	UGX 550,000/USD 245 per module	On Demand											
<b>TREASURY</b>														
Asset and Liability Management	2 days	UGX 550,000/USD 245				28-29								
Treasury Operations Management	2 days	UGX 550,000/ USD 245	23-24											
Treasury Operations	2 days	UGX 550,000/USD 245							11-12				19-20	
<b>VALUES, ETHICS &amp; INTEGRITY</b>														
Ethics and Professionalism in Financial Services	2 days	UGX 550,000/ USD 245			1-2					28-29				
<b>MICROFINANCE</b>														
Micro-Loan Appraisal	1 day	UGX 160,000		14										
Finance for Non-Finance Professionals in MFIs	1 day	UGX 160,000		20										
Governance and Risk Management in MFIs	1 day	UGX 160,000		21									20	
Making Microfinance Work (Diversification and Marketing)	1 day	UGX 160,000			11									
Basic Accounting for MFIs	1 day	UGX 160,000			15									
Cash Management in MFIs	1 day	UGX 160,000				4			12					
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					6	
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										24		
Auditing in MFIs	1 day	UGX 160,000	24											
Branch Operations for MFIs	1 day	UGX 160,000	30											

COURSE/ PROGRAMME	DURATION	INVESTMENT	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC
Risk, Fraud and Internal Controls in MFIs	1 day	UGX 160,000	17											
<b>PROFESSIONAL COURSES</b>														
Chartered Banker	3 Levels (1 Year per level)	REGULAR STUDY: Online-Instructor led: UGX 1,800,000 (Tuition per semester) for six modules  Functional fees: UGX 225,000 per year		3rd							1st			
		MODULAR STUDY (Monthly Intake): Online Instructor-led: UGX 300,000 month (per module).  Functional fees: UGX 225,000 per year	6th	3rd	3rd	3rd	5th	2nd	3rd	4th	1st	3rd	3rd	
Certified Credit Management	2 semesters (9 months)	Online Instructor led: UGX 1,250,000 per semester  UGX 960,000 (Functional Fees per year)		3rd							1st			
Diploma in Microfinance	2 years (4 semesters)	Online Instructor Led: UGX 750,000 per semester.  Functional fees: UGX 225,000 per year		3rd							1st			
Microfinance Apprenticeship Program	2 semesters (9 months)	UGX 1,774,000  (UGX 887,000 per semester)		3rd							1st			
<b>ACADEMIC COURSES</b>														
Post-Graduate Diploma in Agricultural Risk Management and Finance.	9 months (2 semesters)	Online Instructor led: UGX 2,990,000 (Tuition for the entire course)  Functional fees: UGX 1,175,000								August				
Master of Arts in Financial Services	2 years (4 semesters)	Blended (face to face & online): UGX 2,500,000 (Per semester)  Functional fees: UGX 805,000 per annum								August				

COURSE/ PROGRAMME	DURATION	INVESTMENT	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC
<b>FRANKFURT SCHOOL OF MANAGEMENT</b>														
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 7,890, Early Bird- EUR 6,706.5												
Diploma in Green Finance	1 year	Regular- EUR 7,890, Early Bird- EUR 6,706.5												

**TO APPLY FOR OUR COURSES**

Follow this online application link:

**<https://bit.ly/UIBFS-Application-Form>**

Visit the website : **[www.uibfs.or.ug](http://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 / 0778135158** (in regard to E - learning issues).

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