

# Microfinance apprenticeship programme to close skills gap

**Skills.** The Uganda Institute of Banking and Financial Services developed a dual apprenticeship programme in partnership with German Sparkassenstiftung Eastern Africa to address the capacity development needs of Saccos and microfinance institutions.

BY JOAN SALMON

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Uganda's education system constantly comes under attack for producing graduates who have a lot of theoretical knowledge but lack practical skills.

The lack of technical expertise among graduates negatively impacts their careers by limiting their opportunities in the labour market.

Apprenticeship programmes are one way to solve this problem. Apprenticeship is a system of learning the skills of a craft from experts in the field by working alongside them.

It simultaneously enhances the development of skills and prepares for jobs and careers. The programme involves students being recruited as trainees by organisation and paid while they gain career skills.

In 2021, The Uganda Institute of Banking and Financial Services (UIBFS) introduced the Microfinance Apprenticeship Programme, which is being conducted in partnership with German Sparkassenstiftung Eastern Africa (DSIK) and has seen its first cohort of 10 apprentices graduate.

Microfinance Apprenticeship Programme is a training system that combines practical training in microfinance institutions and theoretical training at the institute.

It is based on a dual training system where 80 percent focuses on



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**Ms Goretti Masadde, Chief Executive Officer of The Uganda Institute of Banking and Financial Services**

practical training and skills application while 20 percent is theoretical training. It is learner-centered and participatory learning.

Mr Zachary Kansime, the capacity development advisor at DSIK, says in 2019 while in a meeting with representatives from different microfinance institutions (MFI), it was identified that skills gap is one of the major issues affecting the microfinance sector.

"Most of the graduates have qualifications that are not directly linked to the microfinance sector yet MFIs do not want to lose them. The ideal solution was to create a programme that empowers them on the job," he says.

The programme started with a focus on creating a more practical workforce for existing staff as well as those entering the field.

"It closes the knowledge gap

while upskilling the existing workforce with more practical skills than theory," he says. It is a one-year modular programme completed in two semesters.

Seeing that apprenticeship calls for working while studying, Mr Kansime says they reached out to various MFIs to open up for their staff members to learn while on the job. More than 10 MFIs are participating in the programme.

## Dual apprenticeship

The course runs under a dual apprenticeship arrangement involving a microfinance institution to provide apprentices and a training institution. The government comes in as a regulator to ensure the training programmes are accredited.

## Buying into the partnership

Speaking at the institute's 10th graduation ceremony held last week, Ms Goretti Masadde, the chief executive officer of UIBFS, said the apprenticeship programme brought in an aspect that speaks to the microfinance space.

"The microfinance sector is peculiar as there are various clients from different levels hence ever-changing banking experiences yet their challenges and needs must be understood. Therefore, it is good to have students in the field experiencing these and then seeing how the principles taught align with the working."

## Benefits to MFIs

Mr Kansime says the programme empowers employers to have a much more competitive and productive workforce.

"For instance, some Saccos do not have certain departments such as audit. However, should they start sending in their workforce, the course will expose them to the standard MFI operating standards," he says.

The course also makes the staff more productive and loyal seeing that many are supported by their employers.

Mr Kansime says every workplace thrives to have digitally competent personnel and the training opens the students' knowledge to think outside the box.

DSIK and UIBFS want to make the course more digitally available as it is cumbersome for people from far places to commute every weekend.

"We have started the digital journey to ensure everyone can attend classes and do exams from various locations. It will make the course more competitive," he adds.

## Apprenticeship graduates share their expectations



**Robert Ntegeka, branch manager, Kolping Microfinance, Bukwiri**

"I have learned pure credit analysis thus know when to start assessing a client and what is involved to ensure proper loan appraisal. I have also learned recovery analysis such as how to engage when recovering money from the client. We have also been given customer care skills. I will use the skills attained while consulting to ensure conformity."



**Samuel Niyonsenga, credit supervisor, Equity Bank (U) Ltd**

"I have learned relationship management, credit management, cashiering, branch management, teamwork improvement, and the importance of high turnaround time when serving clients. These will help me on creating teamwork among my colleagues, and better turnaround time because well-served clients bring in more business."



**Billy Eriku, loans officer, Nile Microfinance, Arua**

"The programme has bridged the knowledge gap I had and has increased my level of competence in interpreting financial statements and handling customer complaints. My confidence has also been boosted. That is because we have been taught customer handling skills and financial statement interpretation."



**Ambrose Asimwe, loans officer, UGAFODE**

"I have gained several skills such as cashiering, customer care, and credit management from this apprenticeship programme. I can thus handle any credit issues in the institution as I believe I can easily recover any loan regardless of the state. I will also use these skills to monitor the microfinance's loan and savings portfolio."



**Irene Namirembe, branch manager, Kolping Microfinance, Hoima**

"We were trained in customer care, making us appreciate that the customer is king and a satisfied client means more business. We also learned to think outside the box, not solely looking at our salary to earn a living but get other money-making activities."



**Samuel Baker Candia, loans officer, WATU Credit Uganda**

"We learned a lot such as communication, writing, and presentation skills, how to conduct meetings, and customer care. I am better prepared with presenting myself to clients, more so on field visits. I am also equipped to make our walk-in clients welcome as that means more referrals."



**The Chief Executive Officer of The Uganda Institute of Banking and Financial Services Ms Goretti Masadde poses for a photo with the first microfinance apprenticeship graduates recently.**

ALL PHOTOS BY MICHEAL KAKUMIRIZI



# The Uganda Institute of Banking and Financial Services( UIBFS)

## PROGRAM OFFERINGS FOR SEPTEMBER INTAKE

The Uganda Institute of Banking and Financial Services (UIBFS), formerly The Uganda Institute of Bankers, was established in 1990 as the training and certification body for the banking and financial services industry in Uganda. Prior to its incorporation as an autonomous entity (1967-1989), it had the status of a Local Centre of the Chartered Institute of Bankers, London (now London Institute of Banking and Finance).

The Institute is affiliated with several institutions and bodies involved in the provision, promotion, and regulation of banking and finance education. The Institute is a member of the Alliance of African Institutes of Bankers (AAIOB), and Global Banking Education Standards Board (GBESB) and maintains collaborations with several training institutions including Makerere University, Mountains of the Moon University, The London Institute of Banking and Finance, Chartered Institute of Securities and Investment, Frankfurt School of Finance and Management and ACI – FMA among others.

The Uganda Institute of Banking and Financial Services (UIBFS) is accredited by the National Council and Higher Education (NCHC).

### Why Enroll for a UIBFS Course

- **GET PRACTICAL SKILLS:** our courses are compact and focus primarily on the practical application of knowledge and skills our participants require in the workplace.
- **MAKE THE BEST OF YOUR MONEY:** learn new skills with flexible online learning at a very low cost wherever you are stationed.
- **BETTER PROMOTION PROSPECTS:** we equip you with the skills your company requires, our courses continually improve your promotion prospects, and show employers your dedication to personal improvement.
- **INCREASED SPECIALISED SKILLS:** our course allows you a high degree of freedom that enables you to strategically build the skills you can apply to your current job or qualify you for the job you aspire to have.
- **NETWORKING POTENTIAL:** UIBFS certificate courses provide the opportunity to touch base with fellow professionals who are taking part in the same course but may have very different backgrounds or come from different organizations.

### Professional and Academic Programs for the 2023/2024 September Intake

Do you want to become a Professional Banker, Microfinance Expert, or Credit Management Expert ultimately a Chartered Banker?

Are you an aspiring banker or already working in a Financial Institution at the junior or senior level, University Student / Graduate, Diploma Holder, or an S6 Leaver?

Join The Uganda Institute of Banking & Financial Services to pursue your dream career in the Banking and Financial Services Industry by enrolling for the September 2023 Professional Programs Intake.

Apply Online by filling in the Application form on the Institute Website at [www.uibfs.or.ug](http://www.uibfs.or.ug) or email: [registrar@uib.or.ug](mailto:registrar@uib.or.ug)

CERTIFIED PROFESSIONAL BANKER - Chartered Banker level 1 (The Gateway to Acquire the Chartered Banker Status) Duration: 1 Year Study Mode: Online / Evening Face to Face		
Target Audience	Entry requirements (Any of the below)	Cost Per Semester
<input checked="" type="checkbox"/> Aspiring Banking Professionals <input checked="" type="checkbox"/> University graduates <input checked="" type="checkbox"/> Senior Six (S.6) leavers <input checked="" type="checkbox"/> Career Switchers <input type="checkbox"/> Current Bank Employees <input type="checkbox"/> Staff of other financial institutions	(i) Eligible for exemptions <input checked="" type="checkbox"/> Bachelor's Degree <input checked="" type="checkbox"/> Professional qualifications e.g., CPA, ACCA, CIM, CIPS, CPB etc. <input checked="" type="checkbox"/> Master's degree  (ii) No exemptions <input checked="" type="checkbox"/> Diploma <input checked="" type="checkbox"/> U.A.C.E with 2 Principal Passes with credit in Maths and English	Tuition: <input type="checkbox"/> Online instructor-led / Evening @ UGX 215,000 per module (max. 6 modules costing UGX 1,290,000) <input type="checkbox"/> Online Self Study @ UGX 100,000 max. 6 modules costing UGX 600,000 Examination fee: UGX 85,000 per module (Max. 6 modules) Function fees UGX 225,000 (per year)

CHARTERED BANKER - EXPERT LEVEL Duration: 4 months Study Mode: Blended Online/ Face to Face		
Target Audience:	Entry requirements:	Course Fee:
Bank Directors and other experienced senior bankers who wish to gain Chartered Banker status.	<input type="checkbox"/> Have at least 10 years of relevant banking and financial services experience, including 5 years of top-level managerial experience. <input type="checkbox"/> Possession of MBA or master's in economics or financial-related disciplines or other Professional qualification. <input type="checkbox"/> Presentation of a portfolio of Evidence	UGX 3,500,000

CHARTERED BANKER - BY EXPERIENCE Duration: 1 Year Study Mode: Blended Online/ Face to Face		
Target Audience:	Entry requirements:	Course Fee:
Members of Bank Executive Committees (EXCOs) and other experienced senior bankers who wish to gain Chartered Banker status.	<input type="checkbox"/> One should have a minimum qualification of MBA or master's in economics or Financial Related disciplines or Master in Agribusiness Management <input type="checkbox"/> Have at least 5 years' experience in banking and having completed relevant Executive level exemption exams. <input type="checkbox"/> Presentation of portfolio of Evidence	UGX 6,000,000

CERTIFIED CREDIT MANAGEMENT Duration: 9 Months (2 Semesters) Study Mode: Online / Face to Face		
Target Audience:	Entry requirements:	Study Mode and Tuition:
Credit Officers, Credit, Analysts, Credit Managers, Credit Monitoring and Evaluation Officers, Credit Supervisors / Administrators, Audit, retail and Corporate Banking Executives, Branch Managers, Board Risk and Credit approval Committee members	Applicants should possess ATLEAST one of the following requirements:  <input type="checkbox"/> A University degree with at least two years of Credit related work or experience in a financial institution <input type="checkbox"/> Recognised professional qualification e.g., CPA, ACCA or equivalent. <input type="checkbox"/> Certified Professional Banker (Diploma in Banking/ Certificate in Credit Management	<input type="checkbox"/> Online instructor led (Evening) @ UGX 1,250,000 per Semester <input type="checkbox"/> Online Self Study @ UGX 720,000 per Semester <input type="checkbox"/> Functional Fees: 960,000 per year

DIPLOMA IN MICROFINANCE Duration: 2 Years (4 Semesters) Study Mode: Day / Evening or Online self-study		
Target Audience:	Applicants should possess ATLEAST one of the following requirements:	Study Mode and Tuition:
Bank staff, Microfinance Practitioners, Sacco staff, fresh graduates and S.6 Leavers	<input type="checkbox"/> Any recognised professional qualification e.g. CPA, ACCA or equivalent <input type="checkbox"/> Holders of the Institute's Banking Certificate <input type="checkbox"/> UACE with 1e principal pass and two subsidiary passes, or the equivalent <input type="checkbox"/> Diploma and Degree holders qualifications from recognized Institutions.	<input type="checkbox"/> Evening / Day @ UGX 750,000 per Semester <input type="checkbox"/> Online Self Study @ UGX 600,000 per Semester <input type="checkbox"/> Functional Fees: 225,000 per year

FOUNDATION CERTIFICATE IN BANKING AND FINANCIAL SERVICES	
Duration 1 month	Training Fee UGX 300,000
Entry requirements. University degree or proof of completion of degree study	Course Overview Banking in Uganda is one of the leading economic sectors with very bright prospects owing to increasing demand for credit products from a vibrant SME base. The industry is increasingly demanding job-ready graduates to fuel its engine of growth. This Foundation Certificate is specially designed to equip fresh graduates of any academic qualification with the hands-on skills required to perform at very high levels in a very demanding profession right from the start.
Access to further study. Upon successful completion of this course, participants may enroll in any UIBFS short courses or the Chartered Banker Program.	Assessment Progressive assessment at the end of every unit and a 50 multiple choice computer exam at the end of the course.
Delivery channel Hybrid (Online and face-to-face).	Course objective To equip graduates who are passionate about banking and financial services with hands-on skills in banking that make them immediately employable upon successful completion of training.
Learning outcomes At the end of this course, participants will be able to: • Work professionally across multiple functions in a bank, saving the employer money, time, and reputation hence increasing opportunity for growth and promotion.	Target audience • University graduates • 3rd-year students at universities  The course will cover the following topics: • Overview of the Banking environment • Bank products and services • Banking in a disruptive environment • Cash Management • Know Your Currency • Foreign Exchange • Digital Banking • Types of accounts and their operations • Cheques and Cheque clearing • Credit origination and documentation • Loan delinquency and recovery • The basics of accounting and the accounting equation • Emotional intelligence • Teamwork and conflict resolution • Know Your Customer (KYC) principles. • Deposit marketing • Customer service and communication • Banking Acts, Regulations, and Compliance • Career progression and interview techniques.

### OTHER SHORT PROGRAMS OFFERED FOR 2023

Course Name	Mode of Study	Duration	Fees	Provider
1 Cards & Payments Masterclass	Online Instructor led & Face-to-Face.	3 days	USD 850	UIBFS/ Inter-switch
2 Certified Digital Payments Expert	Online Instructor led & Face-to-Face	5 days	USD 1000	UIBFS/ Inter-switch
3 Compliance & Risk Management in Payments Systems	Online Instructor led & Face-to-Face	2 days	USD 1000	UIBFS/ Inter-switch
4 Key Management on HSM (Hardware Security Module)	Online Instructor led & Face-to-Face	2 days	USD 1200	UIBFS/ Inter-switch
5 Security, Audit, Controls & Investigation in Payments Systems	Online Instructor led & Face-to-Face	2 days	USD 800	UIBFS/ Inter-switch
6 "Lead" Leadership Development Programme	Online Instructor led & Face-to-Face	6 Weeks	USD 1000	UIBFS/Leading Boards Africa
7 Corporate Governance	Online Instructor led & Face-to-Face	6 hours	UGX 550,000	UIBFS
8 Intellectual Property (IP) in Financial Services	Online Instructor led & Face-to-Face	15 hours	UGX 550,000	UIBFS/ADV MIKE WABUGO
9 Internal Capital Adequacy Assessment Process	Online Instructor led & Face-to-Face	5 days	UGX 1,000,000	UIBFS
10 Diplomacy and Protocol Management	Online Instructor led & Face-to-Face	15 hours	UGX 550,000	UIBFS
11 Leadership and Branch Supervision	Online Instructor led & Face-to-Face	15 hours	UGX 550,000	UIBFS
12 Performance Management and Leadership	Online Instructor led & Face-to-Face	15 hours	UGX 550,000	UIBFS
13 Risk Management Certificate	Online	3 months	UGX 900,000	UIBFS
14 Bank Branch Management Certificate	Online	3 months	UGX 900,000	UIBFS
15 Compliance Certificate	Online	3 months	UGX 900,000	UIBFS
16 Certificate in Trade Finance	Online	3 months	UGX 900,000	UIBFS

17	ACI Dealing Certificate	Physical Class (Evenings)	2½ months	UGX 1,700,000	UIBFS
18	Project Planning	Online	1 month	UGX750,000	UIBFS/ICDL
19	Advanced Data Bases	Online	1 month	UGX750,000	UIBFS/ICDL
20	Workforce Computer Essentials	Online	1 month		UIBFS/ICDL
21	21 <sup>st</sup> Century Skills	Online	1 month		UIBFS/ICDL

### Microfinance Short Skills Courses

SN	COURSE NAME	DURATION	COST
1	Agricultural Loan Appraisal	15 Hours	550,000
2	Auditing in MFIs	15 Hours	300,000
3	Basic Accounting for MFIs	15 Hours	300,000
4	Branch Management for MFIs	15 Hours	300,000
5	Cash Management for MFIs	15 Hours	300,000
6	Credit Analysis and Risk Assessment	15 Hours	300,000
7	Customer Care Excellence in MFIs	15 Hours	300,000
8	Delinquency Management and Loan Monitoring	15 Hours	300,000
9	Finance for Non-Finance Professionals in MFIs	15 Hours	300,000
10	Governance and Risk Management in MFIs	15 Hours	300,000
11	Making Microfinance Work (Diversification and Marketing)	15 Hours	300,000
12	Micro-Loan Appraisal	15 Hours	300,000
13	Product Development and Management in MFIs	15 Hours	300,000
14	Risk, Fraud, Forgeries, and Internal controls in MFIs	15 Hours	300,000

### DUAL APPRENTICESHIP FOR THE MICROFINANCE SECTOR IN UGANDA

UIBFS Graduates the First Cohort Under the Microfinance Apprenticeship Programme (MAP)

In 2021 the Uganda Institute of Banking and Financial Services (UIBFS) developed a dual apprenticeship program developed in partnership with German Sparkassenstiftung Eastern Africa (DSIK) drawing from the German experience in practical education to address the capacity development needs of SACCOs and Microfinance Institutions.

Named the Microfinance Apprenticeship Programme (MAP) is a competence-based vocational training approach that combines 80% practical training and skills application at the workplace (in-company training) and 20% theoretical but practice-oriented lessons at the institute. It is a more flexible, modular approach customized to the Ugandan microfinance sector drawing on the training needs assessment survey results, sector-specific research, and success stories from other countries. Training Model



Target Audience:	The minimum entry requirements include one of the following:	Study Mode and Tuition:
Existing Microfinance Institutions staff, SACCO staff, fresh graduates, and individuals seeking a career change into the microfinance sector.	(i) A' level Certificate with One principal pass if already working in an MFI. (ii) Diploma (iii) Degree (iv) Foreign students with qualifications from recognized institutions	• Blended Mode (Online instructor-led & Face to face) @ UGX 1,000,000 • OR UGX 500,000 per Semester

### Training Coverage

1. Branch Management
2. Customer service and cashing
3. Internal Audit and controls
4. Communication skills for MFIs
5. Accounting for MFIs
6. Credit and default management
7. Sales & Marketing
8. ICT for MFIs (Elective)
9. Cross-cutting issues (elective)

Duration: 1 Year (2 Semesters) Study Mode: Blended Online / Face to Face

The microfinance apprenticeship program is offered in Partnership with German Sparkassenstiftung (DSIK) – Uganda

For more information about our programs, Contact us through.

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