KENYA SCHOOL OF MONETARY STUDIES (KSMS)

Serving the Financial Sector in Africa

Training Programmes 2016

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Serving the Financial Sector in Africa

Training Programmes 2016

CENTRAL BANKING COURSES

COURSE NO.	COURSE TITLE	DATE-2016	VENUE
CBC 05	Foundation course in Banking Supervision	22-26 February, 2016	NAIROBI
CBC 06	Intermediate course for Bank Examiners	18-22 April, 2016	NAIROBI
CBC 24	Advanced course for Bank Examiners	21-25 March, 2016 5-9 September, 2016	NAIROBI
CBC 23	Banking Operations in a Central Bank	2-6 May, 2016	NAKURU
CBC 20-3	Public Debt Management	23-27 May, 2016	NAIROBI
CBC 19	Foundation course in Financial Markets	20-24June, 2016	KISUMU
CBC 34	Risk Management in Central Banks	22-26 August, 2016	MOMBASA
CBC 26	Cross Border Clearing and Settlement Mechanisms	14-18 March, 2016	NAIROBI
CBC 25	Macro Stress Testing and Modelling of Financial Sector Risk	6-10 June, 2016	NAIROBI

BANKING AND FINANCE

COURSE NO.	COURSE TITLE	DATE	VENUE
BF 42	Sukuk (Islamic Bond) Training	15-19 February,2016	NAIROBI
BF 14	Finance for Non-Finance Managers	15-19 February, 2016 8-12 August, 2016	KISUMU NAKURU
BF 40	Comprehensive Course on International Financial Reporting Standards- (IFRS)	February & April, 2016	NAIROBI
BF 60	Public Finance Training	7-11 March,2016	NAIROBI
BF 13	Budgeting and Budgetary Control	7-11 March, 2016 10-14 October, 2016	ELDORET NAIROBI
BF 38	International Trade Finance	14-18 March, 2016 24-28 October, 2016	NAIROBI NAIROBI
BF01	Cashiering and Back Office Operations	14-18,March, 2016 12-16 September, 2016	NAIROBI NAIROBI
BF15	Application of IFRS in the Financial Sector	18-22 April, 2016	MOMBASA
BF 04	Frauds and Forgeries: Prevention, Detection and Investigation	25-29 April, 2016 10-14 October, 2016	MOMBASA KISUMU
BF 55	Sharia Compliant Banking	9-13May, 2016	NAIROBI
BF 02	Banking Operations	9-13 May, 2016 14-18 November, 2016	NAIROBI NAIROBI
BF 45	Financial Literacy and Inclusion	16-20 May, 2016	NAIROBI
BF39	Bank Stress Testing	16-20 May, 2016	NAIROBI
BF 57	Mobile and Agency Banking	16-26 May, 2016	NAIROBI

COURSE NO.	COURSE TITLE	DATE	VENUE
BF 05	Management of Deposit Insurance Schemes	13-17 June, 2016	NAIROBI
BF 49	Financial Stability: A New Approach to Banking Crises Prevention	20-25 June,2016	NAIROBI
BF 58	Law Relating to Banking	11-15 July,2016	NAIROBI
BF 46	National Payments and Security Settlement Systems	22-26 August, 2016	MOMBASA
BF 59	Credit Analysis Training	22-26 August,2016	NAIROBI
BF 51	Payment Systems: Regional Integration and operations (MAC)	18-22 April, 2016	MOMBASA
BF 21	Cross Border Macro Surveillance and Crisis Management Mechanisms (MAC)	23-27 May, 2016	NAIROBI
BF 41	Regional Certificate in Participatory/ Islamic Banking	13-17 June, 2016	NAIROBI
BF 11	Cross Border Payments Systems and Management (MAC)	11-15 July, 2016	NAIROBI

CURRENCY MANAGEMENT

COURSE NO.	COURSE TITLE	DATE	VENUE
CM 10	Cash in Transit	7-11 March, 2016	NAIROBI
CM 01	Vault Management Course	8-12 August, 2016	NAIROBI
CM 04	Foundation Course in Currency Management	15-19 August, 2016	NAIROBI
CM 02	Intermediate Course In Currency Management	19-23 Sept, 2016	NAIROBI
CM 03	Advanced Course in Currency Management	26-30 October, 2016 24-28 October, 2016	NAIROBI
CM 11	Cash Management and Combating Counterfeit Money	14-18 Nov, 2016	MOMBASA
CM 12	Common Currency Management	15-19 August, 2016	KISUMU

ECONOMICS

COURSE NO.	COURSE TITLE	DATE	VENUE
EC 01	Monetary and Financial Statistics	18-22 July, 2016	NAIROBI
EC 02	Macroeconomic Modelling and Forecasting	8-12 August, 2016	NAIROBI
EC 03	Macroeconomics for Public Sector Managers	22-26 August, 2016	MOMBASA

AUDIT AND RISK MANAGEMENT

RM 11	Report Writing for Internal Auditors	7-11 Nov, 2016 6-10 June, 2016	ELDORET
RM 40	Risk Certification Program (RCP) Level 1	8th April - 3rd June, 2016	NAIROBI
RM 41	Risk Certification Program (RCP) Level 2	29th Feb - 3rd June, 2016	NAIROBI
RM 42	Risk Certification Program (RCP) Level 3	29th Feb - 3rd June, 2016	NAIROBI

LEADERSHIP AND MANAGEMENT

COURSE NO.	COURSE TITLE	DATE	VENUE
LM 07	Decision Making and Planning Skills	18-22 January, 2016 7-11 Nov, 2016	KISUMU ELDORET

COURSE NO.	COURSE TITLE	DATE	VENUE
LM 49	Business Relationship Management	1-5 February, 2016 12-16 Sept, 2016	MOMBASA ELDORET
LM 16	Effective Customer Service, Interpersonal Skills and Public Relations	8-13 February, 2016 12-16 Sept, 2016	MOMBASA NAKURU
LM 46	HR for Non HR Supervisors and Managers	22-26 February,2016 31st Oct-4 Nov,2016	MOMBASA MOMBASA
LM 50	Leading And Managing Execution Program With A Focus On Strategy (Module 1)	7-11 March, 2016	NAIROBI
LM 13	Conflict Management and Emotional Intelligence	7-11 March, 2016 22-26 August, 2016	MOMBASA NAKURU
LM 09	Effective Supervision and Building Working Teams	14-18 March, 2016 17-21 October, 2016	NAKURU
LM 45	Advanced Skills Development for Support Staff, Administrative Assistants and Drivers	4-8 April, 2016 10-14 October, 2016	NAKURU MOMBASA
LM 44	Management of Security in Banks and Financial Institutions	11-15 April, 2016	NAKURU
LM 51	Leading and Managing Execution Program With A Focus On Performance (Module 2)	9-13 May, 2016	NAIROBI
LM 40	Labour Laws	9-13 May, 2016	MOMBASA
LM 42	Leading High Performing Teams	8-13 May, 2016	NAIROBI
LM 29	Effective Communication and Report Writing	23-27 May, 2016 17-21 October, 2016	ELDORET MOMBASA
LM 19	Records and Archive Management	20-24 June, 2016	MOMBASA
LM 37	Planning for Retirement	20-24 June, 2016	NAIROBI
LM 52	Managing Diverse Generations Course	06-10, June 2016	NAKURU
LM 10	Change Management and Building Working Teams	20-24 June, 2016	NAKURU
LM 53	Protocol and Etiquette Course	08-10- August, 2016	NAIROBI
LM 06	Coaching and Mentoring in a Modern Organization	26-30 October, 2016 9-13 May, 2016	NAIROBI
LM 17	Events Planning and Management	10-14 October, 2016	MOMBASA
LM 38	Job Evaluation and Analysis	14-18 Nov, 2016	NAIROBI

PROCUREMENT AND SUPPLY CHAIN MANAGEMENT

COURSE NO.	COURSE TITLE	DATE	VENUE
PM 01	Stores Management	22-26 Feburary, 2016 10-14 October, 2016	NAKURU MOMBASA
PM 04	A Modern Approach to Procurement	14-18 March, 2016	KISUMU
PM 05	Developing fit for Purpose Tender Documents	4-8 April, 2016 31st Oct-4 Nov, 2016	MOMBASA KISUMU ELDORET
PM 03	Public procurement course for Tender and Evaluation Committees	9-13 May, 2016	KISUMU
PM 02	Complete Procurement Cycle	13-17 June, 2016 3-7 October, 2016	ELDORET NAKURU

INFORMATION TECHNOLOGY

COURSE NO.	COURSE TITLE	DATE	VENUE
IT 01	Oracle Database 12c: Introduction to SQL Ed 1.1	11-15 January	NAIROBI
IT 02	Oracle Database 12c: Administration Workshop	18-22 January	NAIROBI
IT 03	Oracle Database 12c: Install and Upgrade Workshop	25-26 January	NAIROBI
IT 04	Oracle Database 12c: Backup and Recovery Workshop	8-12 February	NAIROBI
IT 05	Oracle Database 12c: Managing Multitenant Architecture	15-16 February	NAIROBI
IT 06	Java SE 8 Fundamentals	7-11 March	NAIROBI
IT 07	Java SE 8 Programming	14-18 March	NAIROBI
IT 08	Java ME: Development Applications for Mobile Phones	21-22 March	NAIROBI
IT 09	R12.x Oracle E-Business Suite Essentials for Implementers	4-6 April	NAIROBI
IT 10	R12.x Oracle General Ledger Management Fundamentals	11-15 April	NAIROBI
IT 11	R12.x Oracle Payables Management Fundamentals	18-21 April	NAIROBI
IT 12	R12.x Oracle Purchasing Fundamentals	25-29 April	NAIROBI
IT 13	Oracle Solaris 11 Administration	9-13 May	NAIROBI
IT 14	Oracle Solaris 11 Administration Advanced	16-20 May	NAIROBI
IT 01	Oracle Database 12c: Introduction to SQL Ed 1.1	6-10 June	NAIROBI
IT 02	Oracle Database 12c: Administration Workshop	13-17 June	NAIROBI
IT 03	Oracle Database 12c: Install and Upgrade Workshop	20-21 June	NAIROBI
IT 04	Oracle Database 12c: Backup and Recovery Workshop	4-8 July	NAIROBI
IT 05	Oracle Database 12c: Managing Multitenant Architecture	11-12 July	NAIROBI
IT 06	Java SE 8 Fundamentals	8-12 August	NAIROBI
IT 07	Java SE 8 Programming	15-19 August	NAIROBI
IT 08	Java ME: Development Applications for Mobile Phones	22-23 August	NAIROBI
IT 09	R12.x Oracle E-Business Suite Essentials for Implementers	12-14 September	NAIROBI
IT 10	R12.x Oracle General Ledger Management Fundamentals	19-23 September	NAIROBI
IT 11	R12.x Oracle Payables Management Fundamentals	26-29 September	NAIROBI
IT 12	R12.x Oracle Purchasing Fundamentals	10-14 October	NAIROBI
IT 13	Oracle Solaris 11 Administration	7-11 November	NAIROBI
IT 14	Oracle Solaris 11 Administration Advanced	21-25 November	NAIROBI

CENTRAL BANKING COURSES

Training Programmes

FOUNDATION COURSE FOR BANK EXAMINERS: Course No. CBC 05

25-29 January, 2016 - Nairobi

Course Objective

Effective Bank Supervision is an important part of countries' efforts to maintain financial stability. A sound and stable banking system is critical to meeting economies' credit needs and facilitating commerce in order to achieve longer-term growth and development. This course will enable participants apply both on-site and off-site inspection procedures, analyze the financial soundness of banking institution using CAMELs rating system and enhance participants understanding of regulatory and financial frameworks including basic accounting, banking operations and risk management.

Course Contents

- East African Banking Financial System
- Objectives of the Central Banks
- Legal and regulatory framework for banking supervision
- Onsite inspection procedures
- Overview of Risk Management
- Risk Based Supervision (RBS)
- Offsite Surveillance
- Basel Core Principles for Effective Banking Supervision
- Overview of Anti-Money Laundering and Combating the Financing of Terrorism
- Duties of Internal Auditors and External Auditors
- Corporate governance Principles
- Banking Operations
- Overview of Basel I,II and III
- Report Writing
- Written examination on topics covered

Target Group:
Newly posted Bank Examiners and those who have been in Bank Supervision for a period of 1-2 years.

Delivery Methodology:
The course will feature power point presentations, case studies, simulations and interactive class discussions.

Course Fees
The course fees will be **Ksh. 69,600/USD 810** (All inclusive) per participant to cover for tuition, training materials, lunch, tea, group photograph and certification.

Course Coordinator: Angela Kimeto **Email:** kimetoa@ksms.or.ke

INTERMEDIATE COURSE FOR BANK EXAMINERS: Course No. CBC 06

25-29 January, 2016 - Nairobi

Course Objective

To expose participants' to the risk assessment techniques and the use of IT tools for inspection of financial institutions.

Course Contents

- Evaluation of risk management frameworks in financial institutions
- Basel II
- Consolidated supervision
- Supervisory enforcement actions
- Problem bank resolution
- Regional integration initiatives
- Team-building
- Financial/economic crimes
- Forensic auditing techniques
- Computer Audit Assisted Techniques (CAATs)
- Presentation skills
- Core Banking Solution Module(s)
- Audit and Security Features
- Written Examination covering the entire course content

Target Group
Team leaders and Bank Examiners in Bank Supervision Department.

Delivery Methodology
The course will feature power point presentations, case studies, simulations and interactive class discussions.

Course Fees
The course fees will be **Ksh. 69,600/USD 810** (All inclusive) per participant to cover for tuition, training materials, lunch, tea, group photograph and certification

Course Coordinator: Josiah Mayieka **Email:** Mayiekaja@ksms.or.ke

ADVANCED COURSE FOR BANK EXAMINERS: Course No. CBC 24

21-25 March, 2016 - Nairobi

5-9 September, 2016 - Nairobi

Course Objective

To enhance participants' policy and analysis formulation skills. The participants will also learn from experiences of other countries on current policy issues.

Course Contents

- Risk modelling
- Supervision of systematically important institutions (domestic and foreign), stress testing (scenario design) role of supervisory colleges
- Product Innovations, Derivatives, swaps, Exotic Products, electronic banking
- Investing banking
- Financial Sector Development
- Practical implementation of Basel II
- Basel III
- Crisis Management
- Financial Stability Issues
- Bank restructuring
- Monetary Policy and Operations
- Interest Rate and Exchange Rate Policies
- Open Market Operations
- Lombard/Interbank Lending
- Lender of Last Resort
- Government Securities Operations
- Leadership
- Project Management
- International Financial Stability Standards and Codes
- Current Supervisory methods in the EAC
- symposium

Target Group:

Senior Bank Examiners.

Delivery Methodology:

The course will feature power point presentations, case studies, simulations and interactive class discussions.

Course Fees

The course fees will be **Ksh. 69,600/USD 810** (All inclusive) per participant to cover for tuition, training materials, lunch, tea, group photograph and certification.

Course Coordinator: Njeri Munge **Email:** mungejn@ksms.or.ke

BANKING OPERATIONS IN A CENTRAL BANK: Course No. CBC 23

2-6 May 2016 - Nakuru

Course Objective
To improve efficiency in a Central Bank by exposing participants to the basic operations of the Central banking operations system, principles and practice. At the end of the course, participants will have a solid understanding of the fundamental banking operations in a Central Bank and their inherent risks

Course Contents

- Introduction to the Financial Sector
- Banking Operations: An overview
- Types of Accounts and their operations
- Automated clearing and settlement procedures
- Law relating to cheques, bills and other negotiable instruments
- Foreign exchange operations
- The role of Payments Settlement Systems and Major Payment Systems
- Professional Ethics
- Personal Etiquette
- Risk Management and mitigating factors

Target Group
Staff in Central Banks working in Banking, National Payment Systems and External Payments Departments.

Delivery Methodology
The course will feature power point presentations, case studies, simulations and interactive class discussions.

Course Fees
The course fees will be **Ksh. 92,800/USD 1080** (All inclusive) per participant to cover for tuition, training materials, lunch, tea, group photograph and certification.

Course Coordinator: Benta Awori **Email:** aworib@ksms.or.ke

PUBLIC DEBT MANAGEMENT:
Course No. CBC 20-3
23-27 May 2016, Nairobi

Course Objective
To provide an in-depth understanding of debt sustainability, public debt management, introduce participants to the meaning and implication of contingent liability and risk management.

Course Contents
- Overview of Public Debt
- Basic Debt Concept
- Domestic Debt
- External Debt
- Contingent Liabilities
- The Budgetary Framework
- Restructuring Public Debt
- Managing Public Debt
- Monitoring Organizational and Legal Issues in Public Debt Management
- Advanced Concepts in Public Debt Management

Target Group
Debt managers in Central Banks and staff from Ministry of Finance.

Delivery Methodology
The course will feature power point presentations, case studies, simulations and interactive class discussions.

Course Fees
The course fees will be **Ksh. 69,600/USD 810** (All inclusive) per participant to cover for tuition, training materials, lunch, tea, group photograph and certification.

Course Coordinator: Cyril Oyier **Email:** Oyierc@ksms.or.ke

FOUNDATION COURSE IN FINANCIAL MARKETS: Course No. CBC 19

20-24 June 2016, Kisumu

Course Objective

To enhance participants' knowledge of the main instruments and markets that comprise the financial system. The course discusses the factors that influence the evolution of financial markets, valuation of various securities such as equities and foreign exchange, bond price, forward rate and yield curve calculations, forward rate agreements (FRAs) and interest rate swaps, and interest rate hedging.

Course Contents

- Securities-calculation of yields
- Bond markets-calculating bond prices, duration and yields
- Equity markets
- FX markets
- Forward interest rated and yield curves
- FRAs and interest swaps
- Yield curve analysis
- Interest rate hedging
- The mechanics of option markets

Target Group

Staff who have worked in Financial Markets department for a period of 1-3 years.

Delivery Methodology

The course will feature power point presentations, case studies, simulations and interactive class discussions.

Course Fees

The course fees will be **Ksh. 92,800/USD 1080** (All inclusive) per participant to cover for tuition, training materials, lunch, tea, group photograph and certification.

Course Coordinator: Josiah Mayieka **Email:** Mayiekaja@ksms.or.ke

RISK MANAGEMENT IN CENTRAL BANKS: COURSE NO. CBC 34

22-26 August, 2016 Mombasa

Course Objective

To expose participants to the specific risks that central banks face and explore ways of mitigating the risks.

Course Contents

- Introduction to ERM in a Central Bank
- ERM measurement and assessment techniques
- Risk Management and Corporate Governance in a Central Bank
- The fundamentals of enterprise wide risk management
- Defining and understanding various risks for central banks
- Promoting a risk management culture
- Risks stemming from bank interventions
- Risk Management Tools
- Emerging Risks and their key risk indicators
- Enterprise Risk Management Case Studies

Target Group

Central Bank staff in the Risk Management Department, Internal and External Auditors, Financial Analysts, Business Managers, IT and IT security professionals, and staff in general operations.

Delivery Methodology

The course will feature power point presentations, case studies, simulations and interactive class discussions.

Course Fees

The course fees will be **Ksh. 92,800/USD 1080** (All inclusive) per participant to cover for tuition, training materials, lunch, tea, group photograph and certification

Course Coordinator: Angela Kimeto **Email:** kimetoa@ksms.or.ke

CROSS BORDER CLEARING AND SETTLEMENT MECHANISMS: Course No. CBC 26

14-18 March, 2016 - Nairobi

Course Objective
To enhance participants' skills in national clearing and settlement systems

Course Contents

- Cross Border Clearing and Settlement Mechanism
- Risk Management on Cross Border Clearing
- Settlement Issues under Cross Border Clearing
- Regulatory Framework for Clearing and Settlement under Cross Border arrangements

Target Group
Payment systems and Banking officers

Delivery Methodology
The course will feature power point presentations, case studies, simulations and interactive class discussions.

Course Fees
The course fees will be **Ksh. 69,600/USD 810** (All inclusive) per participant to cover for tuition, training materials, lunch, tea, group photograph and certification.

Course Coordinator: Njeri Munge **Email:** mungejn@ksms.or.ke

MACRO STRESS TESTING AND MODELLING OF FINANCIAL SECTOR RISK: Course No. CBC 25

6-10 June, 2016 - Nairobi

Course Objective

To improve the analysis of financial stability risks, the conduct of stress testing and modelling of financial stability risks by East African Central bank Officials' micro prudential and macro prudential regulation.

Course Contents

- Overview of financial stability
- Data requirements and indicators for surveillance and stress tests
- Assessing Risks to financial stability and predicting systematic events
- Framework for stress testing of financial stability risks
- Micro stress testing: Overview of the Cihak framework
- Credit risk modeling: Credit stress testing using migration of loans approach and Cr+
- Market risk model including use of VAR: Foreign exchange risk stress testing
- Design of Macro stress tests
- Applications: macro modelling of systematic risks
- Progress, constraining factors and plans for improvement
- Basic E-views: Data analysis
- Macro prudential policy framework
- Equilibrium credit growth and counter cycling capital tools: Applications from Ugandan data
- Financial stability and macro stress testing

Target Group: Financial institution supervisors, economists and financial analysts

Delivery Methodology: The course will feature power point presentations, case studies, simulations and interactive class discussions.

Course Fees

The course fees will be **Ksh. 69,600/USD 810** (All inclusive) per participant to cover for tuition, training materials, lunch, tea, group photograph and certification.

Course Coordinator: Benta Awori **Email:** aworib@ksms.or.ke

BANKING AND FINANCE COURSES

Training Programmes

SUKUK (ISLAMIC BOND) TRAINING: Course No. BF 42

15-19 February 2016 - Nairobi

Course Objective
To provide the participants with a comprehensive understanding of the Sukuk product within the parameters promulgated by the AAOIFI Shari'ah standards.

Course Contents

- Theory of contracts in Islam :Principles and concepts underlying Islamic finance
- Sources of Shari'ah
- Understanding objectives of Shari'ah (Maqasid al-Shari'ah) and its implication to Islamic Banking and Finance
- Prohibited elements in Islamic Finance
- Riba (interest)
- Gharar (uncertainty)
- Maysir (gambling)
- Salient features of various Islamic principles and contracts
- Salient legal, credit and operational aspects relating to varying Sukuk structures possible under different Shari'ah contracts
- Global trends in the Sukuk market as it continues to unfold in sovereign and corporate sectors
- Benefits, costs and risks of Sukuk both from the issuer as well as investor perspectives
- The potential of Sukuk within the context of the overall Islamic finance landscape and its potential for application in varying capacities for raising funding requirements

Target Group
Staff working in Capital Markets**,** Risk Management**,** Product Development in Commercial Banks**,** Finance and Financial Markets**,** Shari'ah Advisory and Research and Regulatory Bodies.

Delivery Methodology
Our training methodology includes the use of lectures, case studies and class discussions.

Course Fees
The course fees will be **Kshs. 69,600/ USD 810** (All inclusive) per participant to cover for tuition, training materials, lunch, tea, group photograph and certification.

Course Coordinator: Cyril Oyier **Email:** Oyierc@ksms.or.ke

FINANCE FOR NON-FINANCE MANAGERS: Course No. BF 14

15-19 February 2016, Kisumu

8-12 August, 2016, Nakuru

Course Objective

To provide non-finance managers with a comprehensive working knowledge of critical financial principles in an easy manner to follow and enable them make better decisions in their organizations. At the end of the course the participants will be able to communicate finance related matters more effectively.

Course Contents

- Introduction to Financial Management
- Key accounting concepts
- Double entry system of payment
- Key Financial Statements
- Appreciating the role of Auditors
- Cash Management
- Key Performance ratios and indicators
- Budgets and Budgetary Control
- Cost Management
- Accounting and Financial Controls
- Accounting Terminologies
- Risk Management

Target Group

Managers with no accounting background.

Delivery Methodology

The course will feature power point presentations, case studies, simulations and interactive class discussions.

Course Fees

The course fees will be **Kshs. 92,800 /USD 1080** (All inclusive) per participant to cover for tuition, training materials, lunch, tea, group photograph and certification.

Course Coordinator: Elizabeth Gathecha **Email:** gathechaet@ksms.or.ke

COMPREHENSIVE COURSE ON INTERNATIONAL FINANCIAL REPORTING STANDARDS (IFRS) : Course No. BF 40

February 2016 (Session I): Nairobi
April 2016 (Session II): Nairobi

Course Objective
The course covers over 30 of the current IASB standards (IFRSs and IASs), with particular emphasis on those standards relating to the financial services sector. Relevant interpretations issued by the IASB are
Incorporated into the course as well. Numerous examples and hands-on exercises and case studies serve to make the course extremely relevant and interesting. Participants are expected to participate in group projects, including the review of financial statements and related required disclosures.

Course Contents
Session I
- Introduction to IFRS (Module 1)
- Non-Financial Assets (Module 2)
- Non-Financial Liabilities (Module 3)

Session II
- IAS 18 Revenue (Module 4)
- Financial Instruments (Module 5)
- Financial Statements (Module 6)
- Business Combinations and Group Reporting (Module 7)

Target Group
- Central Bank staff working in Finance, Bank Supervision and Internal Audit departments
- Deposit Insurance Corporation staff
- Other financial sector entities' staff working in Finance

Delivery Methodology:
Class discussions led by IFRS expert, PowerPoint presentations, short exercises and cases for each standard discussed, brief group project and presentation for various disclosure, requirements using model IFRS financial statements and quiz at the end of each week

Course Fees
The course fees will be **Kshs. 120,000.00 /USD 1300** (All inclusive) per participant to cover for tuition, training materials, lunch, tea, group photograph and certification.

Course Coordinator: Josiah Mayieka **Email:** Mayiekaja@ksms.or.ke

PUBLIC FINANCE TRAINING:
Course No. BF 60
7-11 March 2016, Nairobi

Course Objectives

The broad aim of this training course is to provide the skills and tools for county public finance leaders to develop their capacity in providing improved overall performance as measured by the degree to which the county's systems achieve fiscal discipline, the strategic allocation of resources, and efficient service delivery.

Specifically, by the end of the training course, the participants should be able to:

- Demonstrate greater understanding of the full breadth of PFM functions that impact upon the work of the county government in all sectors.
- Be equipped with some analytical frameworks for looking at Public Finance Management – based upon the objectives for sound PFM: fiscal discipline, allocative efficiency and technical efficiency.
- Demonstrate skills fundamentally important to leadership in Public Finance Management
- Explain the various elements of revenue management (tax, non tax, royalties, grants and dividends) as well as debt management
- Monitor and evaluate the performance of the county budget

Course Content

- Public Finance Management Reforms
- Management and organization of county budget processes
- Program Based Budgeting
- Revenue Forecasting and Management
- Monitoring and evaluation of budget performance
- Leadership for Public Finance Managers
- Ethical issues

Target Group

Staff involved in the budget preparation and budget control processes.

Delivery Methodology

The course will feature power point presentations, case studies, simulations and interactive class discussions.

Course Fees

The course fees will be **Kshs. 69,600 /USD 810** (All inclusive) per person to cover tuition, lunch, tea, course material, group photograph and certification.

Course Coordinator: Angela Kimeto **Email:** kimetoa@ksms.or.ke

BUDGETING AND BUDGETARY CONTROL:
Course No. BF 13
7-11 March 2016, Eldoret
10-14 October 2016 Nairobi

Course Objective
To help the participants appreciate the importance of the budgeting process, take ownership of it, use it as a daily working tool – not an annual exercise – to help run their part of the operations, improve their reporting against budget and ensure their delivery against budget.

Course Contents
- Objectives of budgets
- Various types of budgeting methods
- Budget and cost control focus
- Traditional budgeting and control
- Advanced budgeting and control
- Budget variance reports

Target Group
Staff involved in the budget preparation and budget control processes.

Delivery Methodology
The course will feature power point presentations, case studies, simulations and interactive class discussions.

Course Fees
The course fees will be **Kshs. 92,800 /USD 1080** (All inclusive) per person to cover tuition, lunch, tea, course material, group photograph and certification.

Course Coordinator: Njeri Munge **Email:** mungejn@ksms.or.ke

INTERNATIONAL TRADE FINANCE:
Course No. BF 38
14-18 March, 2016 Nairobi
24-28 October, 2016 Nairobi

Course Objective
To enhance the participants' knowledge as well as equip them with skills that strengthen their capacity to effectively apply rules and procedures to minimize on international trade losses. On successful completion of the course, participants will be able to conduct effective audit/ inspections of trade finance departments, make rational choices among alternative trade finance instruments, minimize losses in terms of rejection of documents, reshipment of cargo, make savings in terms of discrepancy charges, discounts etc., manage cash flows more efficiently through timely execution of payments, understand the need for efficient communication with different parties/entities to avoid disputes and acquire expertise in financing foreign trade.

Course Contents
- Overview of International Trade Finance
- Overview of International Payment Mechanisms(payments and settlements)
- Shipment terms and documents in International Trade
- A walk-through on documentary collections and letters of credit
- Articles of UPC.600 (2007 Rev.)
- Articles of URC 522
- Case studies on UCP and URC
- Articles of URR 725

Target Group
Officials from commercial banks and organizations involved in import and export businesses in the region.

Delivery Methodology
Our training methodology includes the use of lectures, simulations, case studies and discussions. The course will feature power point presentations, case studies, simulations and interactive class discussions

Course Fees
The course fees will be **Kshs. 108,000/USD 1200** (All inclusive) per participant to cover for tuition, training materials, lunch, tea, group photograph and certification.

Course Coordinator: Benta Awori **Email:** aworib@ksms.or.ke

CASHIERING AND BACK OFFICE OPERATIONS: Course No. BF 01

14-18 March, 2016 Nairobi

12-16 September 2016, Nairobi

Course Objective

Effective and efficient service delivery and excellent customer handling is key to success of any business. The course is designed primarily to impart knowledge and skills for handling cash and customers. The course stresses the frontline position of a cashier in promoting a positive image of a bank.

Course Contents

- Introduction to Cashiering (The Big Picture)
- The role a Cashier and Responsibilities of a receiving and paying cashier
- Qualities of a Cashier
- Introduction to various types of accounts
- Frauds and Forgeries
- Stress management
- Challenges of working as a cashier
- Model Bank role play
- Balancing the day's work and tracing differences
- Effective Communication
- Effective Customer Care
- Personal etiquette and professional ethics
- Anti-Money Laundering
- Bank Security Measures and procedures
- Back office operations, records and documentation

Target Group

Graduate Trainees, Cashiers (both new cashiers and those who need to enhance their knowledge), Tellers, Cash Officers and back office staff.

Delivery Methodology

The course will feature power point presentations, case studies, simulations and interactive class discussions.

Course Fees

The course fees will be **Kshs. 69,600/USD 810** (All inclusive) per participant to cover for tuition, training materials, lunch, tea, group photograph and certification.

Course Coordinator: Cyril Oyier **Email:** oyierc@ksms.or.ke

APPLICATION OF IFRS IN THE FINANCIAL SECTOR: Course No. BF 15

18-22 April 2016, Mombasa

Course Objective
To enhance the participants' understanding of the principles and concepts underlying IFRS and explain the benefits of adoption of IFRS in financial reporting.

Course Contents

- Overview of International Financial Reporting Standards (IFRS) conversion process
- A walkthrough of first time adoption to IFRS
- Presentation of financial statements and disclosures of financial instruments
- From Accounting gaps to information sources
- How to identify the impact on information systems
- Banking accounting differences and respective systems issues
- Harmonization of internal and external reporting
- Stakeholder analysis and communications
- Benefits of IFRS
- Application of IFRS to practical accounting problems
- IFRS banking accounting and reporting issues
- Capital Markets, Governance and Regulation
- Practical IT Implementation Considerations in IFRS
- IFRS Recent issues and possible future changes

Target Group
Finance managers, planners, staff in bank supervision and accountants.

Delivery Methodology
The course will feature power point presentations, case studies, simulations and interactive class discussions.

Course Fees
The course fees will be **Kshs. 92,800** /**USD 1080** (All inclusive) per participant to cover for tuition, training materials, lunch, tea, group photograph and certification.

Course Coordinator: Elizabeth Gathecha **Email:** gathechaet@ksms.or.ke

FRAUDS AND FORGERIES: PREVENTION, DETECTION AND INVESTIGATION: Course No. BF 04

25-29 April, 2016, Mombasa
10-14 October, 2016, Kisumu

Course Objective
This course examines the fundamental fraud schemes threatening financial institutions and equips participants with knowledge, skills and techniques for proactive detection and prevention. In particular, participants will be exposed to the current risks in the financial sector in addition to key fraud schemes such as counterfeit cheques, new account frauds, forged instruments, identity theft and cheque kiting. Management of frauds through effective investigation and reporting will also be discussed.

Course Contents

- Definition, nature , types and impact of frauds and forgeries
- Detection of Frauds and forgeries
- Investigation of frauds and forgeries
- Evidence Act, and frauds and action at the scene of fraud: Case Study
- Forensic Audit
- Application of IT tools to investigate fraud and forgeries
- Prevention of crystallization or occurrence of frauds and forgeries: The measures
- Cyber Frauds
- Credit card frauds
- Credit-Loans Frauds
- Current trends and practical cases of frauds and forgeries

Target Group
Operations officers and Security Staff.

Delivery Methodology
The course will feature power point presentations, case studies, simulations and interactive class discussions.

Course Fees
The course fees will be **Ksh. 92,800/USD 810** (All inclusive) per participant to cover for tuition, training materials, lunch, tea, group photograph and certification.

Course Coordinator: Cyril Oyier **Email:** oyierc@ksms.or.ke

SHARIA COMPLIANT BANKING:
Course No. BF 06
9-13 May,2016 Nairobi

Course Objective

To create awareness of Islamic Finance and ensure smooth handling of Islamic Banking products and services by banks and other stakeholders as well as enhancing skills to staff practicing Sharia Compliant banking.

Course Contents

- Source of Sharia in Islamic Finance
- Islamic Rulings on Islamic Financial Transactions
- Islamic Banking: Risk Management
- Takaful
- Trade Finance
- Islamic Credit Cards
- Legal Perspective in Islamic Banking
- Islamic Accounting & Reporting
- Shariah Framework
- Role of Islamic Finance in the Society

Target Group

Senior and Middle Level Managers in Commercial Banks and Central Banks.

Delivery Methodology

The course will feature power point presentations, case studies, simulations and interactive class discussions.

Course Fees

The course fees will be **Kshs. 69,600 /USD 810** (All inclusive) per participant to cover for tuition, training materials, lunch, tea, group photograph and certification.

Course Coordinator: Angela Kimeto **Email:** kimetoa@ksms.or.ke

BANKING OPERATIONS:
Course No. BF 02
9-13 May, 2016 Nairobi
14-18 November, 2016 Nairobi

Course Objective
To enhance efficiency in the banking industry by exposing participants to the basic operations of the banking system, banking principles and practice. At the end of the course, participants will have a solid understanding of the fundamental bank operations and their inherent risks.

Course Contents
- Introduction to the Financial Sector
- Banking Operations: An overview
- Current products and services
- Principles of good lending
- Automated clearing and settlement procedures
- International Trade Finance
- Banker/ customer relationship
- Types of Accounts and their operations
- Law relating to cheques, bills and other negotiable instruments
- Foreign exchange operations
- Visit to KBA clearing house
- Effective customer care
- Functions of Deposit Protection Fund Board

Target Group
New entrants in the Banking sector, Graduate Trainees in Banks and Financial Institutions.

Delivery Methodology
The course will feature power point presentations, case studies, simulations and interactive class discussions.

Course Fees
The course fees will be **Kshs. 69,600 /USD 810** (All inclusive) per participant to cover for tuition, training materials, lunch, tea, group photograph and certification.

Course Coordinator: Njeri Munge **Email:** mungejn@ksms.or.ke

FINANCIAL LITERACY AND INCLUSION:
Course No. BF 45
16-20 May 2016 - Nairobi

Course Objective
To equip participants with skills and knowledge required to navigate the financial services sector with financial literacy and be able to invest resources in financial inclusion and education programs.

Course contents
- Financial literacy and inclusion: Opportunities and challenges
- Factors affecting financial literacy and inclusion
- Gender differences in financial literacy
- Essentials for successful financial inclusion and literacy
- Financial planning and budgeting
- Asset building
- Financial products payment systems
- Communication and financial counseling
- Debt management
- Risk management

Target Group
Staff interested in Financial Literacy.

Delivery Methodology
The course will feature power point presentations, case studies, simulations and interactive class discussions.

Course Fees
The course fees will be **Ksh. 69,600/USD 810** (All inclusive) per participant to cover for tuition, training materials, lunch, tea, group photograph and certification.

Course Coordinator: Benta Awori **Email:** aworib@ksms.or.ke

BANK STRESS TESTING:
Course No. BF 39
16-20 May 2016, Nairobi

Course Objective
The workshop will focus on the fundamental theory and application of stress testing bank exposures to major risk classes, including credit, liquidity and market risk (interest rate and foreign exchange).

The basics of stress testing on both an individual risk factor and on a portfolio risk basis will be explained and demonstrated. The course will cover both stress testing based on historical data and based on design of relevant hypothetical stressed financial market scenarios. Concepts will be explained and demonstrated in clear and practical exercises with group participation.

Course Contents
- Stress Testing Fundamentals Methods & Basel II Applications
- Bank Credit Risk Exposure Stress Testing
- Bank Market Risk Exposure Stress Testing
- Bank Liquidity Risk Exposure Stress Testing

Target Group
Risk managers, analysts and bank examiners.

Delivery Methodology
The course will feature power point presentations, case studies, simulations and interactive class discussions.

Course Fees
The course fees will be **Kshs. 69,600 / USD 810** (All inclusive) per participant to cover for tuition, training materials, lunch, tea, group photograph and certification.

Course Coordinator: Cyril Oyier **Email:** oyierc@ksms.or.ke

MOBILE AND AGENCY BANKING:
Course No. 57
16-27 May, 2016 Nairobi

Course Objective
To enhance the participants' understanding of the development, regulation and challenges of mobile and agency banking.

Course Contents

- Brief presentation by visiting delegation on Ethiopia's banking system
- Overview of the Banking System in Kenya
- Regulation and Oversight of Mobile Financial Services in Kenya
- An overview on the supervision of microfinance institutions in Kenya
- Financial inclusion
- The legal and regulatory framework (Agent banking,
- Mobile banking, Microfinance banks)
- Definitions and development of agent and mobile banking; Their difference and similarity;
- Branchless Banking and its features;
- Pros and Cons of the two models of branchless banking: Bank led and Nonbank led models;
- Contribution of electronic Payments for Financial Inclusion (Access to Finance);
- Risks associated to electronic payments with the focus of agent and mobile banking;
- The role and functions of super and retail agents;
- Methods and procedures of agent selection;
- Customer and agent due diligence requirements and AML/CF mechanisms regarding the products;
- Customer protection while providing mobile and agent Banking;
- Methods of supervision of electronic banking vis-a vis the traditional supervision methods; (Risk based supervisory methodology)
- Major challenges of agent Banking and electronic payments;
- Field visit to a number of mobile and agent banking institutions.

Target Group
Staff from the Micro Finance Institutions and Bank Supervision Directorates of National Bank of Ethiopia.

Delivery Methodology
The course will feature power point presentations, case studies, simulations, interactive class discussions and field visits.

Course Fees
The course fees will be USD. 1650 (All inclusive of taxes) per participant to cover for tuition, training materials, lunch, tea, group photograph, certification and field visit.

Course Coordinator: Elizabeth Gathecha Email: gathechaet@ksms.or.ke

ISLAMIC BANKING: Course No. BF 55

23-27 May 2016, Nairobi

Course Objective
To create awareness of Islamic Finance to effective supervision of Islamic Banks and other banks offering Islamic Banking products and services**.**

Course Contents

- Introduction to Islamic Finance
- Islamic Rulings on Islamic Financial Transactions
- Islamic Banking: Risk Management
- Takaful
- Trade Finance
- Islamic Credit Cards
- Legal Perspective in Islamic banking in EAC
- Islamic accounting and Reporting
- Shariah Framework
- The role of Islamic Finance in the EAC region
- Supervision of Islamic products and services

Target Group
Bank Supervision Staff

Delivery Methodology
The course will feature power point presentations, case studies, simulations and interactive class discussions.

Course Fees
The course fees will be **Kshs. 69,600 / USD 810** (All inclusive) per participant to cover for tuition, training materials, lunch, tea, group photograph and certification

Course Coordinator: Njeri Munge **Email:** mungejn@ksms.or.ke

MANAGEMENT OF DEPOSIT INSURANCE SCHEMES: Course No. BF 05

13-17 June 2016, Nairobi

Course Objective

To expose participants to prudent and best practice management of Deposit Insurance Schemes for effective control of moral hazard and maintain depositors' confidence with the banking system. The participants' will also enhance their knowledge and skills in the management of receivership and liquidation of banks.

Course Contents

- Deposit insurance: Definition and objectives
- Role of deposit insurance in the stability of the financial sector
- Bank failures and international financial crises ; an overview
- Bank failures intervention tool kit; law policies and procedures
- The handling of receivership and liquidation of banks: the how and when procedures
- Practical issues resolution of claims and settlement operations
- Form/ type of governance body, duties and responsibilities
- Methods of direction, oversight and accountability that give deposit insurance system mandate and power
- Financing of the scheme and premium assessment
- Independence requirements
- Transparency and disclosure regimes and internal control process

Target Group

Senior and Middle Level Managers in Deposit Insurance Schemes, Central Bank Regulators and Commercial Banks.

Delivery Methodology

The course will feature power point presentations, case studies, simulations and interactive class discussions.

Course Fees

The course fees will be **Kshs. 69,600/ USD 810** (All inclusive) per participant to cover for tuition, training materials, lunch, tea, group photograph and certification.

Course Coordinator: Josiah Mayieka **Email:** mayiekaja@ksms.or.ke

FINANCIAL STABILITY: A NEW APPROACH TO BANKING CRISIS PREVENTION, Course No. BF 49

20-25 June, 2016 Nairobi

Course Objective
To enhance participant's knowledge in the prevention of crisis in the Banking Industry.

Course Contents

- An overview of Banking (Financial) Crisis
- Prevention vs. Resolution of Banking Crisis
- New Approaches and Strategies to Strengthen Crisis Prevention
- Implications for Kenya

Target Group
Bank Supervision Staff, Risk Managers, Deposit Insurance Staff and Bank Managers.

Delivery Methodology
The course will feature power point presentations, case studies, simulations and interactive class discussions.

Course Fees:
The course fees will be **Kshs. 69,600 /USD 810** (All Inclusive) per participant to cover for tuition, training materials, lunch, tea, group photograph and certification

Course Coordinator: Angela Kimeto **Email:** kimetoa@ksms.or.ke

LAW RELATING TO BANKING, Course No. BF 58

11-15 July, 2016 Nairobi

Course Objective

The increase awareness of the rights of bank customers and the rise in incidents of frauds and forgeries, necessities are through knowledge of relevant banking law in order to develop a better understanding of banking practice. This course is designed to increase participants' knowledge in law guiding banking operations.

Course Content

- Central Banking Act & Banking Act
- Banker –customer relationship
- Accounts opening laws relating to customer accounts and KYC
- Law relating to cheques, bills and other negotiable instruments
- Detection and prevention of frauds and forgeries
- Powers of attorney and standing orders
- Security mortgages and charges
- ATMs and cash dispensing machines
- Functions of DPFB and role of statutory manager and liquidator
- Anti-money Laundering

Target Group
Staff in Banking Operations

Delivery Methodology
The course will feature power point presentations, case studies, simulations and interactive class discussions.

Course Fees:
The course fees will be **Kshs. 69,600 /USD 810** (All Inclusive) per participant to cover for tuition, training materials, lunch, tea, group photograph and certification

Course Coordinator: Njeri Munge **Email:** mungejn@ksms.or.ke

NATIONAL PAYMENTS AND SECURITY SETTLEMENT SYSTEMS: Course No. BF 46

22-26 August 2016, Mombasa

Course Objectives

To provide participants with an understanding of the policy, framework and regulatory issues in a national payments system (NPS). Further the course will expose participants to the basic concepts, components of the NPS, the payment system landscape, clearing and settlement, regulatory landscape, payment instruments and standards.

Course Contents

- Introduction to National Payment Systems
- The regulatory framework for National Payment Systems
- Interconnection in retail payment systems
- Clearing and settlement principles
- Payment standards and security
- National Payment Systems and competition
- M- Banking and Payment Systems
- Key issues with mobile payments
- Understanding the demand-side for payment services
- Interchange and its effect on a national payment system
- Real Time Gross Settlement System- RTGS
- CDS Accounts and Capital Market Settlement System
- Risks in Payment Systems

Target Group

Officers from central banks dealing with payment, clearing and settlement issues.

Delivery Methodology

The course will feature power point presentations, case studies, simulations and interactive class discussions.

Course Fees

The course fees will be **Kshs. 92,800/ USD 1080** (All inclusive) per participant to cover for tuition, training materials, lunch, tea, group photograph and certification.

Course Coordinator: Benta Awori **Email:** aworib@ksms.or.ke

CREDIT ANALYSIS TRAINING:
Course No. BF 59
22-26 August, 2016 - Nairobi

Course Objectives
The course is designed to equip participants with fundamental understanding of the credit analysis process and discuss in detail, various aspects of financial statement analysis, including ratio and cash flow analysis, among others to help in making better credit-related decisions.

Course Contents

- Types of Borrowers & their needs
- types of Credit facilities offered by Banks
- Structuring of facilities
- Principles of Good Lending
- The macro perspective – Lepest the micro perspective competitors
- Communication Skills and Relationship Management
- Why banks require financials in lending
- Financials used by personal clients
- Financials used by business customers:
- Credit appraisals
- Securities
- Monitoring of an asset book
- Monitoring & Controls
- Debt recovery

Target Group
Credit Officers Bank operations officers

Delivery Methodology
The course will feature power point presentations, case studies, simulations and interactive class discussions.

Course Fees
The course fees will be **Kshs. 69,600/ USD 810** (All inclusive) per participant to cover for tuition, training materials, lunch, tea, group photograph and certification.

Course Coordinator: Cyril Oyier **Email:** oyierc@ksms.or.ke

PAYMENT SYSTEMS: REGIONAL INTERGRATION AND OPERATIONS: COURSE NO. BF 51

18-22 April, 2016 - Mombasa

Course Objective
The course aims at providing participants with an understanding of cross-border issues in payment systems, challenges and how to surmount them

Course Contents

- Payments Systems: An overview
- Types of Payments Systems
- Types of Payments Systems- RTGS/CDS
- Payment systems integration :Why, issues and implications
- Payment Systems in East Africa
- East African Payment Systems(EAPS):implementation/implications
- Cross Border Clearing and Settlement Systems
- Cross Border payment Challenges
- Risk Management on Cross Border Clearing
- Principles of financial Markets Systems
- Money laundering and payment systems
- Regulatory Framework for Clearing and Settlement under cross border arrangements
- East African Monetary Union(EAMU)
- Kenyan experience- settlement of fixed income securities and equities.

Target Group
The course is suitable for officers from central banks dealing with payment clearing and settlement issues

Delivery Methodology
The course will feature power point presentations, case studies, simulations and interactive class discussions.

Course Fees
The course fees will be **Ksh. 92,800/USD 1080** (All inclusive) per participant to cover for tuition, training materials, lunch, tea, group photograph and certification.

Course Coordinator: Elizabeth Gathecha **Email:** gathechaet@ksms.or.ke

CROSS BORDER MACRO- SURVEILLANCE AND CRISIS MANAGEMENT MECHANISM: Course No. 21

23-27 May, 2016 - Nairobi

Course Objective
To enhance regional central bank staff knowledge to develop crisis preparedness and risk management regimes for the financial sector stability in order to harmonize cross border regional systems.

Course Contents

- Objectives of crisis management
- Crisis management responsibilities and procedures
- Liquidity and infrastructure
- Financial soundness and stability monitoring
- Corrective measures
- Bank resolution
- Deposit insurance

Target Group
Financial Institution Supervisors, Economists and Financial Analysts.

Delivery Methodology
The course will feature power point presentations, case studies, simulations and interactive class discussions.

Course Fees
The course fees will be **Ksh. 69,600/USD 810** (All inclusive) per participant to cover for tuition, training materials, lunch, tea, group photograph and certification.

Course Coordinator: Josiah Mayieka **Email:** mayiekaja@ksms.or.ke

REGIONAL CERTIFICATE IN PARTICIPATORY / ISLAMIC BANKING (INCEIF): Course No. BF 41

13-17 June, 2016

Course Objective

To develop human capital in participatory/Islamic banking in the African region and provide an introduction of basic Islamic principles governing financial transactions in order to establish a good foundation for the understanding of key operations in participatory/Islamic banking.

Course Contents

- Banking from the Islamic perspective
- Islamic rulings on financial transactions
- Monetary system and policy in Islam
- Islamic Banking: source of funds
- Islamic Banking: Financial products: retail and enterprise/corporate
- Islamic capital market and Islamic treasury management
- Risk management, financial statements and accounting standards

Target Group

Bank Supervisors in Central Banks, Sharia Board Members, Product Development Managers, Credit and Marketing officers, personnel in Compliance, Risk, Audit and Legal Affairs departments, Bankers, Students and professionals interested in Islamic banking, Private practice lawyers, investment and corporate bankers, and capital markets personnel.

Delivery Methodology

The course will feature lectures, case studies, simulations and interactive class discussions. This course also includes assignments, examination and a final project paper on Islamic Banking issues leading to certification.

Course Fees

The course fees will be **Ksh.237, 600 /USD 2700** (All inclusive) per participant that will cover for tuition, registration fees, study materials, project paper supervision and certification.

Course Coordinator: Angela Kimeto **Email:** kimetoa@ksms.or.ke

CROSS BORDER PAYMENTS SYSTEMS AND MANAGEMENT: Course No. BF 11

11-15 July, 2016 , Nairobi

Course Objective

The aim of the course is to;

- Develop skills for the establishment of a cross-border payments systems capable of facilitating the regulatory requirements of both French-and English-law based legal codes
- Promote harmonization and standardization of critical EAC financial, legal and regulatory infrastructure needed for transparent cross-border exchange of real and electronic currency flows
- Provide skills for Integration of mobile financial services technologies and regulation at a regional level

Course Contents

- The proposed East African (cross border) Payment System (EAPS) and its implication on national payment systems
- Regulatory Framework for the integrated payment systems (under EAMU)
- Anti-Money Laundering concerns under integration
- Integration of Regional Central Depository System
- New developments in cross border

Target Group

Staff working in National Payment systems and Bank Supervision departments.

Delivery Methodology

The course will feature power point presentations, case studies, simulations and interactive class discussions.

Course Fees

The course fees will be **Ksh. 69,600/USD 810** (All inclusive) per participant to cover for tuition, training materials, lunch, tea, group photograph and certification.

Course Coordinator: Njeri Munge **Email:** mungejn@ksms.or.ke

CURRENCY MANAGEMENT

Training Programmes

CASH- IN -TRANSIT TRAINING
Course No. CM 10
7-11 March, 2016 Nairobi

Course Objective
To equip participants with the requisite knowledge and skills to facilitate smooth and incident free cash movements.

Course Contents
- The Cash in transit industry in Kenya
- The Legal provisions
- The Required ethical standards
- Risk Management
- Managing Teams and communication skills required
- Incident management and reporting
- Roles and responsibilities
- Security for cash in transit
- Procedures for cash in transit.
- Cash in transit security equipment – the need for testing and inspection.

Target Group
Security officers and staff working in currency operations.

Delivery Methodology
The course will feature power point presentations, case studies, simulations and interactive class discussions.

Course Fees:
The course fees will be **Kshs. 69,600 /USD 810** (All Inclusive) per participant to cover for tuition, training materials, lunch, tea, group photograph and certification.

Course Coordinator: Benta Awori **Email:** aworib@ksms.or.ke

VAULT MANAGEMENT COURSE:
Course No CM 01
3-7 August 2015, Nairobi

Course objective
The objective of this training is to equip participants with the requisite knowledge and skills to facilitate efficient management of currency vault operations.

Course contents
- Security
- Internal Stock Management
- Stock Distribution
- Audits and investigations
- Currency policies, laws and regulations
- Logistics management
- Accounting for currency
- Currency destruction
- Cost management
- Vault mechanization and automation
- Quality Assurance
- Customer service
- Currency and Banking emerging issues
- Currency Security features and anti counterfeiting deterrents

Target group
Members of staff working in vault and currency / cash operations

Delivery Methodology
The course will feature power point presentations, case studies, simulations and interactive class discussions

Course Fees:
The course fees will be **Kshs. 69,600 /USD 810** (All Inclusive) per participant to cover for tuition, training materials, lunch, tea, group photograph and certification

Course Coordinator: Cyril Oyier **Email:** oyierc@ksms.or.ke

FOUNDATION COURSE IN CURRENCY MANAGEMENT: Course No. CM 04

15-19 August, 2016 Nairobi

Course Objective
This course is designed to enhance participant's knowledge in currency operations and management.

Course Contents

- Note Design and new innovations/directions in note design
- Issue and distribution of fresh notes and coins
- Inventory management and accounting
- Withdrawal of soiled notes from circulation and their destruction
- Note exchange facilities and anti-counterfeit measures
- Guarding against counterfeit notes
- Ethics and Integrity
- Safety measures in the workplace (strong room)
- Machinery Operations
- Measures taken to Improve Currency Management System
- Monitoring & On-site Inspection of Cash Operations
- Dissemination of information on currency related matters to the general public
- Fitness standards and key aspects of note sorting and processing
- Distributing cash from multiple vaults and locations
- Outsourcing cash processing functions

Target Group
Currency and banking officers.

Delivery Methodology
The course will feature power point presentations, case studies, simulations and interactive class discussions.

Course Fees
The course fees will be **Kshs.69,600/ USD 810** (All inclusive) per participant to cover for tuition, training materials, lunch, tea, group photograph and certification.

Course Coordinator: Elizabeth Gathecha **Email:** gathechaet@ksms.or.ke

INTERMEDIATE COURSE IN CURRECNY MANAGEMENT: Course No. CM 02

19-23 September 2016, Nairobi

Course Objective

This course is designed to enhance participant's knowledge in currency operations and management

Course Contents

- Role of the Central Bank in Currency Management
- Issue and distribution of banknotes and coins
- Currency Design
- Destruction and disposal of currency
- The Role of Coins in the cash cycle
- Inventory management
- Accounting for currency
- Measures taken to Improve Currency Management System
- Monitoring & On-site Inspection of Cash Operations
- Deterrence of counterfeit currency
- Advanced customer service Skills
- Health and Safety measures in the workplace
- Bulk Cash handling

Target Group

New Staff in the Currency and Security Departments, Currency Examiners and Cashiers

Delivery Methodology

The course will feature power point presentations, case studies, simulations and interactive class discussions

Course Fees

The course fees will be **Ksh. 69,600/USD 810** (All inclusive) per participant to cover for tuition, training materials, lunch, tea, group photograph and certification.

Course Coordinator: Josiah Mayieka **Email:** mayiekaja@ksms.or.ke

ADVANCED COURSE IN CURRENCY MANAGEMENT: Course No. CM 03

24-28 October 2016, Nairobi

Course Objective

This course is designed to provide participants with an in-depth understanding of currency management and emerging issues.

Course Contents

- Introducing a new currency series
- Budgeting and Accounting for currency
- Currency and Banking emerging issues
- Currency Public Education
- Currency Branch Networks and Coordination
- Currency Design
- Strategic Planning
- Outsourcing cash processing functions
- Internal controls and risk management
- Emerging trends in payments – mobile
- Quality Management in the Currency Cycle
- Implementing the Clean Currency Policy
- New Technology and Products in Coins

Target Group

Members of staff in Currency Departments who have attended the foundation and Intermediate Courses, middle management in currency department.

Delivery Methodology

The course will feature power point presentations, case studies, simulations and interactive class discussions

Course Fees

The course fees will be **Ksh. 69,600/USD 810** (All inclusive) per participant to cover for tuition, training materials, lunch, tea, group photograph and certification.

Course Coordinator: Angela Kimeto **Email:** kimetoa@ksms.or.ke

CASH MANAGEMENT AND COMBATING COUNTERFEIT MONEY: Course No. CM 11

14-18 November 2016, Mombasa

Course Objective
The course will expose participants to best practices in Cash Management and how to combat counterfeit currency.

Course Contents

- Introduction to Currency Management
- Currency Design
- Procurement of a country's currency
- Common Currency : Case of the Euro as a legal tender in the European Union
- Currency Distribution
- Security features of currency
- Design and implementation of an effective clean currency policy
- Destruction of currency
- Accounting for Currency
- The future of cash

Target Group
Currency and banking officers.

Delivery Methodology
The course will feature power point presentations, case studies, simulations and interactive class discussions.

Course Fees
The course fees will be **Kshs.92,800/ USD 1080** (All inclusive) per participant to cover for tuition, training materials, lunch, tea, group photograph and certification.

Course Coordinator: Njeri Munge **Email**: mungejn@ksms.or.ke

COMMON CURRENCY MANAGEMENT:
Course No. CM 12
6-10 July 2015, Kisumu

Course Objective
To develop capacity for the participants to understand currency management issues and be able to undertake the implementation of the EAC common currency.

Course Contents

- Role of Central Banks in cash cycle
- Cash Management System
- Analysis of currency in circulation, cash requirements, planning/forecasting
- Issuing of Bank notes and coins
- Automation of bank notes and coins processing
- Currency design and security features
- Security issues for cash in transit
- Transition to common currency
- Future role of Central Banks in cash cycle
- Written examination

Target Group
Middle level managers and senior officers from Central/Reserve banks engaged in issuing and processing of bank notes and coins. Officers involved in bulk cash handling.

Delivery Methodology
The course will feature power point presentations, case studies, simulations and interactive class discussions

Course Fees
The course fees will be **Kshs. 92,800/USD 1080** (All inclusive) per participant to cover for tuition, training materials, lunch, tea, group photograph and certification.

Course Coordinator: Benta Awori **Email:** aworib@ksms.or.ke

ECONOMICS

Training Programmes

MONETARY AND FINANCIAL STATISTICS: EC 01

25-29 July 2016, Nairobi

Course Objective
To enhance knowledge and skills on the compilation and consolidation of regional (EAC) monetary and financial statistics in line with international best practices.

Course Contents

- Principles of Economic Sectorization
- Characteristics and classification of financial instruments
- Valuation
- Financial statistics:- financial flows and stocks of all sectors of domestic economy
- Interrelationships between monetary, balance of payments, government finance and national accounts statistics.

Target Group:
Economists and Statisticians

Delivery Methodology:
The course will feature power point presentations, case studies, simulations and interactive class discussions

Course Fees:
The course fees will be **Kshs. 69,600** / **USD 810** per participant to cover for tuition, training materials, lunch, tea, group photograph and certification.

Course Coordinator: Cyril Oyier **Email:** oyierc@ksms.or.ke

MACROECONOMIC MODELLING AND FORECASTING: EC 02

8-12 August 2016, Nairobi

Course Objective
To impart knowledge and skills to participants to enable them facilitate the process of macroeconomic policy decision making and implementation at the EAC Central Banks.

Course contents

- Empirical Modelling of Macroeconomic Time Series
- Econometrics for Central Bankers
- Macroeconomic Forecasting Models
- Dynamic Stochastic General Equilibrium Models for Monetary Policy
- Forecasting Inflation

Target Group:
Economists.

Delivery Methodology:
The course will feature power point presentations, case studies, simulations and interactive class discussions.

Course Fees:
The course fees will be **Kshs. 69,600** / **USD 810** per participant to cover for tuition, training materials, lunch, tea, group photograph and certification.

Course Coordinator: Elizabeth Gathecha **Email:** gathechaet@ksms.or.ke

AUDIT AND RISK MANAGEMENT

Training Programmes

RISK CERTIFICATION PROGRAM (RCP) LEVEL 2: Course No. RM 41

29th February - 3rd June, 2016 - Nairobi

Course Objective
RCP 2 curriculum is designed to give candidates a deeper understanding of why and how financial risks impact financial assets, institutions and systems, and ultimately, the global financial infrastructure.

The RCP 2 delivers a deep, qualitative understanding of risk management methodologies, governance structures for the management of risk in banks, and the regulatory principles outlined by the Basel Committee on Banking Supervision. Successful candidates will be better prepared to recognize potential problems associated with risk assessment, mitigation and management.

Course Contents
The course has four Modules:

- Market Risk Management
- Credit Risk Management
- Operational Risk Management
- Integrated Risk Management

Target Group
Middle and senior banking staff having a minimum of three years of appropriate experience in risk management related areas, seeking progression to positions in risk management. The participants must have sat and passed RCP Level 1.

Delivery Methodology
The course will feature self-study, revision classes, block release and final examination.

Course Fees
The course fees will be **Ksh. 232, 000** (All inclusive) per participant to cover for tuition, registration fees study materials, revision classes, block release and certification.

Course Coordinator: Njeri Munge — **Email:** mungejn@ksms.or.ke
Course Coordinator: Angela Kimeto — **Email:** kimetoa@ksms.or.ke
Course Coordinator: Cyril Oyier — **Email:** oyierc@ksms.or.ke

RISK CERTIFICATION PROGRAM (RCP) LEVEL 3: Course No. RM 42

29th February - 3rd June, 2016 - Nairobi

Course Objective
To enable candidates to develop their knowledge and understanding of the regulations that apply to risk management and supervision of risks in banks, the maintenance of adequate capital to cover these risks and understanding how these factors will affect the management of banks

Course Contents

1. Governance

- The principles of corporate governance as they apply to banks
- The internal controls framework for risk management in banks
- Oversight of the control culture by management and boards of directors
- Key control activities and their role in preventing fraudulent activity
- The Basel Committees guidance on information and communicate including risk reporting, continuity management and activity monitoring
- The Basel Committees guidance on correcting deficiencies and the role of internal audit

2. Supervision and The Internal Capital Adequacy Process (ICAAP)

- The nature of the Supervisory Review Process (SRP)
- The nature of the Internal Capital Adequacy Assessment Process (ICAAP)
- The nature of the Supervisory Review and Evaluation Process (SREP)

3. Enterprise Risk Management and Economic Capital

- The concept of ERM and its importance to management and regulators
- Standards for ERM Comprehension
- Approaches to risk recognition and assessment
- Approaches to risk recognition and assessment
- The measurement of economic capital and its use in assessing financial performance
- The development of an economic capital model

4. Strategy

GARP provides a series of scenarios and then sets questions around these scenarios to test understanding of strategic decision-making. In addition, the KSMS will work with GARP to create or adapt case studies to test strategic decision making around scenarios covering such topics as acquisition, creation of a new bank, NPL portfolio, bank analysis and organic growth.

Target Group:
This course is targeted at existing or soon to be appointed Senior Managers, Risk Executives and Directors responsible for bank management and strategic decision making.

Delivery Methodology:
The course will feature self-study, revision classes, block release and final examination.

Course Fees: The course fees will be **Kshs. 255,200.00** (All inclusive) per participant to cover for tuition, registration fees study materials, revision classes, block release and certification.

Course Coordinator: Njeri Munge — **Email:** mungejn@ksms.or.ke
Course Coordinator: Angela Kimeto — **Email:** kimetoa@ksms.or.ke
Course Coordinator: Cyril Oyier — **Email:** oyierc@ksms.or.ke

ENTERPRISE RISK MANAGEMENT:
Course No. RM 03
22-26 February 2016, Kisumu
11-15 July 2016, Mombasa
7-11 November 2016, Eldoret

Course Objective
This course is unique in terms of its scope of diversity and its focus. It is multidisciplinary and incorporates innovative participative team workshops and facilitated individual planning sessions; it is designed for risk managers to get immediate results and benefits. Presented by a team of experienced risk management practitioners the course provides end to end coverage of the risk process that a risk manager may have to undertake, interpret, or implement.

Course Contents
- What ERM is and is Not
- Risk Management Process
- Enterprise Risk Management
- ERM Risk measurement and Assessment techniques
- Risk Mitigation/ Responses
- Risk Appetite
- Governance Risk and Compliance (GRC)
- Emerging Risks in Central Banks

Target Group

Business Managers, Risk Officers/Managers, Senior IT Professionals, Senior Information Security Professionals, Internal and External Auditors, Financial analysts and Staff in Operations.

Delivery Methodology:
The course will feature power point presentations, case studies, simulations and interactive class discussions.

Course Fees:
The course fees will be **Kshs. 92,800 /USD 1080** (All Inclusive) per participant to cover for tuition, training materials, lunch, tea, group photograph and certification.

Course Coordinator: Benta Awori **Email:** aworib@ksms.or.ke

RISK CERTIFICATION PROGRAM (RCP) LEVEL 1: Course No. RM 40

8 April - 3rd June, 2016 - Nairobi

Course Objective
To enable participants demonstrate a broad knowledge and understanding of risk management methodologies, governance structures for the management of risk in financial institutions and global regulatory requirements.

Course Contents

- Understand the forms and functions of banking and main bank management issues.
- Recognize the link between risk and bank regulation.
- Understand the core drivers of credit, market and operational risks.
- Recognize the main characteristics of various credit products and financial instruments.
- Highlight the main points of operational risk management.
- Establish a link between bank risk and capital requirements.
- Enhance awareness of challenges in the post crunch global banking market.
- Identify potential risk problems or trends at an early stage

Target Group
The program is suitable for a range of staff training covering all areas of banking in addition to those in accounting, legal, operations, marketing, HR and audit. Whether they are recent recruits or those with more experience candidates will benefit from a core understanding of broad risk types.

Delivery Methodology
The course will feature self-study, review classes and final examination.

Course Fees
The course fees will be **Ksh. 166,518** (All inclusive) per participant to cover for tuition, registration fees, study materials, review classes and certification.

Course Coordinator: Njeri Munge **Email:** mungejn@ksms.or.ke
Course Coordinator: Angela Kimeto **Email:** kimetoa@ksms.or.ke
Course Coordinator: Cyril Oyier **Email:** oyierc@ksms.or.ke

BUSINESS CONTINUITY MANAGEMENT (BCM) AND DISASTER PREPAREDNESS: Course No. RM 09

16-20 March 2015, Mombasa

Course Objective

Today's dynamic, volatile and risk - prone business environment demands that organizations develop robust business continuity plans to ensure survival after any disruptive event. The purpose of this program is to equip and empower managers in the implementation, management and maintenance of an effective Business Continuity Program in their organizations.

Course Contents

- Business Case for a BCM Program
- Getting Started
  - Organization's strategic focus
  - BCM Policy
  - BCM Program scope
  - Outsourced activities
  - Program management
- Business Impact Analysis (BIA)
- Risk Assessment/Mitigation
  - Identifying possible risks.
  - Developing BCM mitigation strategies
- Incident and Crisis management
- Principles of BCM
- Business Continuity Roles and Responsibilities
- Emergency Response and Preparedness
- Disaster Recovery (DR) Planning
- Embedding BCM in the Organization Culture
  - Assessing the level of awareness
  - Raising the level of BCM awareness
  - Exercising, maintaining and reviewing BCM arrangements
  - Monitoring cultural change
- Benchmarking against BCM standards
- BCM arrangements at the CBK

Target Group

Risk Managers, Business line managers, Internal Auditors, Security Managers and IT staff.

Delivery Methodology

The course will feature power point presentations, case studies, simulations and interactive class discussions.

Course Fees

The course fees will be **Kshs. 92,800 /USD 1080** (All inclusive) per participant to cover for tuition, training materials, lunch, tea, group photograph and certification.

Course Coordinator: Cyril Oyier **Email:** oyierc@ksms.or.ke

ANTI-MONEY LAUNDERING AND COMBATING THE FINANCING OF TERRORISM: Course No. RM 42

2-6 May 2016, Nairobi

Course Objective
To enhance the participants' knowledge and understanding of their obligations and responsibilities under the current AML/CFT Laws and Regulations.

Course Contents

- Introduction to financial crimes, money laundering and counter financing of terrorism
- Overview of FATF 40+9 resolution and an overview of relevant UN security council resolution
- International standards of Anti-money laundering compliance
- The AML Compliance program: designing an enterprise wide program
- Roles of regulators and the financial intelligence unit in enforcing AML compliance
- The KYC and customer due diligence : essential elements of an effective program
- Money laundering red flags and process of exiting risky relationships
- Suspicious transactions / activity monitoring, reporting and compliance requirements
- Introduction to other financial crimes
- Financial crimes typologies: fraud typologies
- Financial crimes investigation techniques
- Extradition and asset freezing/ forfeiture
- Current trends, emerging challenges and international best practices
- Money laundering and regulator enforcement action case study

Target Group
Staff working in the financial sector.

Delivery Methodology
The course will feature power point presentations, case studies, simulations and interactive class discussions.

Course Fees
The course fees will be **Kshs. 69,600 / USD 810** (All inclusive) per participant to cover for tuition, training materials, lunch, tea, group photograph and certification.

Course Coordinator: Elizabeth Gathecha **Email:** gathechaet@ksms.or.ke

RISK MANAGEMENT AND STRENGTHENING INTERNAL CONTROLS IN BANKS: Course No. RM 05

16-20 May, 2016, Mombasa

24-28 October 2016, Kisumu

Course Objective

To equip participants with skills and knowledge required in strengthening internal controls and risk Management in banks.

Course Contents

- Introduction to Enterprise Risk Management
- Key risk management and internal control concepts
- Development and implementation of Risk Management Framework
- Internal control frameworks
- Entity-wide risk assessment
- Risk Assurance framework
- Business continuity management policy and program management
- Embedding business continuity management response
- Role of internal audits and the internal control environment in a bank
- Role of information technology in banking institutions and the general risk factors and control areas
- Assessing the risk management and internal control environment of banks
- Risk management and internal control examination concepts among banks

Target Group

Risk Managers and Auditors in financial institutions and regulatory bodies.

Delivery Methodology

The course will feature power point presentations, case studies, simulations and interactive class discussions.

Course Fees

The course fees will be **Kshs. 92,800** /**USD 1080** (All inclusive) per participant to cover for tuition, training materials, lunch, tea, group photograph and certification.

Course Coordinator: Josiah Mayieka **Email:** mayiekaja@ksms.or.ke

INFORMATION SYSTEMS AND IT RISK MANAGEMENT: Course No. RM 06

12-16 September 2016, Mombasa

Course Objectives

To equip the participants with the skills to oversee and provide assurance of the safe operations of e-commerce; m-banking, internet-banking and other e-commerce transactions. The course will also provide participants with the tools to build a comprehensive risk management program to answer one of the fundamental information security questions: what are top information risks in the organization? Some common risk assessment methodologies will be reviewed and compared in the context of selecting the appropriate risk management framework for an organization.

Course Contents

- The concept and value of information.
- Threats and risks
- Information risk assessment (Dependency and Vulnerability analysis)
- Approach and Organization; Security policy and security organization
- Code of practice for information security (ISO/IEC 27002:2005)
- Exploration of each phase of the risk management lifecycle, focusing on techniques that should be used to properly identify, articulate, assess, mitigate, and report on information risk.
- Techniques of performing risk assessments for new vulnerabilities, control gaps, emerging threats, compliance violations, projects, and how to qualify the current risk level.
- Specific management strategies for building and implementing an information security risk management program.

TARGET: Operation Staff in Banks, IT staff, Auditors and Staff in Payments Office

Delivery Methodology

The course will feature power point presentations, case studies, simulations and interactive class discussions.

Course Fees

The course fees will be **Kshs. 92,800** /**USD 1080** (All inclusive) per participant to cover for tuition, training materials, lunch, tea, group photograph and certification.

Course Coordinator: Angela Kimeto **Email:** kimetoa@ksms.or.ke

STRATEGIC RISK MANAGEMENT:
Course No. RM 02
12-16 October 2016, Nakuru
15-19 August,2016 Nakuru

Course objective
While conventional enterprise risk management (ERM) techniques have done a reasonable job in identifying and mitigating financial and operational risks, research shows that it is the management of strategic risk factors that will have the greatest impact on the ability to realize an organizations' strategic objectives. Bringing ERM into the forefront of strategic decision making and execution could thus give an organization a decisive edge. Businesses have long recognized the importance of risk management to address competitive, economic, and geopolitical threats. But organizations can use risk management for more than threat mitigation. They can also use it to create value.

Course Contents
- An overview of Strategic Risk Management
- Strategic Risk Management Tools and Techniques.
- Leadership in Risk Management
- Positioning the Risk Manager
- Assessing and Prioritizing Risks and Creating a Risk Map for the Organization using the risk matrix
- The Strategic Risk Assessment Process
- Aligning of the key risks to strategic goals of the organization
- Contemporary Risk Assessment Trends and Challenges
- Moving Forward with Strategic Risk Management
- Development of a Risk-Based Corporate Strategy Map
- Cases Studies & Exercises

Target:
Heads of Audit and Risk Management Departments.

Delivery Methodology
The course will feature power point presentations, case studies, simulations and interactive class discussions.

Course Fees
The course fees will be **Kshs. 92,800** /**USD 1080** (All inclusive) per participant to cover for tuition, training materials, lunch, tea, group photograph and certification.

Course Coordinator: Njeri Munge **Email:** mungejn@ksms.or.ke

REPORT WRITING FOR INTERNAL AUDITORS COURSE: Course No. RM 11

6-10 June 2016, Eldoret

Course Objectives

To enhance participants' knowledge in audit evidence gathering skills with emphasis on documentation, analyzing audit evidence, and making practical audit recommendations.

Course Contents

- Gathering and summarizing of audit evidence and identifying audit expectations
- Assessing objectives, readers and structure of the audit report
- Developing the Audit observation
- Receiving feedback and revision
- Creating the desired tone
- Developing a collaborative and consultative style
- Writing concisely and legibly
- Writing clearly
- Report presentation skills for auditors

Target:

Audit Officers.

Delivery Methodology

The course will feature power point presentations, case studies, simulations and interactive class discussions.

Course Fees

The course fees will be **Kshs. 92,800** /**USD 1080** (All inclusive) per participant to cover for tuition, training materials, lunch, tea, group photograph and certification.

Course Coordinator: Benta Awori **Email:** aworib@ksms.or.ke

LEADERSHIP AND MANAGEMENT

Training Programmes

DECISION MAKING AND PLANNING SKILLS: COURSE NO. LM 07

18-22 January 2016, Kisumu

7-11 November 2016, Eldoret

Course Objective

To enhance the participants' ability to effectively plan and implement the steps necessary to achieve goals and improve organizational processes.

Course Contents

- Nature of planning process
- Formulating strategy: SWOT Analysis, The five force model
- Formulation of Business and corporate Level Strategies
- Planning and Implementing Strategy
- Nature of managerial decision making
- Individual vs. group decision making
- Organizational Learning and Creativity
- Practical application of decision making process
- Nature of leadership
- Theories and Models of Leadership
- Gender, Emotional Intelligence and Leadership
- Management in action: practical application
- Importance and process of organizational control
- Nature and problems of output control
- Clan control in organizations

Target Group

Staff in supervisory and middle level management

Delivery Methodology

The course will feature lectures, case studies, simulations and interactive class discussions.

Course Fees

The course fees will be **Kshs. 92,800** / **USD 1080** per participant to cover for tuition, training materials, lunch, tea, group photograph and certification.

Course Coordinator: Cyril Oyier **Email:** oyierc@ksms.or.ke

BUSINESS RELATIONSHIP MANAGEMENT:
Course No. LM 49
1-5 February 2016, Mombasa
12-16 September 2016, Nakuru

Course Objectives
The course intends to enhance customer relationship skills among frontline staff of the Bank.

Course Content
- Overview of good customer care
- First Impression and Public Relations:
- Setting customer service standards/ creating a customer oriented culture for both internal and external customers
- Customer Service excellence
- Introduction to public relation tools and practices
- Decision making and dealing with difficult internal and external customers
- Stress Management
- Time Management
- Conflict Resolution and emotional intelligence
- Personal etiquette and office etiquette
- Professional Ethics and Credibility
- Individual rebranding
- Building working teams and synergy creation

Target Group: Staff who deal with customers, both internal and external.

Delivery Methodology
The course will feature lectures, case studies, simulations and interactive class discussions.

Course Fees
The course fees will be **Kshs. 92,800 /USD 1080** (All inclusive) per participant to cover for tuition, training materials, lunch, tea, group photograph and certification.

Course Coordinator: Benta Awori **Email:** aworib@ksms.or.ke

EFFECTIVE CUSTOMER SERVICE: Course No. LM 16

8-13 February 2015, Mombasa
12-16 September 2016, Nakuru

Course Objective

To provide participants with an understanding of the importance of good customer care and public relations. The participants will also acquire knowledge and skills that will enable them attract, handle and retain customers.

Course Contents

- Effective communication
- Customer care and the role it plays in the organization
- Personal etiquette and professional ethics
- Customer behaviour and measurement of customer needs and satisfaction levels
- Setting customer service standards/ creating a customer oriented culture for both internal and external customers
- Managing stress
- Introduction to public relation tools and practices
- The role of staff in upholding the company's corporate image
- Decision making and conflict resolution
- How to handle difficult people
- Building working teams

Target Group: Staff in Middle Level Management and Line Managers.

Course Fees

The course fees will be **Kshs. 92,800/ USD 1080** (All inclusive) per participant to cover for tuition, training materials, lunch, tea, group photograph and certification.

Delivery Methodology

The course will feature lectures, case studies, simulations and interactive class discussions.

Course Coordinator: Josiah Mayieka **Email:** mayiekaja@ksms.or.ke

HR FOR NON HR SUPERVISORS AND MANAGERS: Course No. LM 46

22-26 February 2016, Mombasa

31st October-4th November 2016, Nakuru

Course Objective

To develop capacity for managing people, expose managers to the Labor and Business Laws and Learn best practices in HR management

Course Contents

- Introduction to Human Resources Management
- The Role of Team Leaders in the Selection and Recruitment Process
- Training and Developing Employees
- Performance Management
- Performance Appraisals
- Motivating Employees for Superior Team and Individual Performance
- The role of Team Leaders in the Disciplinary Process
- Performance Coaching and Mentoring and the Team leader as a Coach
- Group Dynamics
- Managing Workplace Conflict
- Labour Relations
- Work Life Balance
- Effective Delegation
- Time Management

Target Group

- Non HR Managers and Executives
- Anyone with supervisory roles in an organization

Delivery Methodology

The course will feature lectures, case studies, simulations and interactive class discussions.

Course Fees

The course fees will be **Kshs. 92,800** /**USD 1080** (All inclusive) per participant to cover for tuition, training materials, lunch, tea, group photograph and certification.

Course Coordinator: Angela Kimeto **Email:** kimetoa@ksms.or.ke

LEADING AND MANAGING EXECUTION PROGRAM WITH A FOCUS ON STRATEGY (Module 1): Course LM 50

7-9 March 2016, Nairobi

Course Objective

The course is intended to enhance the participants understanding of impact of leadership in the successful execution of Central Bank of Kenya's strategy towards becoming a world class Central Bank.

Course Contents

- An overview of leadership and management
- Leadership verses Management
  - Transformational leadership style
  - Transactional leadership style
- The role of leadership in organization's vision
- The role of leadership in the organization's mission and values
- The role of leadership in the organization's strategy
- Executing organization's strategy: Success factors
- Cascading/communicating the organizational strategy
- Central Bank of Kenya Strategic Plan, vision, mission and core values

Target Group

Middle and Senior Management

Delivery Methodology

The course will feature lectures, case studies, simulations and interactive class discussions.

Course Fees

The course fees will be **Kshs. 41,760** /**USD 648** (All inclusive) per participant to cover for tuition, training materials, lunch, tea, group photograph and certification.

Course Coordinator: Benta Awori **Email:** aworib@ksms.or.ke

CONFLICT MANAGEMENT AND EMOTIONAL INTELLIGENCE: Course No. LM 13

7-11 March 2016, Mombasa
22-26 August 2016, Nakuru

Course Objective
Equip participants with skills and knowledge on how to manage emotions during conflict while working collaboratively toward a win/win resolution. Participants will also complete a conflict style assessment, learn the five styles of conflict management and identify their dominant style thus increasing their success with their career and relationships both inside and outside of work.

Course Contents

- Define conflict
- Identify assumptions of conflict
- Explain the escalation of disagreement into conflict
- Recognize the five styles of conflict resolution and the benefits and pitfalls of each style.
- Understand your preferred style of conflict resolution
- Apply the six steps to collaborative conflict resolution
- Apply techniques to managing emotions during conflict
- Discuss the effect that power has on conflict resolution
- Implement a strategy for continuous conflict management
- Definition of Emotional Intelligence
- Techniques for handling emotions, both yours and theirs
- Model role play/discussion /video of emotional intelligence
- Benefits of emotional intelligence
- Self-Awareness
- Self-Management
- Social awareness and relationship building
- Action planning and self-motivation

Target Group: Staff who deal with customers, both internal and external.

Delivery Methodology
The course will feature lectures, case studies, simulations and interactive class discussions.

Course Fees
The course fees will be **Kshs. 92,800** /**USD 1080** (All inclusive) per participant to cover for tuition, training materials, lunch, tea, group photograph and certification.

Course Coordinator: Njeri Munge **Email:** mungejn@ksms.or.ke

EFFECTIVE SUPERVISION AND BUILDING WORKING TEAMS: Course No. LM 09

14-18 March 2016 Nakuru
17-21 October 2016 Eldoret

Course Objective
To impart participants with the skills and knowledge on the fundamentals of effective supervision and building working teams in a modern organization. Participants will also learn how to change their leadership styles to suit the persons, the task and the situation.

Course Contents

- Supervisory skills, gaining and perfecting the technical expertise
- Communication skills,
- Defining, deciding work objectives and plans
- Delegating and directing work
- Continuous coaching and supporting
- Taking charge and assuming responsibility
- Performance assessments and appraisal
- Monitoring and controlling work execution and reporting
- Giving feedback
- Group dynamics and impact on team
- Building and sustaining working teams
- Time management
- Stress Management

Target Group: Staff in supervisory positions.

Delivery Methodology: The course will feature power point presentations, case studies, simulations and interactive class discussions.

Course Fees:
The course fees will be **Kshs. 92,800 /USD 1080** (All inclusive) per participant to cover for tuition, training materials, lunch, tea, group photograph and certification.

Course Coordinator: Benta Awori **Email:** aworib@ksms.or.ke

ADVANCED SKILLS DEVELOPMENT FOR SUPPORT STAFF: Course No. LM 45

24-8 April 2016, Nakuru

10-14 October 2016, Mombasa

Course Objective

To enhance participants' understanding of the importance of their role in the organization; importance of professional presence on the job; learn how to self-manage to become more effective and efficient; interpersonal relationships, teamwork, improve their communication skills including barriers to effective listening and how to overcome them.

Course Contents

- Your role and personal development
- The corporate world and you
- Impressive organizational skills
- Effective communication skills
- Enhanced interpersonal and team working skills
- Personal etiquette
- Recording information

Target Group

Office assistants.

Delivery Methodology

The course will feature lectures, case studies, simulations and interactive class discussions.

Course Fees

The course fees will be **Kshs. 92,800/ USD 1080** (All inclusive) per participant to cover for tuition, training materials, lunch, tea, group photograph and certification.

Course Coordinator: Cyril Oyier **Email:** oyierc@ksms.or.ke

MANAGEMENT OF SECURITY IN BANKS AND FINANCIAL INSTITUTIONS: Course No. LM 44

11-15 April 2016, Nakuru

Course Objective
To equip participants with the skills to manage security threats given the advent of modernization in banking and the escalation of frauds.

Course Contents

- Introduction on the role of security in banks
- How to conduct security survey in each banking office
- Identifying and monitoring moderate and high risk accounts
- Procedures for safeguarding valuables at all times
- Identification and prosecution of criminals and safeguarding evidence
- What to do in the event of robbery and burglary and recommended procedures to minimize the loss
- Suspicious activity reports
- External fraud investigations
- Understanding the latest cyber Fraud Techniques
- Case studies in current security risks in the banking industry
- Cash in transit

Target Group
Security staff in banks and financial institutions.

Delivery Methodology
The course will feature lectures, case studies, simulations and interactive class discussions.

Course Fees
The course fees will be **Kshs. 92,800** /**USD 1080** (All inclusive) per participant to cover for tuition, training materials, lunch, tea, group photograph and certification.

Course Coordinator: Elizabeth Gathecha **Email:** gathechaet@ksms.or.ke

LEADING AND MANAGING EXECUTION PROGRAM WITH A FOCUS ON PERFORMANCE (MODULE2): Course No. LM51

9-13 May 2016, Nairobi

Course Objective

This course is intended to enhance CBK staff understand how and why they need to deliberate work with an intention to improving organizational performance with a view to attaining the Bank's vision and mission.

Course Contents

- Creating a culture of performance
- Managing Performance and results
- Developing quality performance measures
- Giving Performance feedback
- Working with an employee through performance Improvement Plan(PIP)
- Documenting performance
- Growing employees through work
- Motivating and inspiring your team
- Creating a rhythm of accountability
- CBK Performance Management System

Target Group

Human Resource Managers and Line Managers.

Delivery Methodology

The course will feature lectures, case studies, guest speaker, simulations and interactive class discussions.

Course Fees

The course fees will be **Kshs. 92,800** /**USD 1080** (All inclusive) per participant to cover for tuition, training materials, lunch, tea, group photograph and certification.

Course Coordinator: Benta Awori **Email:** aworib@ksms.or.ke

LABOUR LAWS: Course No. LM 40

2-6 May 2016 - Nakuru

Course Objective
To enable participants familiarize with the key provisions of the new labour laws so that they are able to correctly interpret and implement the same as per legal requirements at their workplace.

Course Contents

- Employment Act, 2007
- Labour Relations Act, 2007
- Occupational Safety and Health Act, 2007
- Work Injury Benefits Act, 2007
- Labour Institutions Act, 2007
- Industrial Court Act, 2011

Target Group
Human Resource Managers and Line Managers.

Delivery Methodology
The course will feature lectures, case studies, guest speaker, simulations and interactive class discussions.

Course Fees
The course fees will be **Kshs. 92,800** /**USD 1080** (All inclusive) per participant to cover for tuition, training materials, lunch, tea, group photograph and certification.

Course Coordinator: Angela Kimeto **Email:** kimetoa@ksms.or.ke

LEADING HIGH PERFORMING TEAMS:
Course No. LM 42
8-13 May2016, Nairobi

Course Objective
Equip participants with skills and knowledge to recognize the characteristics of a high performing team, enhance their personal style of management, understand the needs and requirements of those in their team during change, identify and maximize talent within the team, use a combination of approaches to engage, empower and motivate their teams, develop coaching, facilitation and networking skills and influence others in a professional positive manner.

Course Contents
- Leadership and Management
- Coaching and Mentoring for Performance
- Team Creation and Development
- Performance Management
- Setting Goals and Measuring Performance
- Their role as a Communication 'messenger'
- Creativity
- Delegation
- Personal effectiveness and the power to influence others

Target Group
Line Managers and staff in Supervisory positions.

Delivery Methodology
The course will feature personal profiling using Clarity 4D, lectures, case studies, simulations and interactive class discussions.

Course Fees
The course fees will be **Kshs. 69,600** / **USD 810** (All inclusive) per participant to cover for tuition, training materials, lunch, tea, group photograph and certification.

Course Coordinator: Njeri Munge **Email:** mungejn@ksms.or.ke

EFFECTIVE COMMUNICATION AND REPORT WRITING: Course No. LM 29

23-27 May 2016, Eldoret

17-21 October 2016, Mombasa

Course Objectives

To impart to the participant's with modern communication knowledge which will enhance their skills in report and proposal writing as these reports are often used for decision making in the work place.

Course Contents

- Communicating in today's global business environment
- Understanding the communication process
- Using communication technology effectively
- How to communicate negative messages
- Intercultural communication
- Introduction to proposal writing
- Designing the proposal structure
- Introduction to report writing and purpose of reports
- Clarifying the purposes and objectives of reports
- Types of reports
- Designing the report structure
- Drafting and laying out of the text
- Summarizing reports
- When and how to use graphics
- Editing and proof reading reports
- Report presentations
- Conducting effective meetings
- Using meeting technologies
- Importance of emotional intelligence and how to deal with difficult people
- Effective minute writing (traditional and modern methods)

Target Group: Staff involved in writing reports and proposals.

Delivery Methodology:

The course will feature lectures, case studies, simulations and interactive class discussions.

Course Fees

The course fees will be **Kshs. 92,800** / **USD 1080** per participant to cover for tuition, training materials, lunch, tea, group photograph and certification

Course Coordinator: Benta Awori **Email:** aworib@ksms.or.ke

RECORDS AND ARCHIVE MANAGEMENT
COURSE NO: LM 19
20-24 June 2016,Mombasa

Course Objectives

To enable participants to conceptualize the field of records management, plan and manage electronic records management systems.

Course Contents

- Introduction to Records Management
- Registry Management
- Records Control Systems
- Application of ICT in Records Management
- Management of Electronic Records
- Records Disposal Procedures
- Legal and Regulatory Framework for Records
- Management of Vital Records
- Maintenance and Care for Records
- Security and Integrity of Records
- Knowledge Management
- Establishment of an Institutional Records
- Emerging Issues in Records Management

Target Group

Registry Staff and Administrative Assistants

Delivery Methodology

The course will feature lectures, case studies, simulations and interactive class discussions.

Course Fees

The course fees will be **Kshs. 92,800** / **USD 1080** per participant to cover for tuition, training materials, lunch, tea, group photograph and certification.

Course Coordinator: Cyril Oyier **Email:** Oyierc@ksms.or.ke

PLANNING FOR RETIREMENT:
Course No. LM 37
20-24 June 2016, Nairobi

Course Objective

To provide participants with pertinent information and insight into financial and non-financial issues related to retirement. Participants will also study the resources they need and the options involved in planning their financial security while maintaining their lifestyle and preparing for their next phase in life.

Course Contents

- The challenges and opportunities in retirement
- The implications of retirement
- Planning for retirement
- Personal budgeting and management of finances
- Demystifying pension information
- Review of pensions in light of current situation
- Financial planning options
- Psychological aspects of retirement
- Challenges of aging and retirement

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Target Group

All employees

Delivery Methodology

This course approaches the subject of retirement in a practical way, looking at the realities of retirement and helping participants to develop their own retirement plans. It will help make the transition from work to retirement enjoyable. The course will also feature power point presentations and interactive class discussions.

Course Fees

The course fees will be **Kshs. 69,600** / **USD 810** per participant to cover for tuition, training materials, lunch, tea, group photograph and certification.

Course Coordinator: Elizabeth Gathecha **Email:** gathechaet@ksms.or.ke

MANAGING DIVERSE GENERATIONS:
Course No. LM 52
June 06-10, 2016, Nakuru

Overview

Managers are increasingly grappling with generational differences in their work places. Conflicts arise from differing mindsets and communication styles of workers born in different eras. The frictions may be aggravated by new technology and work patterns that mix workers of different ages in ever-changing teams.

Course Objectives

Participants will learn to:

- Build an understanding of their own core values and behaviors
- Develop a framework for understanding the behaviors and core values of each generations born at different times
- Decrease negative judgments and generational stereotyping
- Acquire an overall appreciation for generational differences

Course Content

- Introducing the five generation groups
- The impact of generation diversity at work place
- Strengths and weakness of each generation
- How to manage the different generations at the work place
- Generational Leadership

Target

Managers and Supervisors

Delivery Methodology

The course will feature lectures, case studies, simulations and interactive class discussions.

Course Fees

The course fees will be **Kshs. 92,800** / **USD 1080** per participant to cover for tuition, training materials, lunch, tea, group photograph and certification.

Course Coordinator: Cyril Oyier **Email:** oyiec@ksms.or.ke

CHANGE MANAGEMENT AND BUILDING WORKING TEAMS: COURSE No. LM 10

20-24 June 2016, Nakuru

Course Objective

To improve organization performance through changed working relationships after participants' learning how to become change agents by understanding change, why people resist change, the process of accepting change and how to handle change in the future and also learning how to cultivate great teams, inspiring team success and positive conflict resolution.

Course Contents

- Introduction to change and drivers of change
- Change management
- Resistance to change
- Barriers to change: Analysis and how to overcome barriers
- Adapting to change by individuals
- Initiating and sustaining change
- Building and sustaining performance teams
- Group dynamics and impact on teams
- Effective communication skills and change
- Change and learning new skills
- Stress management
- The art of Motivation

Target Group

Senior and Middle Level Managers.

Delivery Methodology

The course will feature lectures, case studies, simulations and interactive class discussions.

Course Fees

The course fees will be **Kshs. 92,800** / **USD 1080** per participant to cover for tuition, training materials, lunch, tea, group photograph and certification.

Course Coordinator: Josiah Mayieka **Email:** mayiekaja@ksms.or.ke

PROTOCOL AND ETIQUETTE: COURSE No. LM 53

August 08-10, 2016, Nairobi

Course Objectives

At the end of the training participants will be able to**:-**

1) Understand the foundations of protocol
2) Explain the importance of national symbols
3) Apply the orders of seniority in government and in the institution
4) Understand protocol observations when hosting VIPs
5) Know the appropriate hanging of the Official Photographs
6) How to dine with class

Course Content

1. **Fundamentals of Protocol**
   - What Is Protocol
   - How Different is it from Etiquette and Diplomacy
   - Where did it Originate from
   - Where is it Applicable

2. **National Symbols and their Significance**
   - Which National Symbols are Observed in Kenya (your country)
   - Focus on the National Flag and its regulations (your country)
   - National Anthem
     - Respect to be Accorded the Anthem
     - How Should One Stand
     - Is One Forced to Sing
     - When to Sing e.t.c)

3. **Order of Seniority in the Public Sector**
   - Order of Seniority at Official
   - Government Order of Precedence
   - Diplomats Order of Precedence
   - Order of seniority
   - Rules to be Observed

4. **Protocol when Hosting**

How to address in writing, verbally, letter salutation and ending the following offices

- President
- Ministers
- Premiers
- Mayors
- Religious Leaders. etc

How to Address Various Office Bearers in Speech, in Letter Writing and when with Spouses

- Meeting a VIP Vehicle or Plane
- Side where the VIP sits and Why
- How to Receive a VIP
- How to Introduce People
- Acceptable Conduct when Facilitating Introductions
- Dressing for the Occasion
- Types of Gifts
- Cultural etiquette

5. **Hanging of Official Photographs**
   - President with Deputy President and Minister
   - President with Deputy President and Premier
   - President with Deputy President and Mayor
   - Pictures of MECs, Directors General, Past Presidents e.t.c.

6. **Practical Siting Arrangements**
   - Sitting Plan (U-shape; pod; circle; conference e.t.c)
   - The Main Table
   - Placing the Host and the Guest of Honour
   - Table Plans for Different Occasions (breakfast; social luncheon or dinner; with spouses)
   - Place Cards

7. **International Cultural Etiquette**
   - Meeting and Greeting
   - Names and Titles
   - Body Language
   - Corporate Culture
   - Dining and Entertainment
   - Dressing
   - Presentation and Receive of Gifts

8. **Dining Etiquette**

- Dining together strengthens relationships.
- Business entertaining: seating, ordering, paying the bill, tipping, toasting
- Behaviour at the table
- Embarrassing dining situations

9. **Site visit to the JKIA and its lounges**

Delivery Methodology

The course will feature lectures, case studies, simulations and interactive class discussions.

Course Fees

The course fees will be **Kshs. 42,000** per participant to cover for tuition, training materials, lunch, tea, group photograph and certification

Course Coordinator: Cyril Oyier
Email: oyierc@ksms.or.ke

COACHING AND MENTORING IN A MODERN ORGANIZATION: Course No. LM 06

26-30 October 2016, Nairobi

9-13 May 2016, Nairobi

Course Objective
To equip participants with the skills, competencies, goals and relationships required for mentoring and coaching.

Course Contents:

Coaching and Mentoring

- Introduction to coaching and mentoring
- Differences and similarities of coaching and mentoring
- Benefits and challenges of coaching and mentoring to the individuals and organization
- Role of Coach and Mentor
- Qualities of a good coach and mentor
- Factors required for successful coaching and mentoring
- The mentoring road map
- Mentoring and coaching tools
- Future Directions/how to implement

Why organizations require coaching and mentoring

- Increase Skill levels
- Knowledge transfer
- Succession planning
- Staff retention
- Competitive advantage

Target Group
Staff in Management.

Delivery Methodology
The course will feature lectures, case studies, simulations and interactive class discussions.

Course Fees
The course fees will be **Kshs. 69,600** / **USD 810** per participant to cover for tuition, training materials, lunch, tea, group photograph and certification

Course Coordinator: Angela Kimeto **Email:** kimetoa@ksms.or.ke

EVENTS PLANNING AND MANAGEMENT: COURSE No. LM 17

1-14 October 2016, Mombasa

Course Objective
To impart the requisite skills to participants required to effectively and successfully manage events.

Course Contents

- Overview of different events
- Strategic events planning and organizing
- The role of Management in Events Management
- Planning and Coordination of events
- Project management of events
- Operational Management
- Events marketing and Communication Strategy
- Risk and safety management
- Corporate events
- Banqueting
- Post events evaluation

Target Group
Staff involved in planning and managing official events.

Delivery Methodology
The course will feature lectures, case studies, simulations and interactive class discussions.

Course Fees
The course fees will be **Kshs. 92,800** / **USD 1080** per participant to cover for tuition, training materials, lunch, tea, group photograph and certification

Course Coordinator: Njeri Munge **Email:** mungejn@ksms.or.ke

JOB EVALUATION AND ANALYSIS:
Course No. LM 38
14-18 November 2016, Nairobi

Course Objective
Equip the participants with the skills and knowledge to enable them design and define job roles and key accountabilities of each job in support of their organization structure and business goals.

Course Contents
- Overview of Job analysis
- Roles, job titles, job descriptions, reporting lines, job families and career paths
- How to prepare job descriptions and job evaluation
- Uses of Job Descriptions
- Understand the concepts and different approaches associated with job analysis and implementation- market pricing, job levelling, and grading jobs
- Best commonly used practices in job evaluation and analysis
- Developing a pay and grading structure and explore different approaches to compensation
- Job evaluation Methodology ; Hay Job evaluation
- How to perform quality checks of Evaluations
- Uses of Job Evaluation

Target Group
HR Managers and Business Line Managers

Delivery Methodology
The course will feature lectures, case studies, simulations and interactive class discussions.

Course Fees
The course fees will be **Kshs. 69,600** / **USD 810** per participant to cover for tuition, training materials, lunch, tea, group photograph and certification.

Course Coordinator: Benta Awori **Email:** aworib@ksms.or.ke

PROCUREMENT AND SUPPLY CHAIN MANAGEMENT

Training Programmes

STORES MANAGEMENT:
Course No. PM 01
22-26 February 2016, Nakuru
10-14 October 2016, Mombasa

Course Objective
The day-to-day management of the stores department is a critical factor in the successful management within any business. The objective of the course is to equip participants with the knowledge and skills required for effective stores management.

Course Contents
- Introduction to storekeeping, stock control and stores management
- Stores identification and coding.
- Stock records: contents, use, accuracy – manual and computerized.
- Setting stock levels receipts into and issues from the stores – documentation, stocktaking and spot checks.
- Dealing with systems, software and management of information systems and management of stores.
- The application of TQM in the area of stores management.
- The Integrated Purchasing and Stores Department
- Storehouse buildings, location, design, layout, sub-stores. Stockyard location, design & layout.
- Manual and powered stores equipment for materials handling, storage, measurement, order picking.
- Protection of stock against loss and damage, storehouse and stockyard security, fire and accident prevention.

Target Group
Procurement and Stores Staff.

Delivery Methodology
The course will feature lectures, case studies, simulations and interactive class discussions.

Course Fees
The course fees will be Ksh**. 92,800** /**USD 1080** (All inclusive) per participant to cover for tuition, training materials, lunch, tea, group photograph and certification.

Course Coordinator: Cyril Oyier **Email:** oyierc@ksms.or.ke

A MODERN APPROACH TO PROCUREMENT:
Course No. PM 04
14-18 March 2016, Kisumu

Course Objective
To equip participants with knowledge and skills to build a strategic approach to the procurement of goods and services across the organization ensuring that a more structured system is effectively developed, adopted and enhanced.

Course Content

- The latest developments in Kenyan procurement policies including sustainable procurement
- The role and skills required of an effective procurement manager
- Developing national and local procurement strategies
- Processes of the Kenyan public procurement
- How a 'win-win' approach with providers maximizes long-term benefits
- Appreciate the new constitution, the county government laws and structures; and their impact on procurement functions
- Opportunities arising in the international marketplace with the rapid expansion of business process outsourcing
- Maintaining long term relationship with suppliers
- Supply chain risk management
- Contract management
- Emerging Issues in the procurement process

Target Group
Officers dealing with the procurement of goods and services.

Delivery Methodology
The course will feature lectures, case studies, simulations and interactive class discussions.

Course Fees
The course fees will be Kshs**. 92,800** /**USD 1080** (All inclusive) **per** participant to cover for tuition, training materials, lunch, tea, group photograph and certification.

Course Coordinator: Elizabeth Gathecha **Email:** gathechaet@ksms.or.ke

DEVELOPING FIT- FOR - PURPOSE TENDER DOCUMENTS: Course No. PM 05

4-8 April 2016, Mombasa

31st October-4 November 2016, Kisumu

Course Objective
To equip participants with the practical guidelines for preparing tender documents as per the requirements of the Public Procurement and Disposal Act, 2005.

Course Contents

- Introduction to Tenders(ITT)
- Tendering Documents
- Preparation of Tenders
- Submission of Tenders
- e-tendering
- Post-bid Procedures and Negotiations
- Public Procurement and Disposal Act, 2005

Target Group
Procurement staff and staff involved in the preparation of tender documents.

Delivery Methodology
The course will feature lectures, case studies, simulations and interactive class discussions.

Course Fees
The course fees will be **Kshs. 92,800** / **USD 1080** per participant to cover for tuition, training materials, lunch, tea, group photograph and certification.

Course Coordinator: Josiah Mayieka **Email:** mayiekaja@ksms.or.ke

PUBLIC PROCUREMENT COURSE FOR TENDER AND EVALUATION COMMITTEES: Course No. PM 03

9-13 May 2016, Kisumu

Course Objective

To sensitize members of staff involved in the procurement of goods, works and services, on the need to comply with the Procurement and Disposal Regulations in force.

Course Contents

- The potential risks that give rise to review cases at the Public Procurement Administration Review Board (PPARB)
- Reducing / minimizing recurrence of the review cases with the Public Procurement Administration Review Board (PPARB)
- The recent changes in the Public Procurement and Disposal Act, 2005 and the Procurement and Disposal Regulations/ PPOA Circulars.
- Compliance with the Public Procurement and Disposal Act, 2005 and the Procurement and Disposal Regulations/ PPOA Circulars.
- Preparing action plans on implementing the presidential directive on the allocation of 30% of Public Procurement Budgets to women, youth and persons with disability.

Target Group
Staff involved in Procurement.

Delivery Methodology
The course will feature lectures, case studies, simulations and interactive class discussions.

Course Fees
The course fees will be Kshs**. 92,800** /**USD 1080** (All inclusive) per participant to cover for tuition, training materials, lunch, tea, group photograph and certification.

Course Coordinator: Angela Kimeto **Email:** kimetoa@ksms.or.ke

COMPLETE PROCUREMENT CYCLE: COURSE No. PM 02

13-17 June 2016, Eldoret
3-7 October 2016, Nakuru

Course Objective
The course is aimed at exposing participants to the Public Procurement Act and supply management

Course Contents

- An overview of Public Procurement and Disposal Act, 2005
- Overview of Public Procurement and Disposal Regulations/ PPOA Circulars
- Identification of needs
- Defining specifications and requirements
- Procurement planning
- Sourcing
- Bid evaluation process
- Contract award
- Formulation of contract
- Contract Management
- Managing inventory
- Procurement performance evaluation and measurement
- Ethical issues in managing procurement process.

Target Group
Officers dealing with the procurement of goods and services.

Delivery Methodology
The course will feature lectures, case studies, simulations and interactive class discussions.

Course Fees
The course fees will be **Kshs. 92,800** /**USD 1080** (All inclusive) per participant to cover for tuition, training materials, lunch, tea, group photograph and certification.

Course Coordinator: Njeri Munge **Email:** mungejn@ksms.or.ke

INFORMATION TECHNOLOGY

Training Programmes

ORACLE DATABASE 12C: INTRODUCTION TO SQL ED 1.1: COURSE NO. 01

11-15 January 2016, Nairobi

6-10 June 2016, Nairobi

Course Objectives

- Identify the major structural components of the Oracle Database 12c
- Create reports of aggregated data
- Write SELECT statements that include queries
- Retrieve row and column data from tables
- Run data manipulation statements (DML) in Oracle Database 12c
- Create tables to store data
- Utilize views to display data
- Control database access to specific objects
- Manage schema objects
- Display data from multiple tables using the ANSI SQL 99 JOIN syntax
- Manage objects with data dictionary views
- Write multiple-column sub-queries
- Employ SQL functions to retrieve customized data
- Use scalar and correlated sub-queries
- Create reports of sorted and restricted data

Course Content

- Introduction
- Retrieving Data using the SQL SELECT Statement
- Restricting and Sorting Data
- Using Single-Row Functions to Customize Output
- Using Conversion Functions and Conditional Expressions
- Reporting Aggregated Data Using the Group Functions
- Displaying Data from Multiple Tables Using Joins
- Using Subqueries to Solve Queries
- Using the SET Operators
- Managing Tables using DML statements
- Introduction to Data Definition Language
- Introduction to Data Dictionary Views
- Creating Sequences, Synonyms, Indexes
- Creating Views
- Managing Schema Objects
- Retrieving Data by Using Subqueries
- Manipulating Data by Using Subqueries
- Controlling User Access
- Manipulating Data
- Managing Data in Different Time Zones

Target Group

Application Developers, Business Analysts, Data Warehouse Administrator, Developer, Forms Developer, PL/SQL Developer, System Analysts

Delivery Methodology

- Classroom
- Live virtual class

Course Fees: TBA

Course Coordinator: Ciku Kiragu

Email: kiragurw@ksms.or.ke

ORACLE DATABASE 12C: ADMINISTRATION WORKSHOP: COURSE NO. 02

18-22 January 2016, Nairobi
13-17 June 2016, Nairobi

Course Objectives

- Monitor the Database
- Manage Database Performance
- Implement Database Auditing
- Configure the Database Instance Such That Resources Are Appropriately Allocated Among Sessions and Tasks
- Schedule Jobs to Run Inside or Outside of the Database
- Configure Oracle Net Services
- Configure your Database For Backup and Recovery Operations
- Describe Oracle Database Architecture
- Manage the Oracle Database Instance
- Manage Oracle Database Storage structures
- Create and Administer User Accounts

Course Content

- Introduction
- Exploring the Oracle Database Architecture
- Managing the Database Instance
- Configuring the Oracle Network Environment
- Managing Database Storage Structures
- Administering User Security
- Managing Data Concurrency
- Managing Undo Data
- Implementing Oracle Database Auditing
- Performing Database Maintenance
- Managing Performance
- Managing Performance: SQL Tuning
- Managing Resources by Using Database Resource Manager
- Automating Tasks by Using Oracle Scheduler
- Managing Space
- Backup and Recovery Concepts
- Moving Data
- Working with Oracle Support

Target Group

Data Warehouse Administrator, Database Administrators, Database Designers, Support Engineer, Technical Administrator

Course Fees: TBA

Course Coordinator: Ciku Kiragu

Email: kiragurw@ksms.or.ke

ORACLE DATABASE 12C: INSTALL AND UPGRADE WORKSHOP: COURSE NO. 03

25-26 January 2016, Nairobi
20-21 June 2016, Nairobi

Course Objectives

- Install Oracle Grid Infrastructure for a Standalone Server
- Use Oracle Restart to manage components
- Upgrade database to Oracle Database 12c
- Create a container database
- Create an Oracle Database
- Install Oracle Database 12c software

Course Content

- Oracle Database 12c Overview
- Installing Oracle Grid Infrastructure for a Standalone Server
- Installing Oracle Database Software
- Creating an Oracle Database by Using DBCA
- Using Oracle Restart
- Introduction to Upgrading to Oracle Database 12c
- Preparing to Upgrade to Oracle Database 12c
- Upgrading to Oracle Database 12c
- Performing Post-Upgrade Tasks
- Migrating Data by Using Oracle Data Pump

Target Group
Database Administrators, Support Engineer, Technical Administrator, Data Warehouse Administrator

Course Fees: TBA

Course Coordinator: Ciku Kiragu **Email:** kiragurw@ksms.or.ke

ORACLE DATABASE 12C: BACKUP AND RECOVERY WORKSHOP: COURSE NO. 04

8-12 February 2016, Nairobi

4-8 February 2016, Nairobi

Course Objectives

- Describe Oracle Database backup methods and recovery operations that can be used to resolve database failure.
- Describe the Oracle Database architecture components related to backup and recovery operations.
- Plan effective backup and recovery procedures.
- Configure the database for recoverability.
- Use Recovery Manager (RMAN) to create backups and perform recovery operations.
- Use the Data Recovery Advisor to diagnose and repair failures.
- Use Oracle Flashback Technologies to recover from human error.
- Perform an encrypted database backup and restore.
- Perform tablespace point-in-time recovery.
- Describe additional high availability features such as Oracle Data Guard

Course Content

- Introduction
- Getting Started
- Configuring for Recoverability
- Using the RMAN Recovery Catalog
- Backup Strategies and Terminology
- Performing Backups
- Improving Your Backups
- Using RMAN-Encrypted Backups
- Diagnosing Database Failures
- Restore and Recovery Concepts
- Performing Recovery, Part 1
- Performing Recovery, Part 2
- RMAN and Oracle Secure Backup
- Performing Tape Backups and Restores
- Using Flashback Technologies
- Using Flashback Database
- Managing Backup Space or Transporting Data
- Duplicating a Database
- RMAN Performance and Tuning
- Backup and Recovery Workshop

Target Group

Database Administrators, Data Warehouse Administrator, Support Engineer, Technical Consultant, Technical Administrator

Course Fees: TBA

Course Coordinator: Ciku Kiragu

Email: kiragurw@ksms.or.ke

ORACLE DATABASE 12C: MANAGING MULTITENANT ARCHITECTURE: COURSE NO. 05

15-16 February 2016, Nairobi

Course Objectives

- Manage the multitenant container database and pluggable databases performance
- Configure resource manager to share resources within a multitenant container database between containers and within a pluggable database
- Implement unified auditing in a multitenant container database and its pluggable databases
- Use Oracle Data Pump, SQL*Loader in pluggable databases
- Monitor the multitenant container database and pluggable databases
- Describe the multitenant architecture
- Create a multitenant container database
- Create a pluggable database using different methods
- Plug a non-CDB into a multitenant container database
- Manage multitenant container databases and pluggable databases
- Administer multitenant container database and pluggable database storage structures
- Create and administer common and local user accounts
- Manage common and local privileges and roles
- Configure multitenant container databases and pluggable databases backup and recovery operations

Course Content

- Introduction
- Container and Pluggable Database Architecture
- CDB and PDB Creation
- Managing a CDB and PDBs
- Managing Storage in a CDB and PDBs
- Managing Security in a CDB and PDBs
- Managing Availability
- Managing Performance
- Miscellaneous

Target Group

Database Administrators, Database Designers, Support Engineer, Technical Administrator, Data Warehouse Administrator

Course Fees: TBA

Course Coordinator: Ciku Kiragu

Email: kiragurw@ksms.or.ke

JAVA SE 8 FUNDAMENTALS: COURSE NO. 06

7-11 March 2016, Nairobi
8-12 August 2016, Nairobi

Course Objectives

- Write Java code that uses variables, arrays, conditional and loop constructs
- Manipulate primitive numeric data and string data using Java operators
- Create Java classes and use object references
- Access the fields and methods of an object
- Manipulate text data using the methods of the String and StringBuilder classes
- Use casting without losing precision or causing errors
- Declare, override, and invoke methods
- Access and create static fields and methods
- Use classes from the java.time and java.time. format packages to format and print the local date and time
- Encapsulate a class using access modifiers and overloaded constructors
- Define and implement a simple class hierarchy
- Demonstrate polymorphism by implementing a Java Interface
- Use a Predicate Lambda expression as the argument to a method
- Handle a checked exception in a Java application

Course Content

- What Is a Java Program?
- Creating a Java Main Class
- Data In the Cart
- Managing Multiple Items
- Describing Objects and Classes
- Manipulating and Formatting the Data in Your Program
- Creating and Using Methods
- Using Encapsulation
- More on Conditionals
- More on Arrays and Loops
- Using Inheritance
- Using Interfaces
- Handling Exceptions

Target Group
Application Developers, Developer Project Manager, System Administrator, Team Leader, Technical Administrator, Technical Consultant, Web Administrator

Course Fees: TBA
Course Coordinator: Ciku Kiragu
Email: kiragurw@ksms.or.ke

JAVA SE 8 PROGRAMMING: COURSE NO. 07

14-18 March 2016, Nairobi
15-19 August 2016, Nairobi

Course Objectives

- Creating high-performing multi-threaded applications
- Creating Java technology applications that leverage the object-oriented features of the Java language, such as encapsulation, inheritance, and polymorphism
- Implementing input/output (I/O) functionality to read from and write to data and text files and understand advanced I/O streams
- Executing a Java technology application from the command line
- Manipulating files, directories and file systems using the JDK NIO.2 specification
- Creating applications that use the Java Collections framework
- Performing multiple operations on database tables, including creating, reading, updating and deleting using both JDBC and JPA technology
- Searching and filter collections using Lambda Expressions
- Implementing error-handling techniques using exception handling
- Using Lambda Expression concurrency features

Course Content

- Java Platform Overview
- Java Syntax and Class Review
- Encapsulation and Subclassing
- Overriding Methods, Polymorphism, and Static Classes
- Abstract and Nested Classes
- Interfaces and Lambda Expressions
- Collections and Generics
- Collections Streams, and Filters
- Lambda Built-in Functional Interfaces
- Lambda Operations
- Exceptions and Assertions
- Java Date/Time API
- I/O Fundamentals
- File I/O (NIO.2)
- Concurrency
- The Fork-Join Framework
- Parallel Streams
- Database Applications with JDBC
- Localization

Target Group
Developer, Java Developers, Java EE Developers

Course Fees: TBA
Course Coordinator: Ciku Kiragu
Email: kiragurw@ksms.or.ke

JAVA ME: DEVELOPMENT APPLICATIONS FOR MOBILE PHONES: COURSE NO. 08

21-22 March 2016, Nairobi
22-23 August 2016, Nairobi

Course Objectives

- Render HTML using LWUIT
- Write an application that uses location-based services such as GPS
- Create a Java ME MIDlet and run it on the emulator
- Create a custom LWUIT component
- Use the PushRegistry to register events such as alarms and connections
- Open and read from I/O connections
- Create a MIDP form and add basic components to it
- Use the MIDP canvas and write an application to paint on the canvas
- Create a game using Sprites and Layers
- Create a application to play audio from the mobile phone emulator
- Create applications using LWUIT components
- Use the LWUIT Resource Editor to apply a theme
- Use LWUIT list components
- Write a Payment application
- Use RMS to read and write files on a mobile device

Course Content

- Course Overview and Introduction
- MIDlets
- CDLC Basics
- Basic User Interfaces with Java ME
- Low Level UI
- Game API
- Multimedia API
- LWUIT: Overview and Forms
- LWUIT: Basic Components
- LWUIT: Containers and Layouts
- LWUIT: Adding Style
- LWUIT: Resource Editor
- LWUIT: List components
- Custom LWUIT components
- HTML in LWUIT
- Location API
- Payments API
- Record Management Store
- The MIDP 2.0 Push Registry
- Advanced I/O

Target Group
Developers and Java Developers

Course Fees: TBA
Course Coordinator: Ciku Kiragu
Email: kiragurw@ksms.or.ke

R12.X ORACLE E-BUSINESS SUITE ESSENTIALS FOR IMPLEMENTERS: COURSE NO. 09

4-6 April 2016, Nairobi

12-14 September 2016, Nairobi

Course Objectives

- Navigate within R12.1 Oracle E-Business Suite
- Understand conceptually the major architectural components of R12.1 Oracle E-Business Suite
- Describe basic concepts of R12.1 Oracle System Administration
- Define key and descriptive Flexfields
- Identify shared entities across R12.1 Oracle E-Business Suite
- Describe features and benefits of Multiple Organization Access Control (MOAC)
- Create Oracle Alerts and test a Periodic Alert
- Learn the key features and benefits of R12.1 Oracle Workflow
- Understand basic features of Oracle Business Intelligence (OBI) Applications

Course Content

- R12.1 Oracle E-Business Essentials for Implementers: Overview
- Navigating in R12.1 Oracle Applications
- Introduction to R12.1 Oracle Applications
- Fundamentals of System Administration
- Fundamentals of Flexfields
- Shared Entities and Integration
- Fundamentals of Multiple-Organization and Multiple-Organization Access Control (MOAC)
- Fundamentals of Oracle Workflow & Alerts
- Oracle Business Intelligence (OBI) Applications: Overview

Target Group

Functional Implementers and End Users

Course Fees: TBA

Course Coordinator: Ciku Kiragu **Email:** kiragurw@ksms.or.ke

R12.X ORACLE GENERAL LEDGER MANAGEMENT FUNDAMENTALS: COURSE NO. 10

11-15 April 2016, Nairobi

19-23 September 2016, Nairobi

Course Objectives

- Describe the implementation considerations
- Understand how Oracle General Ledger integrates with the E-Business Suite of applications
- Identify the steps required to complete the accounting cycle

Course Content

- Oracle General Ledger Process
- Ledger
- Using Accounting Setup Manager
- Basic Journal Entries
- Summary Accounts
- Advanced Journal Entries
- Advanced Security
- Financial Budgeting
- Multi-Currency
- Consolidations
- Period Close
- Financial Reporting
- Oracle Advanced Global Intercompany System

Target Group

End Users, Functional Implementer, Project Manager

Course Fees: TBA

Course Coordinator: Ciku Kiragu **Email:** kiragurw@ksms.or.ke

R12.X ORACLE PAYABLES MANAGEMENT FUNDAMENTALS: COURSE NO. 11

18-21 April 2016, Nairobi

26-29 September 2016, Nairobi

Course Objectives

- Understanding how to Process Invoices and Payments
- Generating Key Payables Reports
- Approving Invoices for Payment
- Process, Stop, and Void Payments
- Setting Up Bank Accounts
- Understanding Managing Suppliers
- Processing Pay Runs
- Closing Payables Periods
- View Accounting

Course Content

- Procure to Pay Overview
- Payables Overview
- Suppliers
- Invoices
- Payments
- Expense Reports and Credit Cards
- Period Close
- 1099 Reporting
- Transaction Taxes in Payables
- Withholding Tax
- Advances and Progressive Contract Financing

Target Group

Project Manager, Functional Implementer, End Users

Course Fees: TBA

Course Coordinator: Ciku Kiragu **Email:** kiragurw@ksms.or.ke

R12.X ORACLE PURCHASING FUNDAMENTALS: COURSE NO. 12

25-29 April, 2016
10-14 October, 2016

Course Objectives

- Create purchase requisitions
- Create standard, blanket and contract purchase documents
- Understand how to use the Auto-Create window, Create Releases program and PO
- Create Documents Workflow process to automate document creation
- Create Standard, Express, Cascade receipts, Substitute receipts, Returns and Corrections
- Set up Pay on Receipt
- Define document approval and routing process
- Define document security and access levels
- Understand the Period Close process for Purchasing
- Understand Purchasing administration
- Describe how the Purchasing process fits into the Procure to Pay lifecycle
- Define and maintain suppliers
- Use the Professional Buyer's Work-center
- Create request for quotations
- Set up and use an approved supplier list and sourcing rules

Course Content

- Procure To Pay Lifecycle Overview
- Oracle Purchasing Overview
- Enterprise Structure – Locations, Organizations, and Items
- Suppliers
- RFQs and Quotations
- Approved Supplier Lists and Sourcing Rules
- Requisitions
- Purchase Orders
- Automatic Document Creation
- Receiving
- Professional Buyer's Work Center
- Document Security, Routing and Approval
- Purchasing Accounting
- Setup Steps
- Purchasing Administration

Target Group
End Users, Technical Consultant, Functional Implementer

Course Fees: TBA

Course Coordinator: Ciku Kiragu **Email:** kiragurw@ksms.or.ke

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